

JOE MOROLONG
LOCAL MUNICIPALITY

“NC 451”

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MUNICIPALITY OF JOE MOROLONG AS REPRESENTED BY
THE MUNICIPAL MANAGER:
MR TEBOGO TLHOAELE**

AND

**THE EMPLOYEE OF THE MUNICIPALITY
DIRECTOR: CORPORATE SERVICES DEPARTMENT
MR TATOLO JOB GOPETSE**

FOR THE

FINANCIAL YEAR: 01ST JULY 2021 – 30TH JUNE 2022

“Director Corporate Services Department: Performance Agreement 2021/22 Financial Year”

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Municipality of Joe Morolong Local Municipality herein represented by Mr T.M. Tlhoale in his capacity as the Municipal Manager (hereinafter referred to as the **Employer** or Supervisor).

And

Mr T.J. Gopetse as the Employee of the Municipality of Joe Morolong Local Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 56(8) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.
- 1.2 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.3 The parties wish to ensure that there is compliance with Sections 57(4B), 57(4C) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 57(1)(b), 4(a), (4b) 4(c), and 57(5) of the Systems Act

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- 2.2 Specify Key Performance Areas (KPAs), Key Performance Indicators (KPIs), objectives and targets established for the **Employee** and to communicate to the **Employee** the **Employer's** expectations of the **Employee's** performance expectations and accountabilities in alignment with the Integrated Development Plan (IDP), Budget of the Municipality, and Service Delivery and Budget Implementation Plan;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4. Specify and plan for competency gaps as set out in a Personal Development Plan (PDP) which forms an annexure to this Performance Agreement.
- 2.5. Monitor and measure performance against set targeted outputs;
- 2.6. Appropriately reward the **Employee** in accordance with the **Employer's** performance management policy in the event of outstanding performance; and According to the Joe Morolong Municipality's Performance Management Policy (Paragraph 82), the awards are based on performance as measured in terms of the performance management system (Framework). Refer to Chapter 3 of the Local Government: Municipal Planning and Performance Management Regulations.
- 2.7. Give effect to the **Employer's** commitment to a performance-orientated relationship with the **Employee** in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.5. This Agreement will commence on the **01st July 2021** and will remain in force until **30th June 2022**, where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.6. The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than 31 July of each successive financial year.
- 3.7. This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.8. The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon. The revision will take effect after consultation by parties to this agreement.

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- 3.9. If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.5. The Performance Plan (Annexure A) sets out-

4.1.1 The performance objectives KPAs, KPIs and targets that must be met by the **Employee**; and

4.1.2 The time frames within which those performance objectives and targets must be met.

4.6. The performance objectives KPAs, KPIs and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, the Budget and SDBIP of the **Employer**, shall include key objectives, KPAs, key performance indicators; target dates and weightings.

4.7. The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.8. The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1. The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**. The JMLM PMS Policy contemplates the development of the PM Framework per Local Government: Municipal Planning and Performance Regulations. The Municipality should expeditiously develop the Framework and implement soonest

5.2. The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance
"Director Corporate Services Department: Performance Agreement 2021/22 Financial Year"

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standards to assist the **Employer**, management and municipal staff to perform to the standards required.

5.3. The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS

6.1. The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

6.2. The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components

6.2.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.2.3 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.

6.3. The **Employee's** assessment will be based on her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	5
Municipal Institutional Development and Transformation	65
Local Economic Development (LED)	05
Municipal Financial Viability and Management	05
Good Governance and Public Participation	20
Total	100%

6.4 The CMCs will make up the other 20% of the **Employee's** assessment score. CMCs that are deemed to be most critical for the **Employee's** specific job

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should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**:

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and leadership		10
Programme and Project Management		5
Financial Management		10
Change Management		5
Knowledge Management		5
Service Delivery Innovation		10
Problem Solving and Analytical Thinking		5
People and Diversity Management		5
Client Orientation and Customer Focus		5
Communication		5
Accountability and Ethical Conduct		5
Policy conceptualisation and implementation		5
Mediation skills		5
Advanced negotiation skills		5
Advanced influencing skills		5
Partnership and Stakeholder Relations		5
Supply Chain Management		5
		100%

7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Annexure A) to this Agreement sets out -

- 7.1.1 The baseline for evaluating the **Employee's** performance; and
- 7.1.2 The intervals for the evaluation of the **Employee's** performance.

7.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

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7.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA will be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale will be used for each KPA.
- (c) The applicable **assessment rating calculator must then be used to add the scores and calculate a final KPA score.**

7.5.2 Assessment of the CMCs

- (a) Each CMC will be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale will be used for each CMC.
- (c) The applicable **assessment rating must then be used to add the scores and calculate a final CMC score.**

7.5.3 Overall rating

An overall rating will be calculated by using the applicable **assessment-rating calculator**. Such overall rating represents the outcome of the performance appraisal.

7.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CMCs:

Level	Terminology	Description	Rating
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			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

7.7 For purposes of evaluating the performance of the **Employee**, an evaluation panel constituted by the following persons will be established –

7.7.1 Municipal Manager

7.7.2 Chairperson of the Performance Audit Committee;

7.7.3 A member of the Executive Committee

7.7.4 Municipal Manager from another municipality; and

7.7.5. The Director responsible for Corporate Services (secretariat)

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each **Employee** in relation to her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Months	Assessment
First quarter	July – September	October 2021
Second quarter	October – December	January 2022
Third quarter	January – March	April 2022
Fourth quarter	April – June	July 2022

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8.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

8.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

8.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

10.1.1 Create an enabling environment to facilitate effective performance by the employee;

10.1.2 Provide access to skills development and capacity building opportunities;

10.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

10.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable her to meet the performance objectives and targets established in terms of this Agreement; and

10.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist her to meet the performance objectives and targets established in terms of this Agreement.

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11. CONSULTATION

- 11.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
- 11.1.1 A direct effect on the performance of any of the **Employee's** functions;
 - 11.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
 - 11.1.3 A substantial financial effect on the **Employer**.
- 11.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance.
- 12.3 The **Employee** will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment
- 12.4 In the case of unacceptable performance, the **Employer** shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the **Employee** to improve her performance; and
 - 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to

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terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out her duties.

13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

13.1.1 The MEC for Cooperative Governance, Human Settlement and Traditional Affairs in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

13.1.2 Any other person appointed by the MEC.

13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

14. GENERAL

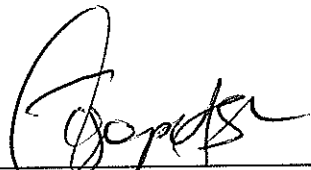
14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A will be made available to the public by the **Employer**.

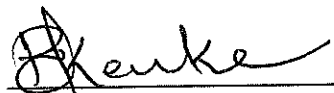
14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Joe Morolong Local Municipality on this 28 day of January 2022.

AS WITNESSES:

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EMPLOYEE

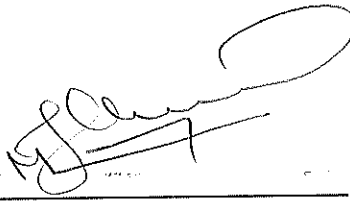
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AS WITNESSES:

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MUNICIPAL MANAGER

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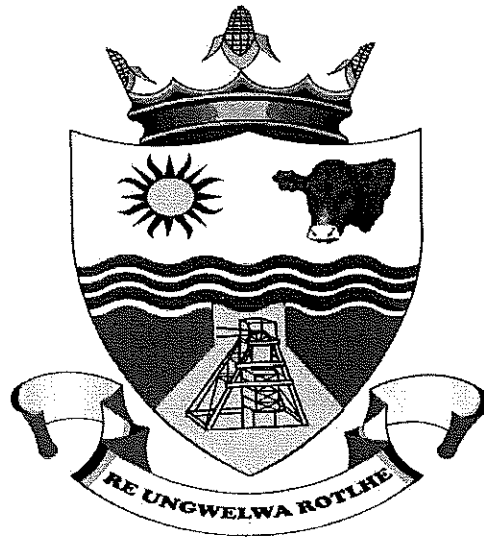
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ANNEXURE A

JOE MOROLONG LOCAL MUNICIPALITY



"NC 451"

DIRECTOR CORPORATE SERVICES: MR T.J GOPETSE

TECHNICAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

2021/22 FINANCIAL YEAR

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CHAPTER 1

1. Executive Summary

1.1. Departmental Purpose

To build a strong Municipal governance of Joe Morolong Local Municipality by rendering the corporate services to all departments and structures of the Municipality.

1.2. Functions of the Department

- Provision of an effective and efficient administrative support service to the Municipality with regard to all correspondence, enquiries, telephone services, printing, messenger services and management of all records and archives.
- Provision of an effective and integrated secretariat support to the council, all its committees and the, to ensure smooth running of the meetings and record keeping.
- Provision of Human Resources Management services to the municipality that ensures effective and efficient Human resource acquisition, maintenance and administration, development and utilization.
- Provision of effective and efficient events management, cleaning services by ensuring adequate coordination and cleaning services within the Municipality, timeous and high standard catering services and proper arrangement of resources for all internal events for various directorate.
- Assures implementation of broader policies and adherence of external regulations.
- Accountable for the planning, implementation, and optimizing of all activities and support required.
- Works with management to plan and implement programmes to meet Human Resource, Information Technology and other requirements supporting short and long-term business needs.
- Develops legal policies, procedures and guidelines to be utilised by all members of the Council, Municipal Manager, Directors and different units and sub-units.

1.3. Link with the corporate strategy

1.3.1. Lead Corporate Objectives

- ❖ Enhance Customer services
- ❖ Improve Technology Efficiency
- ❖ Achieve positive climate for employees
- ❖ Recruit and retain staff
- ❖ Train Personnel
- ❖ Achieve Employment Equity
- ❖ Records and Achieves services
- ❖ Telephone Services

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❖ Secretariat Services to Council

1.3.2. Support from other departments

LEAD FUNCTION	SUPPORT EXPECTED
Achieve of positive employee climate	Participation of all departments by motivating their employees
Recruit and Retain staff	Participation of all Directors in the appointment process and adherence to relevant policies
Train Personnel	Participation of all Directors in the skills gap analysis. Participation of all Directors and LLF in the development of the WSP
Achieve Employment Equity	Participation of all Directors in the implementation of the EE plan

1.3.3. Support to Other departments

LEAD FUNCTION	SUPPORT EXPECTED
Deliver Competitive Services	Draft the Service Level Agreements
Promote Collaborative Solutions	Development of the internal Communication Systems
Promote good governance	Draft and development of the HR related policies.
Recruit and retain staff	Enquire on vacancies to be filled and logistical arrangements
Train Personnel	Participation of all Directors in the skills gap analysis. Participation of all Directors and LLF in the development of the WSP

Human Resources

All employees of the Corporate Services as indicated on the latest organogram of the Department, namely;

- 1 Director: Corporate Services (vacant)
- 1 Human Resources Manager
- Employees on HR
- 1 IT Manager

2 Employees

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- 1 Records Manager (Vacant)
- 2 Registry clerks
- 1 Council Committee Clerk.

1.3.4. Staffing Information

Type	Gender		Total Number
	Male	Female	
Director: Corporate Services	0	0	0
Human Resources Unit	4	10	14
IT Unit	2	1	3
Council Support Unit	1	0	1
Registry Unit	0	2	2
Total	7	13	20

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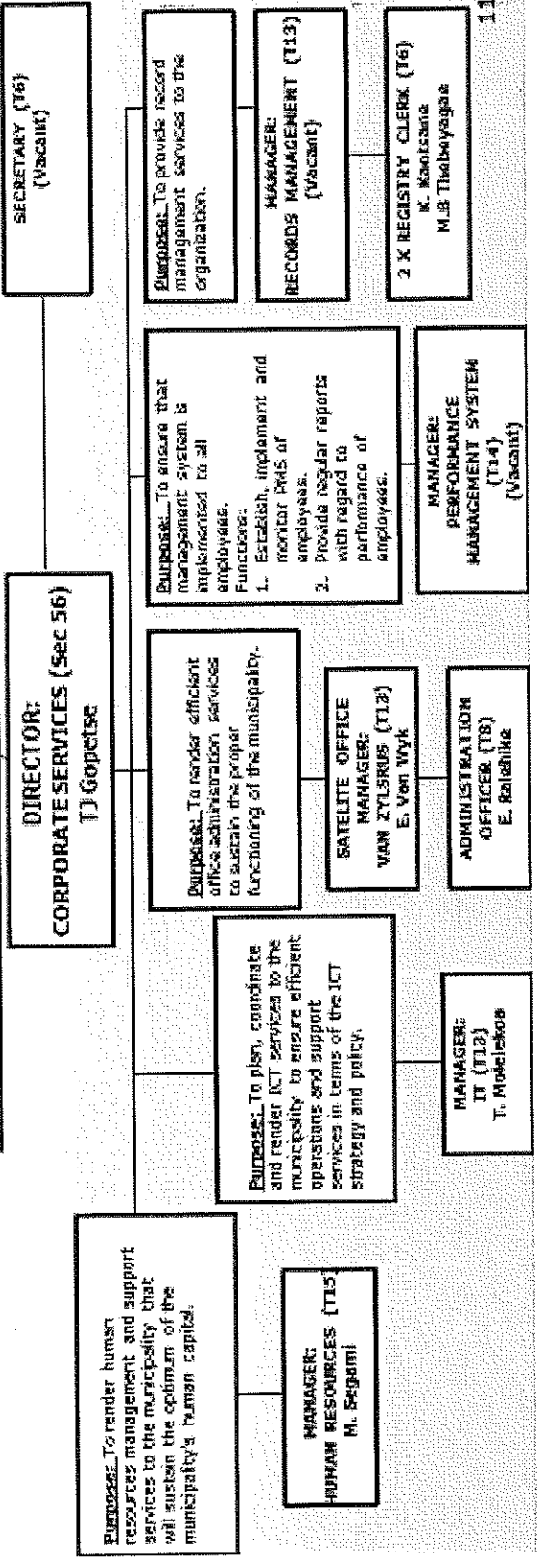
1.3.5. Departmental Organogram

DETAILED STRUCTURE FOR THE DIRECTORATE: CORPORATE SERVICES

Purpose: To provide corporate services to the institution in support of efficient organisational and administrative processes.

Functions:

1. Render administrative support services,
2. Render human resources management and support services to the municipality that will sustain the optimum utilisation of the municipality human capital.
3. Render ICT services to the municipality.
4. Render Councilor support services.
5. Render management and line function executive support services to the directorate.



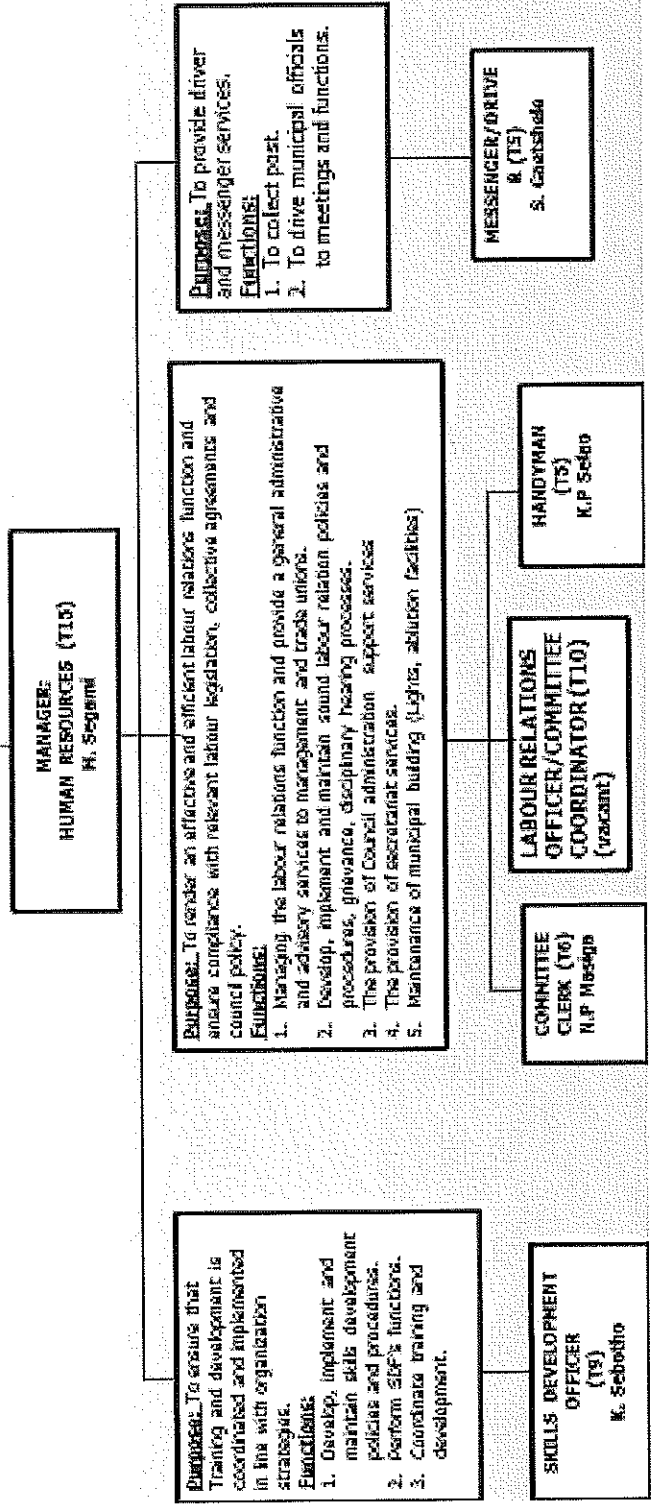
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DETAILED STRUCTURE FOR THE DIRECTORATE CORPORATE SERVICES (HUMAN RESOURCE UNIT)

Purpose: To render human resources and support services to the municipality that will sustain the optimum utilization of the municipality's human capital.

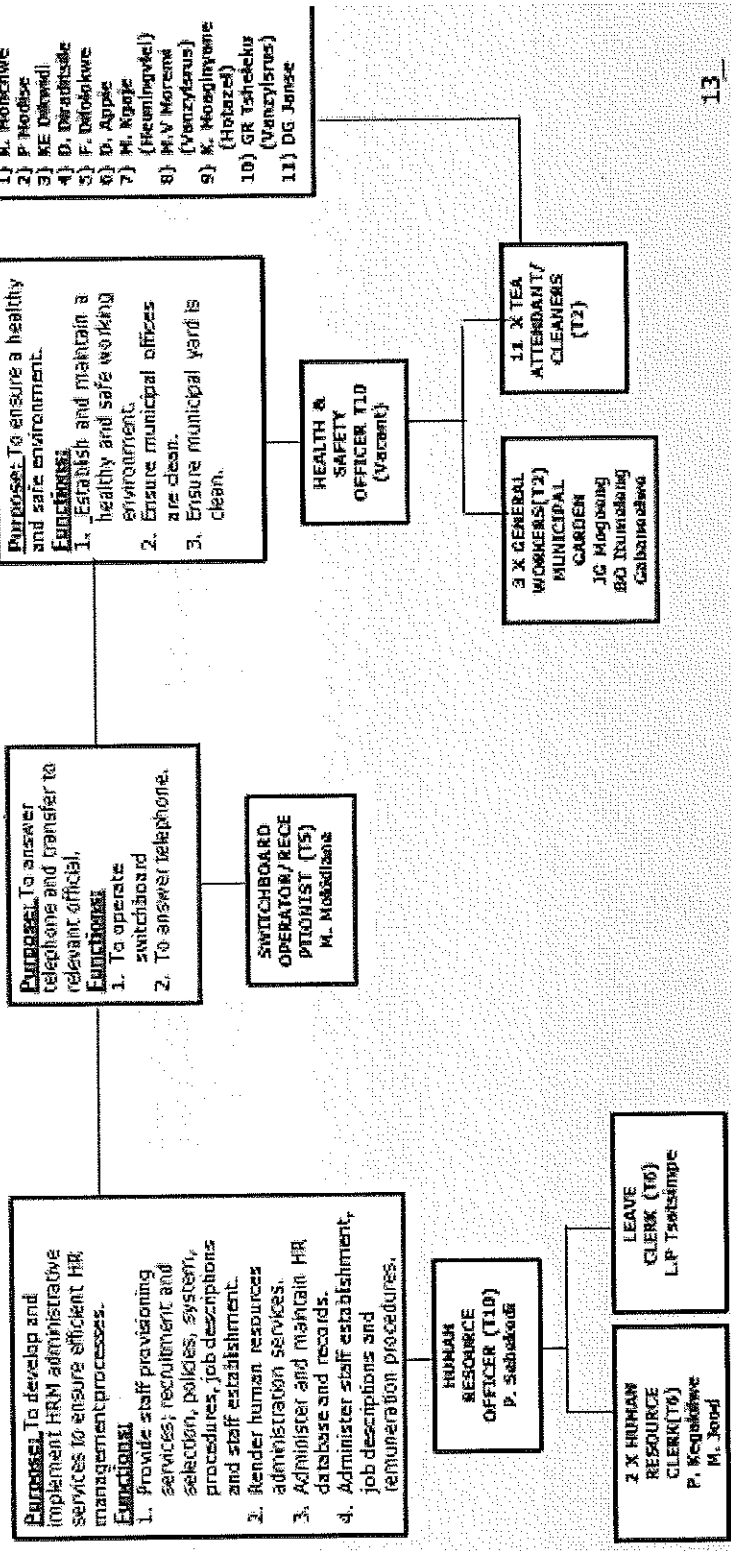
Functions:

1. Develop and implement HRM administrative services to ensure efficient HR management processes.
2. Ensure that training and development is coordinated and implemented in line with organizational strategies and legislation.
3. Render an effective and efficient labor relations function and to ensure compliance with relevant legislation, collective agreements and council policy.
4. Render health and wellness services to the municipality.



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DETAILED STRUCTURE FOR THE DIRECTORATE CORPORATE SERVICES (HUMAN RESOURCE UNIT)



- 11 X TEA ATTENDANT/CLEANERS (T2)**
- 1) B. Mochwe
 - 2) P. Nodise
 - 3) M. Dikwedi
 - 4) D. Dladladi
 - 5) F. Dikwe
 - 6) D. Appe
 - 7) M. Kgafie (Heuningvlei)
 - 8) M.M. Moseme (Vanzyelus)
 - 9) K. Moshinyane (Hobazel)
 - 10) GR Tshetshu (Vanzyelus)
 - 11) DG Jense

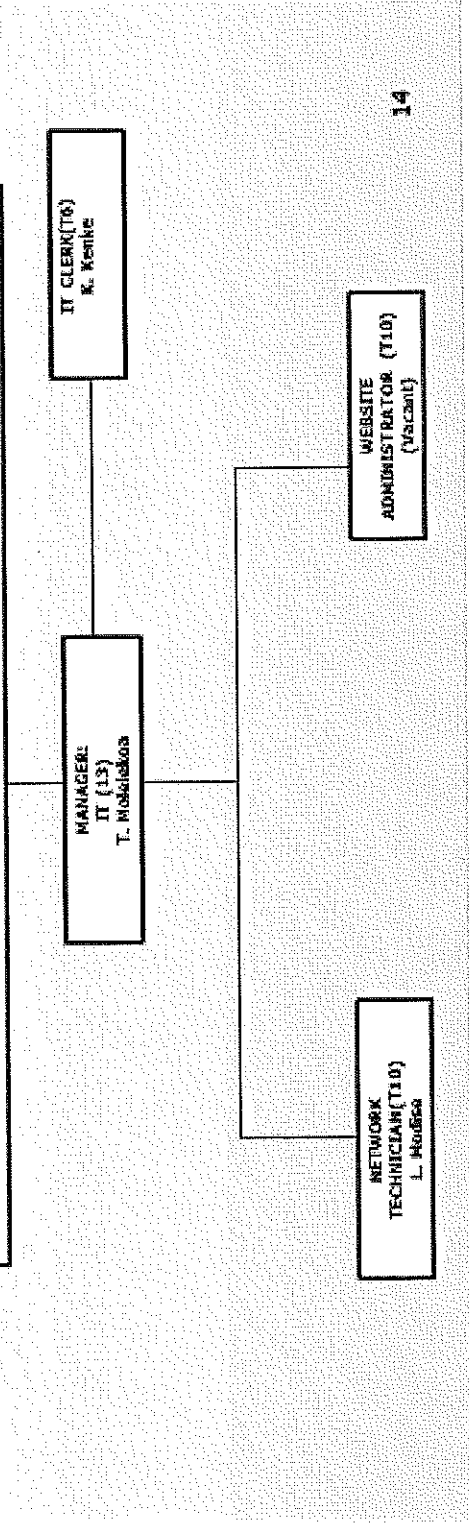
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DETAILED STRUCTURE FOR THE DIRECTORATE CORPORATE SERVICES (II UNIT)

Purpose: To plan, coordinate and render ICT services to the municipality to ensure efficient Operations and support services in terms of the ICT strategy and policy.

Functions:
 Develop and implement an ICT strategy and policy for the municipality.

1. Provide operations and support services
2. Research, develop and maintain ICT systems.
3. Ensure network connectivity so that users have access to the network.
4. Install ICT equipment and appropriate software programs to ensure the availability of services and licensing.
5. Provide expert advice regarding the acquisition and maintenance of ICT equipment and systems.
6. Maintain ICT systems to ensure the efficient operation of all systems.



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**DETAILED STRUCTURE FOR THE DIRECTORATE CORPORATE SERVICES
(RECORDS MANAGEMENT)**

Purpose: To provide record management services to the organization.
Functions:

1. Provide sound record keeping and record management practices.
2. Capture and keep general records and information providing.
3. Implementation, maintenance and development of the document management system.

**MANAGER:
RECORDS MANAGEMENT (T13)
(Vacant)**

**2 X REGISTRY CLERK (T18)
K. Kotsone
M.B. Theodorou**

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Financial Information

Department: Corporate Services

Project Name	Cost Estimate
NC451_Employee related Cost_Human Resource_2021/2022	-
NC451_Employee related Cost_Human Resource_2021/2022	26 400,00
NC451_Employee related Cost_Human Resource_2021/2022	262 460,00
NC451_Employee related Cost_Human Resource_2021/2022	-
NC451_Employee related Cost_Human Resource_2021/2022	-
NC451_Employee related Cost_Human Resource_2021/2022	-
NC451_Employee related Cost_Human Resource_2021/2022	-
NC451_Employee related Cost_Human Resource_2021/2022	388 027,00
NC451_Employee related Cost_Human Resource_2021/2022	-
NC451_Employee related Cost_Human Resource_2021/2022	-
NC451_Employee related Cost_Human Resource_2021/2022	25 248,00
NC451_Employee related Cost_Human Resource_2021/2022	60 000,00
NC451_Employee related Cost_Human Resource_2021/2022	-
NC451_Employee related Cost_Human Resource_2021/2022	253 910,00
NC451_Employee related Cost_Human Resource_2021/2022	4 656 318,00
NC451_Employee related Cost_Human Resource_2021/2022	3 029,00
NC451_Employee related Cost_Human Resource_2021/2022	-
NC451_Employee related Cost_Human Resource_2021/2022	471 556,00
NC451_Employee related Cost_Human Resource_2021/2022	838 137,00
NC451_Employee related Cost_Human Resource_2021/2022	44 621,00
NC451_Employee related Cost_Human Resource_2021/2022	10 800,00
NC451_Employee related Cost_Human Resource_2021/2022	25 296,00
NC451_Employee related Cost_Records Management_2021/2022	-
NC451_Employee related Cost_Records Management_2021/2022	69 112,00
NC451_Employee related Cost_Records Management_2021/2022	-
NC451_Employee related Cost_Records Management_2021/2022	829 349,00

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NC451 __Employee related Cost_Records Management_2021/2022	379,00
NC451 __Employee related Cost_Records Management_2021/2022	70 135,00
NC451 __Employee related Cost_Records Management_2021/2022	149 282,00
NC451 __Municipal Operational Cost_Human Resource_2021/2022	5 670,00
NC451 __Municipal Operational Cost_Human Resource_2021/2022	400 000,00
NC451 __Municipal Operational Cost_Human Resource_2021/2022	15 000,00
NC451 __Municipal Operational Cost_Human Resource_2021/2022	50 000,00
NC451 __Municipal Operational Cost_Human Resource_2021/2022	100 000,00
NC451 __Municipal Operational Cost_Human Resource_2021/2022	-
NC451 __Municipal Operational Cost_Human Resource_2021/2022	-
NC451 __Municipal Operational Cost_Human Resource_2021/2022	950 000,00
NC451 __Municipal Operational Cost_Human Resource_2021/2022	900 000,00
NC451 __Municipal Operational Cost_Human Resource_2021/2022	100 000,00
NC451 __Municipal Operational Cost_Human Resource_2021/2022	60 940,00
NC451 __Municipal Operational Cost_Human Resource_2021/2022	49 762,00
NC451 __Municipal Operational Cost_Human Resource_2021/2022	6 000,00
NC451 __Municipal Operational Cost_Human Resource_2021/2022	-
NC451 __Municipal Operational Cost_Human Resource_2021/2022	30 000,00
NC451 __Municipal Operational Cost_Human Resource_2021/2022	500 000,00
NC451 __Municipal Operational Cost_Records Management_2021/2022	20 000,00
NC451 __Municipal Operational Cost_Records Management_2021/2022	5 000,00
NC451 __Municipal Operational Cost_Records Management_2021/2022	10 000,00
NC451 __Municipal Operational Cost_Records Management_2021/2022	4 788,00
NC451 __Municipal Operational Cost_Records Management_2021/2022	10 000,00
NC451 __Municipal Operational Cost_Records Management_2021/2022	20 000,00
NC451 __Operational Revenue_Human Resource_2021/2022	(9 895 849,00)
NC451 __Operational Revenue_Human Resource_2021/2022	(100 000,00)
NC451 __Capital Acquisition_Information Technology_2021/2022	-
NC451 __Capital Acquisition_Intangible Assets_Information Technology_2021/2022	350 000,00
NC451 __Capital Acquisition_Office of the Director Corporate Computer Equipment_2021/2022	-

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NC451_Employee Related_Information Technology_2021/2022	
NC451_Employee Related_Information Technology_2021/2022	
NC451_Employee Related_Information Technology_2021/2022	
NC451_Employee Related_Information Technology_2021/2022	
NC451_Employee Related_Information Technology_2021/2022	
NC451_Employee Related_Information Technology_2021/2022	
NC451_Municipal Operational Cost_Information Technology_2021/2022	300 000,00
NC451_Municipal Operational Cost_Information Technology_2021/2022	2 800 000,00
NC451_Municipal Operational Cost_Information Technology_2021/2022	1 700 000,00
NC451_Municipal Operational Cost_Information Technology_2021/2022	10 200,00
NC451_Municipal Operational Cost_Information Technology_2021/2022	11 868,00
NC451_Municipal Operational Cost_Information Technology_2021/2022	20 000,00
NC451_Municipal Operational Cost_Information Technology_2021/2022	30 000,00
NC451_Municipal Operational Cost_Information Technology_2021/2022	
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	300 000,00
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	760 000,00
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	300 000,00
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	3 600 000,00
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	250 000,00
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	12 000,00
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	
NC451_Municipal Operational Cost_Office of the Director Corporate_2021/2022	20 000,00

"Director Corporate Services Department: Performance Agreement 2021/22 Financial Year"

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1.4. Customers and Service Delivery

Customer Group	Service		Improvement Plan
	Name	Level	
Internal Departments	Recruitment and selection Secretarial Services to Council & the whole municipality Training and Development (WSP) Labour Relations Maintenance of office buildings Records and postal services EEP OHS HR Services (Leave Admin)	High	<ol style="list-style-type: none"> To held workshops on Human Resource policies to Municipal officials. To budget for all items that needed urgent attention.
Mayor and Municipal Manager	Secretariat Services HR Services Skills Development	High	<ol style="list-style-type: none"> To develop schedule for Council meetings To develop skills development plan
Council, Committees & Councillors	Secretariat Services HR Services Skills Development	High	<ol style="list-style-type: none"> To develop schedule for Council meetings To develop skills development plan
Public/Communities	Learnerships and Bursaries Skills programmes	Low	All learnerships and Bursaries skill programmes will be place on the notice board

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CHAPTER 2

STRATEGIES, KPI AND TARGETS

1. STRATEGY FOR EACH OBJECTIVES

Promote Good Governance

The Municipality needs to continuously monitor the implementation of MFMA, IDP and the municipal PMS. The municipality has developed an audit action plan to respond to the queries by the Auditor General.

Management has been receiving and responding to the regular internal audit report and acting on queries. The municipality will continue to ensure that all staff members are familiar with the policies and systems through regular workshops.

Continuous monitoring on the implementations of new legislation for the municipality. Councillors and employees are to be familiarised with their respective code of conduct and make them aware of the functions of the senior Management meetings are to be regularised and internal planning improved. The delegation and PMS system is to be cascaded to all employees this financial year.

Council resolution register has been improved and updated regularly and this will be done continuously.

Enhanced Customer Service

A community satisfaction survey is to be held twice a year. The municipality will improve complaint management system on our turn-around time to respond to community member's queries and enquiries.

Improve Communication

Development and implementation of the communication policy. A corporate calendar is to be introduced. An IT-supported internal/external newsletter is to be introduced. Ensure functioning of ward committees.

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CHAPTER 7A
 STRATEGIC FOCUS AREA 1
 GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE						
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4							
KPI 1	To submit information for compilation of internal and external newsletters	Number of documents submitted for compilation of external newsletters by June 2022	2 documents submitted for compilation of external newsletters	N/A	Q1	1 document submitted for compilation of external newsletter December 2021	Q2	Q3	Q4	1 document submitted for compilation of external newsletter by June 2022	Q1	R0.00	Q2	R0.00	Q3	R0.00	Q4	R0.00	Copy of external newsletters
KPI 2	To conduct a workshop on code of conduct	Number of workshops conducted on code of conduct for employees by June 2022	2 workshops on a code of conduct for employees held by June 2022	N/A	Q1	1 workshop on a code of conduct for employees by December 2021	Q2	Q3	Q4	1 workshop on a code of conduct for employees by June 2022	Q1	R0.00	Q2	R0.00	Q3	R0.00	Q4	R0.00	Attendance registers of the workshops
KPI 3	To conduct policy workshops	Number of workshops on Policies by June 2022	2 workshops on policies held by June 2022	N/A	Q1	1 workshop on policies by December 2021	Q2	Q3	Q4	1 workshop on policies by March 2022	Q1	R0.00	Q2	R0.00	Q3	R0.00	Q4	R0.00	Copies of workshop on policies Attendance registers of workshop on policies
KPI 4	To develop Updated Council	Number of updated	4 quarterly updated Council	N/A	Q1	1 quarterly updated Council	Q2	Q3	Q4	1 quarterly updated Council	Q1	R0.00	Q2	R0.00	Q3	R0.00	Q4	R0.00	4 copies of updated

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KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	resolution register	quarterly Council resolution register developed and submitted by June 2022	resolution registers developed and submitted to Council by June 2022		resolution register of the previous financial year 2019/20 adopted by September 2021	resolution register developed and submitted to council by December 2021	resolution register developed and submitted to council by March 2022	resolutions registers developed and submitted to council by June 2022						council resolution register and council resolution number
KPI 5	To develop Council and committee itinerary and hold 4 committee and council meetings	Number of regulated Council committee meetings and Council meetings by June 2022	4 Council committee meetings and 4 Council meetings held by June 2022	N/A	1 Council committee meetings and 1 Council meeting to be held by September 2021	1 Council committee meetings and 1 Council meeting to be held by December 2021	1 Council committee meeting to be held by March 2022	1 Council committee meeting and 1 Council meeting to be held by June 2022	R0.00	R0.00	R0.00	R0.00	R0.00	itinerary and minutes of council committee meetings and attendance registers
KPI 6	To review Employment Equity Plan (EEP)	Number of reports on reviewed Employment Equity Plan (EEP) by June 2022	4 reports on reviewed Employment Equity Plan (EEP) by June 2022	N/A	Submission of reviewed Employment Equity Plan (EEP) to council by September 2021	Submission of reviewed Employment Equity Plan (EEP) to council by December 2021	Submission of reviewed Employment Equity Plan (EEP) to Labour by January 2022	Submission of reviewed Employment Equity Plan (EEP) to council by June 2022	R0.00	R0.00	R0.00	R0.00	R0.00	4 copies of reviewed Employment Equity Plan (EEP) Council resolution Proof of submission to Department of Labour

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KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
KPI 7	To develop reports and submit to council on functionality of IT	Number of reports on functionality of IT by June 2022	4 quarterly reports on functionality of IT by June 2022	N/A	1 quarterly report on functionality of IT by September 2021	1 quarterly report on functionality of IT by December 2021	1 quarterly report on functionality of IT by March 2022	1 quarterly report on functionality of IT by June 2022	R0.00	R0.00	R0.00	R0.00	R0.00	4 reports on functionality of IT And council resolution Copies of job descriptions developed
KPI 8	To develop job description for new positions	Number of job descriptions developed by June 2022	1 report on job descriptions developed by June 2022	N/A				1 report on development of Job description by June 2022					R0.00	Copies of job descriptions developed
KPI 9	To fill all vacant budgeted posts	Number of vacant budgeted positions filled by June 2022	All vacant budgeted positions filled by June 2022	N/A				Filled all vacant budgeted positions by June 2022					R0.00	Report on vacant positions filled Advertisements of posts Shortlisting Appointments
KPI 10	To submit training reports to Council	Number of training reports submitted to Council by June 2022	4 training reports submitted to Council by June 2022	N/A	1 training report submitted to Council by September 2021	1 training report submitted to Council by December 2021	1 training report submitted to Council by March 2022	1 training report submits to Council by June 2022	R0.00	R0.00	R0.00	R0.00	R0.00	4 Copies of training reports and council resolution number

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KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
KPI 11	To develop and submit Work Skills Plan (WSP) to council, and to LGSETA	Number of developed and submitted Work Skills Plan (WSP) to council, and LGSETA by June 2022	3 reports on Work Skills Plan (WSP) develop & submitted to council, and LGSETA by June 2022	N/A		1 report on Consolidation of inputs from various departments by December 2021	Draft Work Skills Plan (WSP) submitted to Lf and Council for approval by March 2022	1 Work Skills Plan (WSP) submitted to LGSETA by June 2022			R0.00	R0.00	R0.00	3 reports on WSP developed and proof of submission to LGSETA and Council Resolution

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Deliver Collaboration Solution

Regular Council meetings to take place. Level of cooperation between departments will be measured at frequent intervals. Regular meetings for all municipality staff are to be used to develop common vision and shared values. Municipality will continue to interact with sector departments at different platforms including the IDP Representative Forum.

Achieve Employment Equity

The municipality is to review the existing employment equity plan. Management is to report on its implementation on a quarterly basis.

Sound Record Management System

To ensure that there is a sound records management system within the Municipality

Training of Councillors and Personnel

That Councillors and personnel are train as required and planned.

Customer and Services

To improve IT services within the Municipality.

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ANNEXURE B

PERSONAL DEVELOPMENT PLAN

Entered into by and between

[JOE MOROLONG LOCAL MUNICIPALITY]

**[MR T. TLHOAELE]
(MUNICIPAL MANAGER)
[“The Employer”]**

And

**[MR T.J GOPETSE]
(DIRECTOR CORPORATE SERVICES)
[“The Employee”]**

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1. Personal Development Plan

1.1.1 A Municipality should be committed to

- (a) The continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- (b) Managing training and development within the ambit of relevant national policies and legislation.

1.1.2 A Municipality should follow an integrated approach to Human Resource Management, that is:

- (a) Human resource development forms an integral part of human resource planning and management.
- (b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development, they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.
- (e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

1.1.3 The aim of the compilation of Personal Development Plans is to identify, priorities and implement training needs.

1.1.4 Compiling the Personal Development Plan

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(a) Competency assessment instruments, which are dealt with more specifically in Annexure B: 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.

(b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Annexure B, entitled Skills / Performance Gap. The following should be carefully determined during such a process:

(i) Organizational needs, which include the following:

- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
- The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
- Specific competency gaps as identified during the probation period and performance appraisal of the employee.

(ii) Individual training needs that are job / career related.

(c) Next, the prioritization of the training needs should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

(d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Annexure B, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

(e) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3 of Annexure B, entitled: Suggested training and / or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.

(f) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.

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(g) Column 4 of Annexure B: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.

(h) The suggested time frames (column 5 of Annexure B) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

(i) Work opportunity created to practice skill / development areas, in column 6 of Annexure B, further ensures internalization of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

(j) The final column, column 7 of Annexure B, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.

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Personal Development Plan of: Mr T.J Gopetse

Compiled on the 24/01/2022

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
Best practices for achieving clean audit	Improve audit outcome towards clean audit.	Workshop on best practices for achieving clean	Workshop and bench marking with similar successful institutions of our nature of business	12 months	Financial	Municipal Manager
Advance Project management	Ability to integrate the corporate services department to achieve the organizational goal	Course	Attendance	6 months	Strategic	Municipal Manager
Human Resource Development	Ability to integrate the corporate services department to achieve the organizational goal	Course	Attendance	3 months		Municipal Manager
Financial management	Understanding of municipal financial system	Course	Attendance	3 months		Municipal Manager
Director Corporate Services Department				Municipal Manager		
Signature: 				Signature: 		

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