

DIRECTOR: CORPORATE SERVICES



PERFORMANCE AGREEMENT

(Managers directly accountable to the Municipal Manager)

MADE AND ENTERED INTO BY AND BETWEEN:

SEKHUKHUNE DISTRICT MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER:

MS MASEKO NORAH TIVETILE

AND

**DIRECTOR: CORPORATE SERVICES
MR. LEKGORO SETHULWE PATRICK**

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR 2018-2019

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Sekhukhune District Municipality herein represented by **Ms. Maseko Norah Tivetile** in her capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

And

Mr. Lekgoro S.P

Employee of the Municipality (hereinafter referred to as the Director; Corporate Services)

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1. Chapter 6, Section 38 (b) of the Systems Act, requires the municipality to promote a culture of performance among its political structures, political office bearers and councilors and in its administration.
- 1.2. The resolutions by Council 27 August 2013 (OC27/08/13), recommended that a culture of performance be inculcated in the municipality by ensuring that all employees sign performance agreements and performance commitments.
- 1.3. When assessing the institutional performance of SDM, the Audit Committee also made a recommendation that all officials other than section 56 must enter into performance agreements and commitments in order to promote a culture of performance

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 38 (b) of the Systems Act;
- 2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 Specify accountabilities as set out in a scorecard, which forms an Annexure B of the performance agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee; and
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Performance Agreement commenced on the 1st October 2018 and will remain in force until 30th June 2019, thereafter a new Performance Agreement, scorecard, Personal Development Plan and Financial Disclosure shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and scorecard that replaces this Agreement at least once a year by not later than 30 days after the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 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.
- 3.5 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

- 4.1 The scorecard (Annexure A) sets out-
 - 4.1.1 The performance objectives 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.
- 4.2 The performance objectives and targets reflected in Annexure B are set by the **Employer** in consultation with the **Employee** and are based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings, as follows:
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 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 (IDP).

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**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance 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**.

- 5.4 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.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his or her performance in terms of the outputs / outcomes (performance indicators) identified as per attached scorecard (**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	
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Spatial Rationale	
Total	80%

- 5.7 The CCRs will make up the other 20% of the **Employee's** assessment score. CCR's which are deemed to be most critical for the **Employee's** specific job, should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for all section 56 managers and additional two shall be selected from the core occupational competencies.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management(Compulsory)	compulsory	
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis(Compulsory)	compulsory	
People Management and Empowerment(Compulsory)	compulsory	
Client Orientation and Customer Focus		
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks		
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social		

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	20%

6. EVALUATING PERFORMANCE

- 6.1 The scorecard (Annexure A) to this Agreement sets out -
- 6.1.1 The standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 The intervals for the evaluation of the **Employee's** performance.
- 6.2 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.
- 6.3 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.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan (IDP).

7. PERFORMANCE APPRAISALS

The Annual Performance Appraisals will involve:

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

- (a) Each KPA should 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 should be provided for each KPA.
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

7.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

7.3 Overall rating

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

7.4. Rating Scale

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

PERFORMANCE APPRAISAL OF KPAs AND CCRs				
LEVEL	DESCRIPTION	RATING	ASSESSMENT SCORE	PERFORMANCE BONUS RATIOS
Level 5: Outstanding Performance	Performance far exceeds the standard expected for the job in all areas of the manager. The manager has achieved exceptional results against all performance criteria and indicators specified in the Performance Plan and maintained this in all areas of responsibility throughout the year.	5	75 – 100	Maximum bonus allowed into. Regulations are between 10% and 14% of person's inclusive annual remuneration package. The % are as follows: 75 – 76% = 10% 77 – 78% = 11% 79 – 80% = 12% 81 – 84% = 13% 85 – 100% = 14%

Level 4: Performance significantly above expectations	Performance is significantly higher than the standard expected for the job in all areas. The manager has achieved above fully effective results against more than half of the performance criteria and indicators specified in the Performance Plan and fully achieved all others throughout the year.	4	65 – 74	Maximum bonus allowed into. Regulations are between 5% and 9% of person's inclusive annual remuneration package. The % are as follows: 65 – 66% = 5% 67 – 68% = 6% 69 – 70% = 7% 71%- 72% = 8% 73% – 74% = 9%
Level 3: Fully effective	Performance fully meets the standard expected for the job in all areas. The manager has achieved effective results against all significant performance criteria and indicators specified in the Performance Plan and may have achieved results significantly above expectations in one or two less significant areas throughout the year.	3	51 – 64	No bonus

Level 2: Performance not fully satisfactory	Performance is below the standard required for the job in key areas. The manager has achieved adequate results against many key performance criteria and indicators specified in the Performance Plan but did not fully achieved adequate results against others during the course of the year. Improvement in these areas is necessary to bring performance up to the standard expected.	2	31 – 50	No bonus
Level 1: Unacceptable performance	Performance does not meet the standard required for the job. The manager has not met one or more fundamental requirements and/or is achieving results that are well below the performance criteria and indicators in a number of significant areas of responsibility . The manager has failed to demonstrate the commitment or ability to bring performance up to the level expected despite efforts to encourage improvement .	1	Less than 30	No bonus

7.5. EVALUATION PANEL

For the purpose of evaluating the annual performance of Managers directly accountable to the Municipal Manager an evaluation panel constituted of the following persons must be established-

- Municipal Manager;
- Chairperson of the Performance Audit Committee and/or the Audit Committee Member;
- Member of the Mayoral or Executive Committee;
- Municipal Manager from another municipality;
- PMS (as Secretariat)

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8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1. The performance of each **Employee** in relation to his / 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:

First quarter : July – September (review by October)
Second quarter : October –December (review by January)
Third quarter : January – March (review by April)
Fourth quarter : April – June (review by July)

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 "B" 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 C.

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 powers reasonably required by the **Employee** to enable him / 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 him / her to meet the performance objectives and targets established in terms of this Agreement.

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 In the case of unacceptable performance, the **Employer** shall –
- 12.1.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 12.1.2 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 terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or 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 Executive Mayor within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 13.1.2 Any other person appointed by the Executive Mayor.
- 13.1.3 In the case of Managers directly accountable to the Municipal Manager, a Member of the Mayoral Council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding on both parties.

- 13.2 In the event that the mediation process contemplated above fails, clause 20.3 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 B may 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 his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 14.3 The performance assessment results of the section 56 manager must be submitted to the municipal manager as the responsible person, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at CROBERTSON on this the 31 day of Oct 2018.

AS WITNESSES:

1. 


MR. LEKGORO SETHULWE P.
ACTING DIRECTOR: CORPORATE SERVICES

2. 

AS WITNESSES:

1. 


MS MASEKO NORAH T.
MUNICIPAL MANAGER

2. _____

SCORECARD

2018-2019 SCORECARD

DEPARTMENT: CORPORATE SERVICES

WEIGHTING	SUBW EIGHTING	STRATEGIC OBJECTIVE	PROJECT	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET 2018/2019	Q1	Q2	Q3	Q4	EVIDENCE	BUDGET 2018-2019
LABOUR RELATIONS												
80%		To facilitate 12 Local Labour Forum (LLF) meetings by June 2019	Local Labour Forum	7 LLF meetings held	Number of Local Labour Forum meetings facilitated	12 Local Labour Forum meetings facilitated	3 LLF meetings facilitated	3 LLF meetings facilitated	3 LLF meetings facilitated	3 LLF meetings facilitated	Minutes and attendance registers	R 50 000
		To issue 4 Labour Relations Publications by June 2019	Labour Relations Publications	2 Labour relations publication issued	Number of Labour relations publications issued	4 labour relations publications issued	1 Labour Relations Publication issued	1 Labour Relations Publication issued	1 Labour Relations Publication issued	1 Labour Relations Publication issued	Labour Relations Publications issued	R 0,00
		To facilitate 100% resolution of grievance cases by June 2019	Grievance cases	2 resolution of grievance cases facilitated	Number of resolution of grievance cases facilitated	All resolution of grievance cases facilitated	All resolution of grievance cases facilitated	All resolution of grievance cases facilitated	All resolution of grievance cases facilitated	All resolution of grievance cases facilitated	Grievance register	R 0,00
		To facilitate 100% resolution of misconduct cases by June 2019	Misconduct cases	8 resolution of misconduct cases facilitated	Number of resolution of misconduct cases facilitated	All resolution of misconduct cases facilitated	All resolution of misconduct cases facilitated	All resolution of misconduct cases facilitated	All resolution of misconduct cases facilitated	All resolution of misconduct cases facilitated	Misconduct case register	R 0,00
Information & Communication Technology												
		To enhance service delivery through optimal use of information technology by June 2019	ICT Infrastructure upgrade and maintenance	All five (5) sites in Groblersdal area have fully fledged LAN and WAN network infrastructure	Number of DRP site managed	1 DRP site established	Appointment of service provider, signing of SLA and handing over of site.	No activity	No activity	1 DRP site commissioning	* Award Letter * Signed SLA * Hand over report * Tax invoices	R1 200 000
				18 depots connected to the Main Office	Number of telephone infrastructure developed	11 telephone infrastructure developed	Appointment of service provider, signing of SLA and handing over of site.	No Activity	11 telephone infrastructure developed	No activity	* Award Letter * Signed SLA * Hand over report * Tax invoices	R1 270 000
				6x dicta phones recordings devices in place	Number of access control infrastructure developed	1 CCTV and Access Control system developed	Appointment of service provider, signing of SLA and handing over of site.	No Activity	1 CCTV and Access Control system developed	No activity	* Award Letter * Signed SLA * Hand over report * Tax invoices	R400 000
				Offsite data storage location	Number of Council audio recording system purchased	1 Council digital audio recording system installed	Appointment of service provider, signing of SLA.	No Activity	1 Council digital audio recording system installed	No Activity	* Award Letter * Signed SLA * Hand over report * Tax invoices	R150 000
				17 Servers and 400 desktops /laptops	% of ICT hardware replaced	100% ICT hardware replaced as and when required	100% ICT hardware replaced as and when required	100% ICT hardware replaced as and when required	100% ICT hardware replaced as and when required	100% ICT hardware replaced as and when required	* Tax invoice * Hardware * Distribution Register	R402 650

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	To manage information services by June 2019	ICT Service Management	12 Service Level Agreement meetings held with Telkom, Unics, Open Kingdom Technologies and BCX	Number of SLA performance standards managed	8 SLA performance service standards managed	2 SLA performance service standards managed	2 SLA performance service standards managed	2 SLA performance service standards managed	2 SLA performance service standards managed	2 SLA performance service standards managed	• SLA reports • Tax invoices	R4 000 000
			11 approved software licenses renewed	Number of approved software licenses renewed	9 approved software licenses renewed	2 approved software licenses renewed	2 approved software licenses renewed	2 approved software licenses renewed	3 approved software licenses renewed	• Tax invoices	R2 500 000	
			1 Information Security tool managed	Number of Information Security tools purchased and managed	2 Information Security tools purchased and managed	No Activity	No Activity	No Activity	2 Information Security tools managed	• Tax invoices • Information Security Reports	R 350 000.00	
		Enterprise information Management	*MunAdmin (electronic document management system) in place *Microsoft SharePoint	Number of Case Management System deployed.	1 Case Management System deployed.	No Activity	No Activity	1 Case Management System deployed.	No Activity	Tax Invoice	R350 000	
Organizational Efficiency and Development												
	To facilitate the development and implementation of benchmark framework by June 2019	Benchmark Framework	None	Number of benchmark framework developed	1 Benchmark framework developed	*Gather information & analyse	* Develop a draft framework .	*Consult with relevant stakeholders • Submit final benchmark framework for approval	N/A	Approved Benchmark Framework	R 300 000	
	To facilitate 4 change management sessions by June 2019	Change Management Program	Change management strategy for placement in place	Number of change management sessions held with employees facilitated	*4 change management sessions facilitated.	*1 change management sessions facilitated	*1 change management sessions facilitated	*1 change management sessions facilitated	*1 change management sessions facilitated	Change management report		
	To facilitate re-evaluation of 116 jobs by June 2019	Job Evaluation	143 jobs evaluated	Number of jobs re-evaluated	116 jobs re-evaluated	Re-evaluate (58) jobs & submit to SALGA for moderation	Re-evaluate (58) jobs & submit to SALGA for moderation	Interpretation of results & Submit for Council approval * Publish the results	N/A	Job evaluation report and minutes.		
	To facilitate 2 organisational development interventions/ assessment by June 2019	Employee Satisfaction Survey	Report of Employee satisfaction survey	Number of feedback sessions facilitated with employees	2 feedback sessions facilitated with employees	No activity	1 feedback sessions facilitated with employees	No activity	1 feedback sessions facilitated with employees	Report and attendance register		
AUXILIARY SERVICES												
	To facilitate 4 awareness campaigns for records management by June 2019	Records management	4 Records awareness programme	Number of awareness campaigns on records management facilitated	Four (4) records awareness campaigns facilitated	One (1) records awareness campaigns facilitated	One (1) records awareness campaigns facilitated	One (1) records awareness campaigns facilitated	One (1) records awareness campaigns facilitated	Report and attendance register	R 2 300 000	
	To update personnel files by June 2019		920 personnel files updated	Number of personnel files updated	920 personnel files updated	230 personnel files updated	230 personnel files updated	230 personnel files updated	230 personnel files updated	List of updated files		

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	To facilitate disposal of inactive records by June 2019	3 750 inactive records listed	Number of disposal of inactive files listed	5000 inactive records listed for disposal	1 250 inactive records listed for disposal	1 250 inactive records listed for disposal	1 250 inactive records listed for disposal	Register of listed inactive records	
	To institutionalise document management services by June 2019	Tender, 920 personnel files, leave files, travel claims recorded	Number of departments provided with document management services	3 departments provided with document management services(IWS, PED & CPS)	No activity	1 department provided with document management services (CPS)	1 department provided with document management services (PED)	Report and register	
	To manage leased fleet by June 2019	150 fleet managed	Number of fleet managed	150 fleet managed	150 fleet managed	150 fleet managed	150 fleet managed	Payment register of leased fleet	R 50 235 951
	To facilitate security of municipal fleet by June 2019	25 municipal fleet provided with tracking system	Number of municipal owned fleet with tracking system managed	25 municipal owned fleet with tracking system managed	25 municipal owned fleet with tracking system managed	25 municipal owned fleet with tracking system managed	25 municipal owned fleet with tracking system managed	Payment register for tracking fleet tracking reports	
	To facilitate the purchase of 4 water tankers by June 2019	New Project	Number of water tankers purchased	4 water tankers purchased	Procurement process	Delivery of four (4) water tankers	No activity	Delivery note	R 4 500 000
	To ensure payment of licenses subscriptions by June 2019	25 payment of licenses paid	Number of fleet licenses renewed	30 fleet licenses renewed	15 fleet licenses renewed	15 fleet licenses renewed	No activity	Payment register of licenses	R 102 000
	To facilitate maintenance and repairs of fleet by June 2019	25 fleet provided with maintenance.	Number of fleet provided with maintenance.	All fleet provided with maintenance.	All fleet provided with maintenance.	All fleet provided with maintenance.	All fleet provided with maintenance.	Register maintenance and repairs	R 600 000
	To ensure management of fuel by June 2019	R7,200 000 of fuel purchased	Rand value of fuel limit managed	R6,600 000 of fuel limit managed	R1,650 000 of fuel limit managed	R1,650 000 of fuel limit managed	R1,650 000 of fuel limit managed	Monthly bank statement	R 6 600 000
	To ensure provision of office furniture by June 2019	Lekgotla boardroom furniture, couches and boardroom chairs for 4 fire stations	Number of offices to be provided with office furniture	8 offices to be provided with office furniture (6 managers offices, 1 ICT and 1 canteen)	No activity	1 ICT and 1 canteen provided with furniture	6 manager's offices provided with furniture	Delivery note	R 578 600
	To ensure management of leased and SDM owned facilities by June 2019	5 offices leased, 41 owned facilities managed	Number of facilities managed	5 leased and 41 owned facilities managed	5 leased and 41 owned facilities managed	5 leased and 41 owned facilities managed	5 leased and 41 owned facilities managed	Register of payment for office rental and municipal services.	R 8 000 000
Human Resources Development									
	To manage and provide human capital development to capacitate the SDM by June 2019	Skills Audit	Number of Skills Audit Report for 2018 developed	1 Skills Audit Report for 2018/2019 financial year developed	Conduct information campaign with management and staff.	Capacitate managers and supervisors on GAP Skills audit system	Collate and upload information on GAP Skills audit system	1 Skills audit report developed	Skills Audit Report R 0
		Organisational Training Needs analysis	Number of Training Needs Report developed	1 organisational Training Needs Report developed	No Activity	Produce individualized personal development plans for all staff	Communicate training needs to management and training committee	1 Organizational Training needs report developed	Training Needs report R1 000 000

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	Organizational Training Plan for 2019	2017/18 Training Plan (Workplace Skills Plan)	Number of Organizational Training Plans for 2019/2020 financial year developed	1 Organizational Training Plans for 2019/2020 financial year developed	No Activity	No Activity	No activity	Facilitate training committee and staff information sittings to communicate training plan	Organizational Training Plan for 2019/20 developed	Training Plan	R 0
	External Bursaries	3 external bursaries awarded in 2017/18	Number of bursaries maintained in 2018	16 external bursaries maintained	Maintain 16 external bursaries	Maintain 16 external bursaries	Maintain 16 external bursaries	Maintain 16 external bursaries	Maintain 16 external bursaries	Bursary Letters and Contracts	R 1 900 000
	Internal Bursaries	10 internal bursaries awarded in 2017/18	Number of bursaries maintained in 2018	10 bursaries maintained	Maintain 10 internal bursaries	Maintain 10 internal bursaries	Maintain 10 internal bursaries	Maintain 10 internal bursaries	Maintain 10 internal bursaries	Bursary Letters	R 1 202 000
Human Resources Management											
	To facilitate filling of funded and vacant posts by June 2019	24 Employees appointed	Number of vacant and funded posts filled	All vacant and funded posts filled	All vacant and funded posts filled	All vacant and funded posts filled	All vacant and funded posts filled	All vacant and funded posts filled	All vacant and funded posts filled	Appointment Letters, adverts and memo signed by MM	R 250 000
	To ensure compliance submission of Employment Equity (EE) plan by June 2019	EE plan in place	Number of EE reports compiled and submitted	1 EE report compiled and submitted to the Department of Labour	No Activity	Consultation with Employment Equity Forum	1 EE report submitted	No Activity	No Activity	Proof of submission of EE report	R 0
	To implement Human Resource plan by June 2019	2017-2020 HR plan available	Number of HR Plan implemented	1 Human Resource plan implemented	1 HR Plan implemented	1 HR Plan implemented	1 HR Plan implemented	1 HR Plan implemented	1 HR Plan implemented	HR Plan report	R 0
EMPLOYEE WELLNESS AND OCCUPATIONAL HEALTH AND SAFETY											
	To conduct wellness and counselling programmes by June 2019	15 Wellness and counselling programme conducted (2 stress and trauma management programmes, 12 wellness awareness programmes, 1 Wellness day)	Number of wellness and counselling programmes conducted	29 wellness and counselling programmes conducted (12 wellness awareness campaign, 12 Fun walks, 2 stress and trauma management, 1 SAIMSA, 1 IMMSA, 1 wellness day)	7 Wellness and counselling programme conducted (3 wellness awareness campaign, 3 Fun walks, 1 SAIMSA, 1 wellness day)	7 Wellness and counselling programme conducted (3 wellness awareness campaign, 3 Fun walks, 1 stress and trauma management)	7 Wellness and counselling programme conducted (3 wellness awareness campaign, 3 Fun walks, 1 stress and trauma management)	8 Wellness and counselling programme conducted (3 wellness awareness campaign, 3 Fun walks, 1 IMMSA, 1 wellness day)	Wellness and counselling reports *Attendance Registers *SAIMSA report *IMMSA report		R 760 000
	To facilitate substance abuse programme by June 2019	12 substance abuse programme facilitated	Number of substance abuse programme facilitated	12 substance abuse programme facilitated	3 substance abuse programme facilitated	3 substance abuse programme facilitated	3 substance abuse programme facilitated	3 substance abuse programme facilitated	substance abuse programme reports and attendance registers		
	To conduct occupational health and safety elements by June 2019	60 Occupational Health and Safety elements conducted (Project audits, Work place lead tools)	Number of Occupational Health and Safety elements conducted	69 Occupational Health and Safety elements conducted	17 Occupational Health and Safety elements conducted	17 Occupational Health and Safety elements conducted	18 Occupational Health and Safety elements conducted	17 Occupational Health and Safety elements conducted	* Occupational Health and Safety elements Reports * Attendance registers		R 2 800 000
	To conduct medical surveillance programme by June 2019	0 employees were subjected to medical surveillance programmes	Number of employees undergone medical surveillance programme	1 Medical surveillance programme conducted	No Activity	No Activity	No Activity	1 medical surveillance programme conducted	Medical Surveillance Reports,		

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To have functional Council and Committees of Council by June 2019.	IGR Forums	08 Fora	Number of fora facilitated	16 fora facilitated	1 Speakers' Forum and 1 Chief Whips' Forum, 1 public participation forum facilitated	1 Speakers' Forum and 1 Chief Whips' Forum, 1 public participation forum facilitated	1 Speakers' Forum and 1 Chief Whips' Forum, 1 public participation forum facilitated	1 Speakers' Forum and 1 Chief Whips' Forum, 1 public participation forum facilitated	Attendance registers & signed notices	R 15 000.00
	Public participation consultations	16 public participation sessions	Number of public consultation meetings facilitated	18 public participation consultation meetings facilitated	No activity	01 Geographical Names Committee (GNC) awareness campaign facilitated	08 public participation meetings on 2017/2018 Draft Annual Report	08 public participation consultation meetings on IDP/Budget *1 district ward committee conference facilitated	Attendance registers & signed notices	R 0.00
	Section 79 Committees strategic planning	2 strategic planning sessions facilitated	Number of strategic planning session facilitated	2 strategic planning sessions facilitated	1 strategic planning sessions facilitated	No activity	No activity	1 strategic planning sessions facilitated	Exit Report	0.00
	Capacity building workshop for councillors	3x capacity building workshops held	Number of workshops facilitated	3 Workshops facilitated. (2 Income Tax and 1 Code of conduct)	1 capacity building workshop on Rules Standing Orders of Council/Code of Conduct facilitated	No activity	1 capacity building workshop on Income Tax facilitated	1 capacity building workshop on Income Tax facilitated	Exit Report	R120 000.00
	Training of councillors	3 Councillors trained	Number of councillors identified for training	5 Councillors identified for training	No activity	No activity	No activity	No activity	Exit Report	0.00
	Councillors' welfare	5 X queries 12 X assistance on claims attended.	Percentage queries of Cllrs facilitated	100% queries of Councillors facilitated. (Recording queries 10%, submission and attending to the queries 70%, Feedback 20%)	100% queries of Councillors facilitated. (Recording queries 10%, submission and attending to the queries 70%, Feedback 20%)	100% queries of Councillors facilitated. (Recording queries 10%, submission and attending to the queries 70%, Feedback 20%)	100% queries of Councillors facilitated. (Recording queries 10%, submission and attending to the queries 70%, Feedback 20%)	100% queries of Councillors facilitated. (Recording queries 10%, submission and attending to the queries 70%, Feedback 20%)	Exit Report	0
	Oversight visit	4 oversight visits facilitated	Number of oversight visits facilitated	4 oversight visits facilitated *pre-oversight visit *sessions with project managers *compile pre-oversight report	1 oversight visit facilitated	1 oversight visit facilitated	1 oversight visit facilitated	1 oversight visit facilitated	Oversight report	100 000.00
	Implementation of Schedule of Council Activities	22 Council and portfolio committee meetings held	Number of council activities facilitated	24 council activities facilitated	6 meetings facilitated (1 council meeting and 5 portfolio committee meetings)	6 meetings facilitated (1 Council meeting and 5 portfolio committee meetings)	6 meetings facilitated (1 Council meeting and 5 portfolio committee meetings)	6 meetings facilitated (1 Council meeting and 5 portfolio committee meetings)	Attendance registers & signed notices	R 645 000.00
	Compilation of Council resolution register	4 Council resolution register compiled	Number of Council resolution register compiled	4 Council resolution register compiled	1 Council resolution register compiled	1 Council resolution register compiled	1 Council resolution register compiled	1 Council resolution register compiled	Council resolution registers	0

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	Facilitation of SODA and Budget day	1 SODA and Budget day facilitated	Number SODA and Budget day facilitated	1 SODA and Budget day facilitated	No activity	No activity	1 Extra Special Council meeting (SODA) facilitated	1 Extra Special Council meeting (Budget Speech) facilitated	Attendance registers & signed notices	200 000.00
	Councillors study groups	New	Number of study groups facilitated	1 study group for councillors facilitated	No activity	No activity	No activity	1 study group facilitated	Exit Report	0.00
	Council whipper meetings	4 council whipper meetings held	Number of council whipper meetings facilitated	4 council whipper meetings facilitated	1 council whipper facilitated	1 council whipper facilitated	1 council whipper facilitated	1 council whipper facilitated	Attendance registers & signed notices	0.00
	MPAC Working sessions	8 working sessions held	Number of working sessions facilitated	8 working sessions facilitated	2 MPAC working sessions facilitated	2 MPAC working sessions facilitated	2 MPAC working sessions facilitated	2 MPAC working sessions facilitated	Attendance registers and notices	R 180 000.00
	MPAC Public hearings	1 public hearing held	Number of public hearing facilitated	2 MPAC public hearings facilitated	No activity	1 public hearing facilitated	No activity	1 public hearing facilitated	Attendance registers & signed notices	120 000.00
	Review of Public Participation Policies	1 public participation policy reviewed	Number of public participation policy review facilitated	1 public participation policy review facilitated	Circulate public participation policy to SDM personnel and local municipalities for inputs	Consolidate inputs for public participation policy	Circulate draft review policy to council structures for inputs	Submit the draft review policy to council for approval	Signed Council Resolution Certificate	0
COMMUNICATIONS ADVOCACY SOCIAL FACILITATION SPECIAL PROGRAMMES AND ARTS AND CULTURE										
To facilitate stakeholder engagement /Mayoral outreaches by June 2019	Mayoral Outreaches and Stakeholder Engagements	12 Mayoral Outreaches Programmes/ Mayoral outreaches facilitated	Number of stakeholder engagement/mayoral outreaches facilitated	8 stakeholder engagement/mayoral outreaches facilitated	2 stakeholder engagement/mayoral outreaches facilitated	2 stakeholder engagement/mayoral outreaches facilitated	2 stakeholder engagement/mayoral outreaches facilitated	2 stakeholder engagement/mayoral outreaches facilitated	Exit reports/attendance registers	R 2 263 200.00
To provide support to Mayoral Committee meetings by June 2019	Executive Support to Mayoral Committee	12 Mayoral Committee meetings held	Number of logistical supports provided to Mayoral Committee meetings.	12 logistical supports provided to Mayoral Committee meetings.	3 logistical supports provided to Mayoral Committee meetings.	3 logistical supports provided to Mayoral Committee meetings.	3 logistical supports provided to Mayoral Committee meetings.	3 logistical supports provided to Mayoral Committee meetings.	Minutes and attendance registers	
To promote art and culture activities by June 2019	Cultural Heritage Celebrations and Language Promotions	3 art & culture programmes promoted	Number of art and culture activities promoted	3 art and culture activities promoted	1 art and culture activities promoted	1 art and culture activities promoted	No activity	1 art and culture activities promoted	Exit reports/attendance registers	R 0
To produce news letters by June 2019	Newsletter	4 internal, 2 Special and 1200 diaries produced	Number of newsletters produced	15 news letters produced.	2 internal, 1 special, and 1 external newsletter	1 internal, 1 special and 1 external newsletter	2 internal, 1 special and 1 external, 1 diaries and calendars	1 internal, 1 special and 1 external	copies of newsletters, diaries and calendars	R 500 000.00
To market the district by June 2019	Media Relations and Marketing	10 Events Branded	Number of Events Branded & procurement of material done	12 Events Branded & procurement of material done	3 events branded * procurement of DVD Material done	3 events branded	3 events branded	3 events branded	pictures & exit reports	R 225 000.00
To update the website by June 2019	Website Management	20 Updates	Number of Website Updates undertaken	20 Updates undertaken	5 websites updates under taken	5 websites updates under taken	5 websites updates under taken	5 websites updates under taken	Exit reports & screen shots	R 81 000.00
To manage business of the executive arm and systematic support to Traditional Leaders by June 2019	Executive Support and Traditional Leadership Affairs	2 SPLUMA meeting supported	Number of Traditional Leaders meetings coordinated	4 meetings coordinated	1 meeting coordinated	1 meeting coordinated	1 meeting coordinated	1 meeting coordinated	Exit reports	R 550 000.00

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To coordinate special Mayoral events by June 2019	Special Mayoral strategic Events	5 strategic events Facilitated	Number of Strategic Events facilitated	7 Strategic Events facilitated	2 strategic events held (King Sekhukhune, Heritage day)	2 strategic event held King Nyabela, Miss Sekhukhune	2 strategic events 1 MRM committee programme facilitated	1 strategic event: Bapedi Kings	Exit reports	R 1 135 000.00
To facilitate Moral Regeneration (MRM) programmes by June 2019	Strengthening of Moral Regeneration Movement	MRM committee established	Number of programmes for MRM committee facilitated	2 MRM committee programme facilitated	No activity	No activity	1 MRM committee programme facilitated	No activity	Exit report	
To facilitate HIV/AIDS programmes by June 2019	AIDS Council Activities	District Aids and Health Council activities	Number of HIV/AIDS Programmes facilitated	4 HIV/AIDS programmes facilitated	No activity	1 World Aids day facilitated	1 STI/Condoms wee, 1 TB Awareness day facilitated	1 candle light ceremony facilitated	Exit reports/attendance registers	R 100 000
To conduct youth programmes by June 2019.	Youth Opportunities Expo	3 Programmes	Number of Youth Programmes conducted. Support to youth council provided	3 Youth Programmes conducted. 3 Support to youth council provided	1 career expo conducted	1 Support to youth council provided	*1 career expo conducted. * 1 Support to youth council	*1 youth expo conducted* 1 support to youth council provided	Exit reports	R 218 000.00
To facilitate sport activities by June 2019	Facilitation of Mayoral Sports activities	3 Programmes facilitated	Number of Sport activities facilitated	2 Sport activities facilitated (1 Indigenous games, 1 Mayors games, 1 Mayors club)	1 indigenous games facilitated	1 Executive Mayors cup facilitated	No activity	No Activity	Exit reports	R150 000.00
To inculcate the culture of people first and friendly customer frontline services by June 2019	Customer Care Services	24 reports generated	Number of reports generated	24 queries/complaints reports on customer care generated	6x reports generated (3 sdm, 3 premier & presidential)	6x reports generated (3 sdm, 3 premier & presidential)	6x reports generated (3 sdm, 3 premier & presidential)	6x reports generated (3 sdm, 3 premier & presidential)	Reports	R 200 000
	Batho pele	6 Programmes conducted	Number of Batho Pele Programmes conducted	5 Batho Pele Programmes conducted	1 Batho Pele Programmes conducted	2 Batho Pele Programmes conducted	1 Batho Pele Programmes conducted	1 Batho Pele Programmes conducted	Reports	R 50 000
	Institutional Social Development Services	6 Programmes	Number of ISD reports generated	12 ISD reports generated	3 ISD reports generated	3 ISD reports generated	3 ISD reports generated	3 ISD reports generated	Exit reports	
To facilitate awareness programmes for people with disability by June 2019	People with disability	3 awareness programmes	Number of awareness programmes facilitated	3 awareness programmes facilitated	1 Albinism awareness campaign facilitated	1 International day for people with disability facilitated	1 Human rights day for people with disabilities facilitated	No activity	Exit reports/Attendance registers	R51 000.00
To facilitate women development programmes by June 2019	Woman Development Initiative	4 women activities coordinated	Number of women development programmes facilitated	4 women development programmes facilitated	1 Launching of womens month programme facilitated	1 launching of 16 days of activism programme facilitated	*1 orange day *1 international womens day programme facilitated	No activity	Exit reports/attendance registers	R 130 000.00
To facilitate children activities by June 2019	Children's Care	2 childrens activities facilitated	Number of children's activities facilitated	2 children activities facilitated	No activity	1 International childrens day facilitated	No activity	1 Take a girl child to work programme facilitated	Exit reports/attendance registers	R 40 800.00
To coordinate aged care programmes by June 2019	Aged care	2 aged care programmes coordinated	number of aged care programmes coordinated	2 aged care programmes coordinated	1 Mandela day programme coordinated	1 International elders persons day coordinated	No activity	No activity	Exit reports/attendance registers	R 200 000.00
To coordinate State of the District Address (SODA) by June 2019	SODA	2017/2018 SODA held	Number of SODA organised	1 SODA coordinated	No activity	No activity	1 SODA coordinated	No activity	Exit Report	R 10 200.00

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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To address AG findings by June 2019	OPERATION CLEAN AUDIT	100% external audit findings addressed	100% external audit findings addressed	100% external audit findings addressed	No activity	100% external audit findings addressed	100% external audit findings addressed	100% external audit findings addressed	R 0
To monitor internal controls by June 2019	Internal control	100% internal control 2017/2018 addressed	Percentage management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	Reports
To monitor timeous submission of municipal reports/documents by June 2019	Timeous submission of municipal reports/documents	*Quarterly & monthly reports submitted. *IDP, Council resolution register & Annual report information updated	Percentage timeous submission of municipal documents done (IDP, Council resolution register, Annual Report & Quarterly reports)	100% timeous submission of municipal documents done (Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP & Annual Report information, Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP & Annual Report information, Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP & Annual Report information, Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP & Annual Report information, Quarterly reports & Council resolution register)	Central Submission register
To have functional portfolio committees by June 2019	Functional Portfolio Committee	6 portfolio committee meetings held	Number of portfolio committee meetings held as per council schedule of activities	3 portfolio committee meetings held as per council schedule of activities	2 portfolio committee meetings held as per council schedule of activities	3 portfolio committee meetings held as per council schedule of activities	3 portfolio committee meetings held as per council schedule of activities	3 portfolio committee meetings held as per council schedule of activities	Agenda, minutes and attendance registers
To address risk management issues	RISK MANAGEMENT	70% risk issues resolved	Percentage risk management issues resolved	80% risk management issues resolved	20% risk management issues resolved	60% risk management issues resolved	80% risk management issues resolved	80% risk management issues resolved	Risk reports
To address internal audit issues	INTERNAL AUDIT	100% internal audit issues resolved	Percentage internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	reports
To implement Council resolutions	COUNCIL RESOLUTIONS	100% council resolution implemented 2017/2018	Percentage implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	reports
INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT									
To monitor the performance of managers and lower level employees	Performance agreements for managers and commitments signed	19% Performance agreements for managers and commitments signed	Percentage performance agreements for managers and commitments for other staff signed	100% performance agreements for managers and commitments for level 4 & 5 officials	100% performance agreements for managers and commitments for level 4 & 5 officials	100% performance agreements for managers and commitments for level 4 & 5 officials	100% performance agreements for managers and commitments for level 4 & 5 officials	100% performance agreements for managers and commitments for level 4 & 5 officials	Signed performance agreements/commitment
To coordinate Quarterly Reports by June 2018	Quarterly Reports	2016/2017 Quarterly Reports in place	Number of quarterly reports coordinated	4 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	Quarterly reports
FINANCIAL VIABILITY									
To curb expenditure variance at 10%	EXPENDITURE MANAGEMENT	10% variance 2017/2018 achieved	Percentage variance achieved	10% variance achieved	25% variance achieved	10% variance achieved	10% variance achieved	10% variance achieved	Expenditure reports
To monitor the implementation of Mscoc by June 2019	Implementation of Mscoc	Council resolution 2014/2015 & Treasury circular	Percentage participation in mscoc compliance during budget process	100% participation in mscoc compliance during budget process	No activity	100% participation in mscoc compliance during budget process	100% participation in mscoc compliance during budget process	100% participation in mscoc compliance during budget process	Draft and final budget. Attendance register

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DIRECTOR: CORPORATE SERVICES

31/10/18

DATE

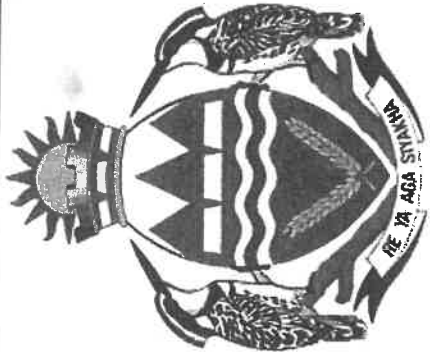


MUNICIPAL MANAGER

31/10/18

DATE

CORE COMPETENCY REQUIREMENT



Sekhukhune District Municipality

CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL MANAGER

NAME OF INCUMBENT: MR LEKGORO SETHULWE PATRIC
POSITION HELD: ACT DIRECTOR; CORPORATE SERVICES
DATE 31/10/18 SIGNATURE [Signature]

NAME OF SUPERVISOR: MS MASEKO NORAH T.
POSITION HELD: MUNICIPAL MANAGER
DATE 31/10/18 SIGNATURE [Signature]

CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES		
Core Managerial Competencies		
Strategic Capability and leadership		
Programme and Project Management		
Financial Management(Compulsory)		
Change Management	X	
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment(Compulsory)		
Client Orientation and Customer Focus(Compulsory)	X	
Communication	X	
Honesty and Integrity		
Core Occupational Competencies		
Competence in Self-Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field/discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
TOTAL		20%

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PERSONAL DEVELOPMENT PLAN

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PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN

MS MASEKO N.T (MUNICIPAL MANAGER)

AND

**LEKGORO S.P
(CORPORATE SERVICES)**

SP
MP

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, prioritise and implement training needs.

1.1.4 Compiling the Personal Development Plan attached at Appendix.

- (a) Competency assessment instruments, which are dealt with more specifically in Appendix 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 Appendix 1, entitled Skills / Performance Gap. The following should be carefully determined during such a process:
 - (i) Organisational needs, which include the following:
 - o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.

- o 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.
- o 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 prioritisation of the training needs [1 to ...] 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 Appendix 1, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) 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 Appendix 1, 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.
- (e) 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.
- (f) Column 4 of Appendix 1: 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.
- (g) The suggested time frames (column 5 of Appendix 1) 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.
- (h) Work opportunity created to practice skill / development areas, in column 6 of Appendix 1, further ensures internalisation 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).
- (i) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as coach or mentor with regard to the area of learning

HR

Personal Development Plan for: Lekgoro S.P. (Corporate Services)

Compiled on : 31 Oct 2018

1. Skills/Perform ance 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

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Employee Signature


Supervisor's Signature

FINANCIAL DISCLOSURE FORMS



SEKHUKHUNE
District Municipality

Private Bag X8611
Groblersdal
0470
3 West Street
Groblersdal 0470
Tel: (013) 262 7300
Fax: (013) 262 3698
E-Mail: sekinfo@sekhukhune.co.za

DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials)
(Postal Address)

LEKORD SP
P O BOX 406
LEFALATHE, 0741

(Residential Address)

(Name of Municipality)

Tel: 013-2627727 Fax: 013-2627727

Here by certify that the following information is complete and correct to the best of my knowledge:

1. Shares, securities and other financial interests (Not bank accounts

Number of shares/ Extent of financial interest	Nature	Nominal value	Name of Company/ Entity
N/A	N/A	N/A	N/A

2. Interest in trust

Name of trust	Amount of remuneration/Income
N/A	N/A

3. Membership, directorships and partnerships

Name of corporate entity, partnership or firm	Type of business	Amount of remuneration/ Income
N/A	N/A	N/A

4. Remunerated work outside the municipality (must be sanctioned by council)

Name of employer	Type of work	Amount of remuneration/ Income
N/A	N/A	N/A

5. Consultancies, Retainership and Relationships

Name of client	Nature	Type of business activity	Valued of benefits received

6. Subsidies, grants and sponsorships by organisation

Source of assistance	Descriptions of assistance	Value of assistance
N/A	N/A	N/A

7. Gifts and hospitality from a source rather than a family member

Description	Value	Member
N/A	N/A	N/A

8. Land and property

Description	Extent	Area	Value
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VA


Signature of Senior Manager


Noted by the Municipal Manager

Date: 31/10/2018

Place: GROBLERSDAL