

# **IMASA**

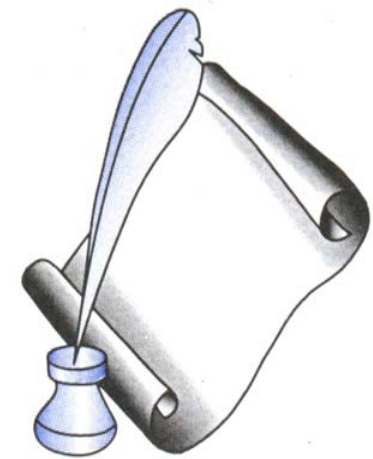
## **18<sup>TH</sup> ANNUAL NATIONAL CONFERENCE**

### **7 – 9 SEPTEMBER 2016**

**EFFECTIVE SERVICE DELIVERY THROUGH  
EFFECTIVE PERFORMANCE MANAGEMENT**

**Cherèl Jansen an Rensburg**

**Institute for Municipal Administrators of South Africa**



# INTRODUCTION

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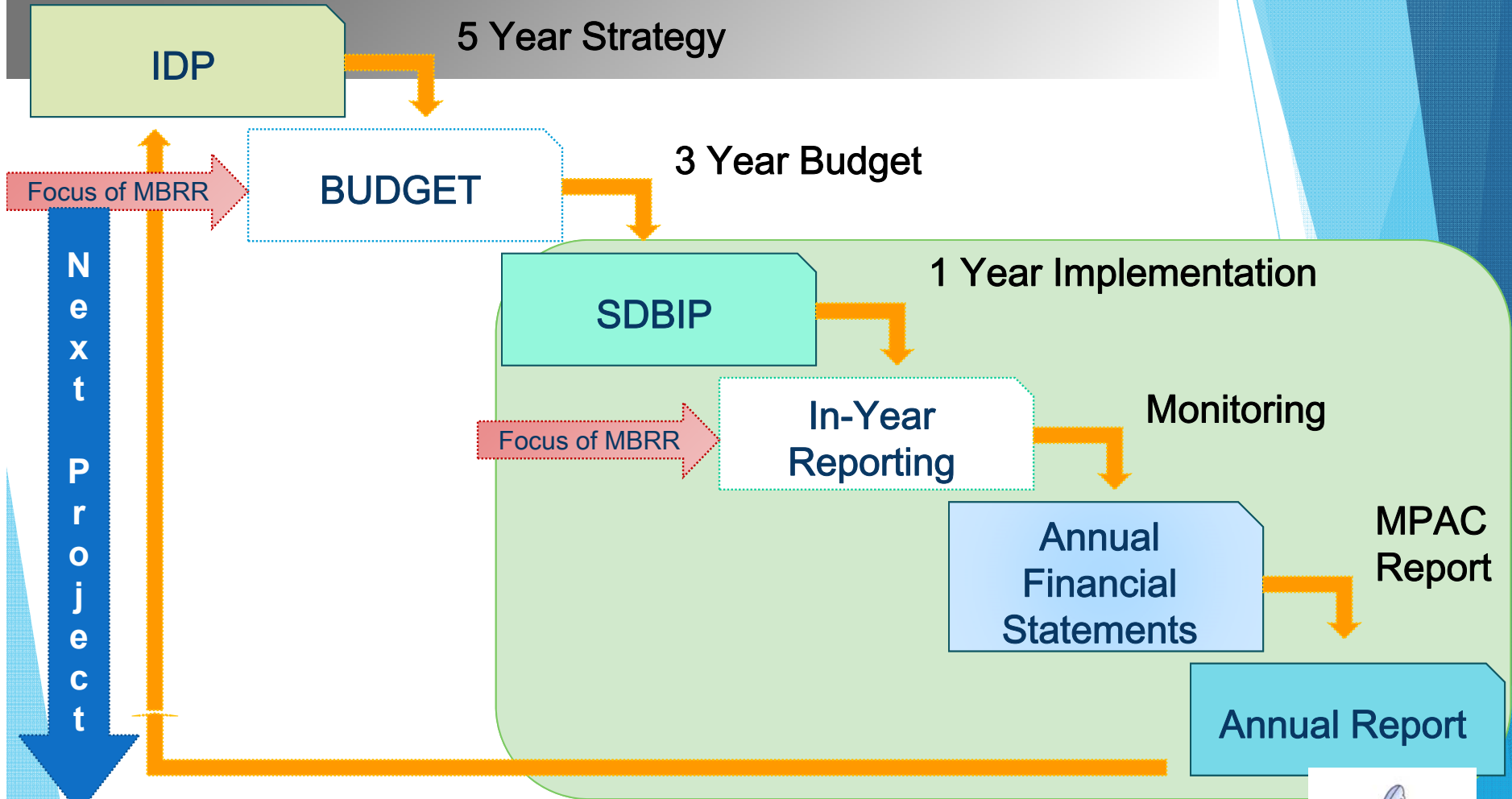
## Various legislation ensuring effective Performance Management

- ✓ **Legislation regulating Performance Management**
- ✓ **Definition of Performance Management**
  - Performance Management is a strategic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and technique to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency and impact.
- ✓ **Municipal Accounting Cycle**
- ✓ **Benefits for organization and employees**
- ✓ **Desired outcomes**
- ✓ **Clarify roles and responsibilities**
- ✓ **SDBIP**
- ✓ **Performance Agreements**
- ✓ **Performance monitoring and evaluation (measures)**
- ✓ **Performance reporting**



# MUNICIPAL ACCOUNTING CYCLE

# IMASA



Standard Charts of Accounts (SCOA)

Institute for Municipal Administrators of South Africa (IMASA)



# DEVELOPING PERFORMANCE MANAGEMENT IMASA

## Implementing legislation

- ✓ **The fundamental goal of performance management is to promote and improve employee effectiveness.**
- ✓ **It is a continuous process where managers and employees work together to plan, monitor and review an employee's work objectives or goals and his or her overall contribution to the organization.**
- ✓ **The performance of the municipality is then measured against specific standards and priorities, which have been mutually developed and agreed upon during the IDP process.**
- ✓ **All targets must be SMART**



# PERFORMANCE REPORTING AND MONITORING IMASA

## Why is reporting and monitoring important

- ✓ **Reporting requires that the municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and useful to the specific target group, for review.**
- ✓ **The type and quality of the information is therefore critical to the integrity of PMS, which lends credibility to the performance management system.**
- ✓ **Monitoring performance entails continually checking an employee's performance against the responsibilities and objectives that have been agreed upon.**
- ✓ **Monitoring performance is not an event, it is rather an ongoing process that happens continuously after performance objectives and related standards are agreed to**



# PERFORMANCE MEASURING

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## Why measure Performance?

- ✓ Everyone is measuring performance
- ✓ What gets measured gets done.... to what extent?
- ✓ Because measuring performance is good...?
- ✓ What is the purpose of performance measures?
- ✓ What is expected when conducting performance measures
  
- ✓ Enables officials to hold management and municipality accountable
- ✓ Enables the public to hold officials and municipality accountable
- ✓ Identify areas for improvement
- ✓ To be used in budget formulation and resource allocation
- ✓ To recognize good performance
- ✓ There is no single performance measure



# PERFORMANCE MEASURING

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## The 8 pillars of Performance measures

### ✓ Evaluate

- Clear understanding of policies and objective
- Comparison – operation and practices
- Provides important output and outcome information

### ✓ Control

- Are employees doing the right thing
- Actions and behavior
- Who has and has not complied

### ✓ Budget

- Assist with budget allocations
- Allows results-oriented budgeting
- Budgets are crude tools
- Reliable cost data for the denominator



# PERFORMANCE MEASURING

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## The 8 pillars of Performance measures

### ✓ Motivate

- Establishing performance goals
- Give people something they can do
- Municipalities produce outputs
- Outcome targets will force officials to think outside the box

### ✓ Promote

- Municipalities need public's support and trust
- Community has the rights to know about successes and failures
- Win recognition inside and outside the organization
- An informed community is a happy community

### ✓ Celebrate

- Commemorate their accomplishments
- Sense of personal accomplishment and self-worth
- Celebration should be combined with learning





# PERFORMANCE MEASURING

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## The 8 pillars of Performance measures

### ✓ Learn

- Learning is more than evaluation
- What is working and what isn't
- What is contributing to the municipality's excellence
- What must be done to improve poor performance

### ✓ Improve

- Improvement requires attention to the feedback
- Challenge of learning is both intellectual and operational
- Lessons postulated from the learning have been implemented

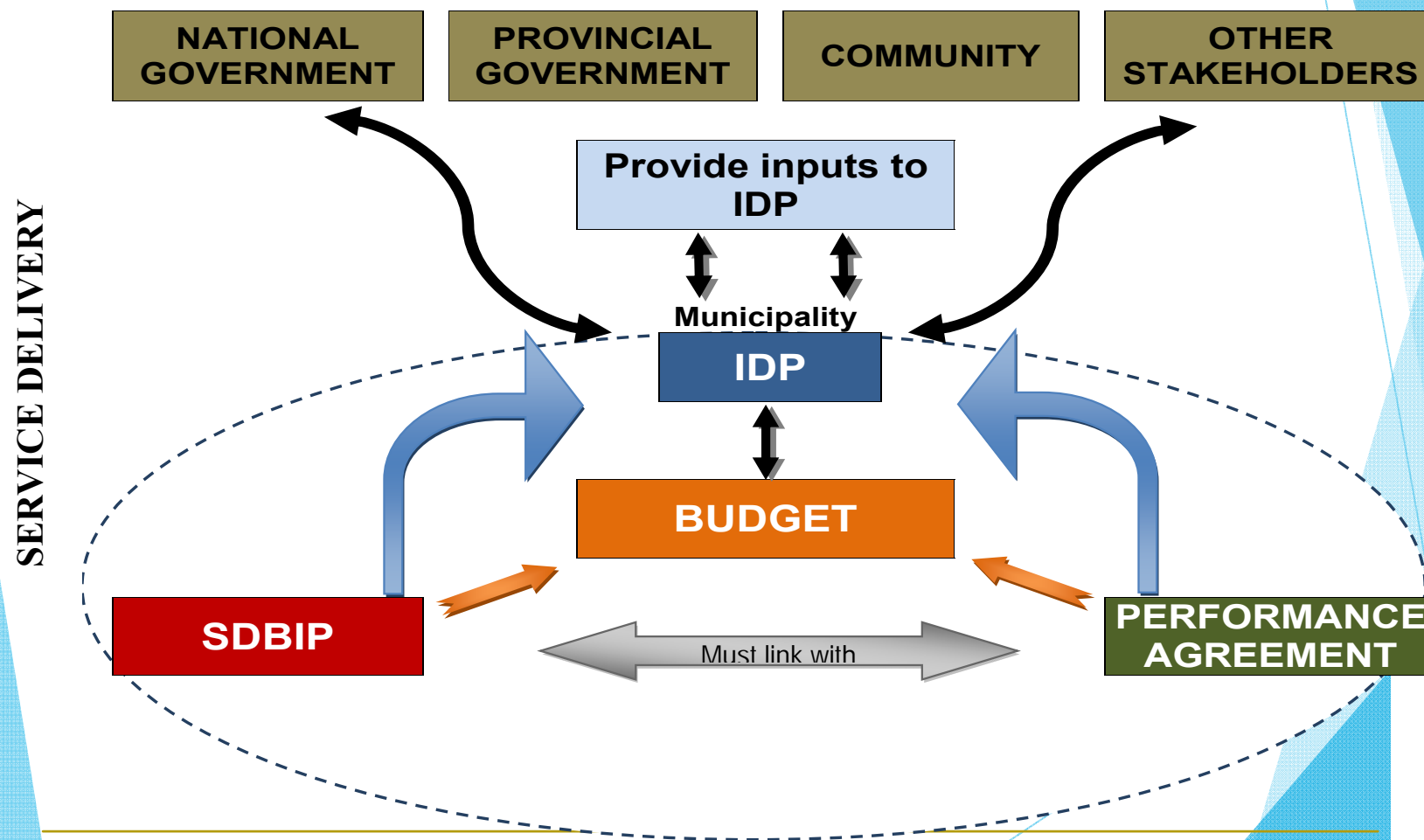
**PERFORMANCE MEASUREMENT IS NOT  
AN END IN ITSELF**



# CONCLUSION

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## Performance Management in a Nutshell



# CONCLUSION

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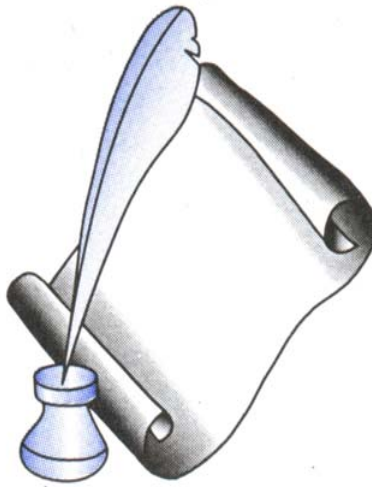
**Who will Performance Management improve service delivery**

- ✓ **Comply with legislation**
- ✓ **Effective monitoring and evaluation**
- ✓ **Informed and dedicated workforce - capacitating**
- ✓ **Face Performance Management challenges**
- ✓ **Performance Management is everybody's business**

**An effective Performance Management System can therefore alone help improve service delivery!?**



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**THANK YOU \* BAIE DANKIE \* KEA LE BOGA**

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**Institute of Municipal Finance Officers & Related Professions**