



## Performance Plan

**Director: Corporate Services**

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The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

**KEY PERFORMANCE INDICATORS**

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (eighty percent) of the total employee assessment score.

**Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)**

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
							Q1	Q2	Q3	Q4	
<b>DIVISIONAL MANAGEMENT</b>											
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Administration Division	Percentage of Indicators of the Administration Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	90%	4
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Human Resources Division	Percentage of Indicators of the Human Resources Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	90%	4
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Legal Services and Compliance Division	Percentage of Indicators of the Legal Services and Compliance Division	90%	90%	90%	90%	90%	90%	3

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							Q1	Q2	Q3	Q4	
				achieved (Actual vs Target)							
	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of Libraries Division	Percentage of Indicators of the Libraries Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	90%	2
	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of Community Development Division	Percentage of Indicators of the Community Development Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	90%	3
				<b>GENERAL MANAGEMENT</b>							
221	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Complete 95% of matters allocated on collaborator (other than service delivery complaints) within 10 days	% of matters allocated on collaborator completed within 10 days	95%	95%	95%	95%	95%	95%	2
222	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit quarterly reports to the internal audit division on the management of risks identified for the Directorate	Number of risk management reports submitted	4	1	1	1	1	1	2
223	Municipal Transformation and Institutional Development	Good Governance and Human Capital	95% of the capital budget for the	% of capital budget spent by 30 June	85%	95%	10%	40%	60%	95%	2







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							Q1	Q2	Q3	Q4	
226	Municipal Transformation and Institutional Development	Good Governance and Human Capital Development	Submit at least one funding proposal to secure new funds not currently made available by NT or DoRA	Number of proposals submitted	1	1	1	1	1	1	1
227	Municipal Transformation and Institutional Development	Good Governance and Human Capital Development	directorate spent by 30 June	1 HR policies submitted to HR S80 Committee / Mayco / Council	1	1	1	1	1	1	1
228	Municipal Transformation and Institutional Development	Good Governance and Human Capital Development	At least one innovative idea implemented to improve administration or service delivery	Proof of business plan or project implemented	1	1	1	1	1	1	2
229	Municipal Transformation and Institutional Development	Good Governance and Human Capital Development	Fill all vacant budgeted posts within the set timeframes as approved in the action plan	80% of dates in strategic plan adhered to	New	80%	80%	80%	80%	80%	4
230	Municipal Transformation and Institutional Development	Good Governance and Human Capital Development	Action disciplinary hearings within 7 days and finalise within 45 days	% of disciplinary hearings actioned within 7 days and finalised within 45 days	95%	95%	95%	95%	95%	95%	4
231	Municipal Transformation and Institutional Development	Good Governance and Human Capital Development	Conclude performance agreements with all staff by 30 July in terms of Regulation 890	% of performance agreements concluded	100%	100%	100%	100%	100%	100%	2



Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
							Q1	Q2	Q3	Q4	
232	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Conduct mid-year evaluations of all staff in terms of Regulation 890	% of evaluations completed	2	100%		100%			2
233	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Identify and implement at least one cost cutting measure	Number of cost cutting measures identified and implemented	1	1			1		1
234	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Monitor and report monthly to the MM on SLA's contracts with service providers in line with relevant legislation Section 116 of the MFMA	Number of evaluations conducted	12	12	4	4	4	4	1
235	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Respond 100% on all audit queries received from the AG within 3 days	% of AG audit queries responded to within 3 days	100%	100%	100%	100%	100%	100%	1
236	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Implement 100% of agreed corrective measures as identified within internal and external audit reports within due dates	% of corrective measures identified in internal and external audit reports implemented	100%	100%	100%	100%	100%	100%	2





Annexure A 2022/2023

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
							Q1	Q2	Q3	Q4	
237	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Account for 95% of all loose assets allocated to the Section during the loose asset count	% of loose assets allocated to Section accounted for during loose asset count	95%	95%	95%	95%	95%	2	
238	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Take remedial action for all exceptions on the Time and Attendance Report within 5 working days	% Actions taken	95%	95%	95%	95%	95%	2	
239	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit 95% of Council Items on collaborator on time as per the schedule provided by the MM	% of Council item submitted on time on collab as per schedule	95%	95%	95%	95%	95%	2	
240	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Award all quotations for expenditure less than R30 000 within 5 working days of closure	% of quotations awarded within 5 working days	95%	95%	95%	95%	95%	1	
241	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit all inputs (non-financial) for the Annual Report to the Manager: IDP and PMS by 31 July	Inputs submitted	1	1	1	1	1	2	
242	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit all inputs for the IDP to the Manager: IDP and PMS by 31 December	Inputs submitted	1	1	1	1	1	2	
243	Municipal Transformation	Good Governance and Human Capital	Complete the replacement of the Civic	Project completed	1	1	1	1	1	3	

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							Q1	Q2	Q3	Q4	
246	and Institutional Development Municipal Transformation and Institutional Development	Good Governance and Human Capital	Centre floor by 30 June 2023								
			Report all LTI incidents exceeding 14 days to the Department of Labour within 7 days	% of incidents reported	100.00%	100%	100%	100%	100%	2	
247	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Commence SCM process for all capital projects by 31 July	% of capital projects for which SCM processes commenced	100.00%	100%					2
			Conduct twice weekly toolbox talks regarding safety to staff	Number of talks conducted	96	96	24	24	24	24	2
249	Municipal Transformation and Institutional Development	Good Governance and Human Capital	100% of all probation evaluations completed every 2nd of the month and on Collaborator	% of evaluations completed	100%	100%	100%	100%	100%	100%	3
<b>TOP LEVEL/ STRATEGIC MANAGEMENT</b>											
TL11	Local Economic Development	Develop & Grow George	Create Full Time Equivalents (FTE's) through government expenditure with EPWP by 30 June 2023	Number of FTE's created	575	180	45	45	45	45	3
			Establish a Modular Library in Touwsranteen by 30 June 2023	Modular Library established	New KPI	1				1	2

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							Q1	Q2	Q3	Q4	
TL18	Basic Service Delivery	Affordable Quality Services	Spend 95% of the approved capital budget for all creche projects by 30 June 2023 {(Capital budget actually spent / Capital budgeted allocated less savings)x100}	% budget spent	New KPI	95%	2%	60%	75%	95%	2
TL22	Municipal Transformation and Institutional Development	Good Governance and Human Capital	The percentage of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2023	% of newly appointed persons from equity target groups on the three highest levels of management/number of newly appointed persons on three highest levels of management	70%	70%	0%	0%	0%	70%	2
TL23	Municipal Transformation and Institutional Development	Good Governance and Human Capital	The percentage of a municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2023 {(Actual total training expenditure divided by total personnel budget)x100}	% of municipality's personnel budget actually spent on implementing its workplace skills plan	0.51%	0.51%	0.15	0.30	0.39	0.51	1

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 P. AD. B.  
 9/1/23





## COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior manager, R21 of 2014. The assessment of these competencies will account for twenty percent of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
<b>LEADING COMPETENCIES</b>		
Strategic direction and leadership	<p>Provide and direct for the vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Program and project planning and implementation</li> <li>• Service delivery management</li> <li>• Program and project monitoring and evaluation</li> </ul>	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement process in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> <li>• Budget planning and execution</li> </ul>	1.67



  
  


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							Q1	Q2	Q3	Q4	
TL24	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Complete the review of the micro structure of the staff establishment and submit to Council for approval by 31 August 2022	Review completed and submitted for approval	New KPI	1	1				2
TL25	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Develop an HR Strategic Plan and submit to Council for approval by 31 December 2022	Plan developed and submitted for approval	New KPI	1	1				2
							<b>TOTAL</b>				<b>80</b>

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Competency	Definition	Weight
	<ul style="list-style-type: none"> <li>Financial strategy and delivery</li> <li>Financial reporting and delivery</li> </ul>	
Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> <li>Change visions and strategy</li> <li>Process design and improvement</li> <li>Change impact monitoring and evaluation</li> </ul> <p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> <li>Policy formulation</li> <li>Risk and compliance management</li> <li>Cooperative governance</li> </ul>	1.67
Governance leadership	<ul style="list-style-type: none"> <li>Policy formulation</li> <li>Risk and compliance management</li> <li>Cooperative governance</li> </ul>	1.67
<b>CORE COMPETENCIES</b>		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality-of-service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional process in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
<b>TOTAL</b>		<b>20</b>



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