

PERFORMANCE AGREEMENT

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FINANCIAL YEAR 2017-2018

FOR THE

THE EMPLOYEE OF THE MUNICIPALITY

ACTING CHIEF FINANCIAL OFFICER
MR MALEMA L.C

AND

MS MASEKO NORAH TIVETILE

AS REPRESENTED BY THE MUNICIPAL MANAGER:

SEKHUKHUNE DISTRICT MUNICIPALITY

MADE AND ENTERED INTO BY AND BETWEEN:

PERFORMANCE AGREEMENT
(Managers directly accountable to the Municipal Manager)



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. Malema L.C.

Employee of the Municipality (hereinafter referred to as the Acting Chief Financial Officer)

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 councillors 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

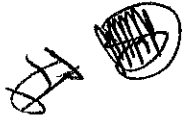
- 3.1 This Performance Agreement commenced on the 1st September 2017 and will remain in force until 30 November 2017 thereafter a new Performance Agreement, scorecard, Personal Development Plan and Financial Disclosure shall be concluded between the parties for the next financial year or any portion 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 KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPAs)	
Basic Service Delivery	10%
Municipal Institutional Development and Transformation	5%
Local Economic Development (LED)	5%
Municipal Financial Viability and Management	80%
Good Governance and Public Participation	5%
Spatial Rationale	
Total	100%

5.7 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs 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		30%
Programme and Project Management		
Financial Management(Compulsory)	compulsory	50%
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis(Compulsory)		
People Management and Empowerment(Compulsory)	compulsory	50%
Client Orientation and Customer Focus	compulsory	50%
Communication		
Honesty and Integrity		50%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		

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- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.

7.2 Assessment of the CCRs

- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (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.

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

The Annual Performance Appraisals will involve:

7. PERFORMANCE APPRAISALS

- 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).
- 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.
- 6.2 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.
- 6.1.2 The intervals for the evaluation of the **Employee's** performance.
- 6.1.1 The standards and procedures for evaluating the **Employee's** performance; and
- 6.1 The scorecard (Annexure A) to this Agreement sets out -

6. EVALUATING PERFORMANCE

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Knowledge of Performance Management and Reporting		5%
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 percentage	-	100%

- (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 KPAs and CCRs:

Level	Terminology	Description	Rating
5	Outstanding performance	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. 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 more than half of the performance criteria and indicators and fully achieved all others throughout the year.	1
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.	2
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.	3
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.	4
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.	5

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:-

- a. Municipal Manager;
- b. Chairperson of the Performance Audit Committee and/or the Audit Committee Member;
- c. Member of the Mayoral or Executive Committee;
- d. Municipal Manager from another municipality;
- e. Member of a Ward Committee as nominated by the Executive mayor (only applicable to municipal manager)
- f. PMS (as Secretariat)

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.


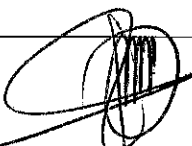
13.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

14. GENERAL

- 13.1 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.
- 13.2 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.
- 13.3 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.

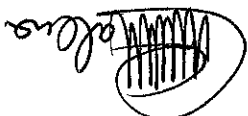
Thus done and signed at Grahamstown on this the 07 day of September 2017.

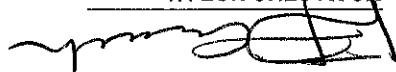
AS WITNESSES:

1. 
2. 

AS WITNESSES:

1. _____
2. _____


MR. MALEMA L.C.
ACTING CHIEF FINANCIAL OFFICER


MS MASEKO NORAH
MUNICIPAL MANAGER

SCORECARD

BUDGET AND TREASURY 2017-2018 SCORECARD

ACTING CHIEF FINANCIAL OFFICER

WEIGHTING	SUB-WEIGHTING	MEASURABLE OBJECTIVE	PROJECT	BASELINE 2016/2017	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET 2017/2018	G1	G2	G3	G4	BUDGET 2017-2018	POE
80%		To improve collection rate by June 2018	Revenue Collection	75% Revenue Collection	% Revenue Collection Rate	80% Revenue Collected	Increase by 1% to 76% collection rate	Increase by 3% to 78% collection rate	Increase by 4% to 79% collection rate	Increase by 5% to 80% collection rate	R2 000 000	Billing reports
		To conduct feasibility study for installation of smart meters by 2018	Conduct feasibility study for installation of Smart Meters	75% Feasibility Study Concluded	% Finalisation of PPP feasibility Study	100% Finalisation of PPP feasibility Study	Mobilisation for Procurement Phase	N/A	A decision by National Treasury in respect of TVR: IIA	A decision by National Treasury in respect of TVR: IIB	R4 500 000	Feasibility study report
		To create CRR by June 2018	Capital Replacement Reserve (CRR)	R35m not cash backed	Rand Value Invested to CRR	R30m Invested towards CRR	R2.5m	R10m	R20m	R30m		Investment certificates
		To create cash backed CRR by June 2018	Capital Replacement Reserve (CRR)	R35m not cash backed	Rand Value Invested to CRR	R10m cash backed	R2.5m	R5m	R7.5m	R10m		Investment certificates
		To ensure preparation of fully funded 2016/19 budget by 31 May 2018	Fully funded Budget preparation and implementation	2016/2017 approved budget with deficit.	2018/2019 approved budget fully funded	2016/2019 approved fully funded budget and its related policies	Approved budget timetable 2. Roll over application 2016/2017.	Amendment for roll overs	Mid-year Adjustment of budget. Review of budget related policies/draft policies). Tabling of Draft Budget.	Fully funded Final budget.		0 Fully funded final budget
		To ensure improved audit opinion for 2016/17 financial year.	Operation Clean Audit	2015/2016 financial year. Unqualified audit opinion with 17 audit findings in matters of emphasis.	Number of findings reduced in matters of emphasis from 2015/2016 audit opinion	All the 2015/2016 audit findings addressed	11 audit findings addressed from 2015/2016 financial year.	All 2015/2016 audit matters addressed. Development of audit action plan for 2016/17 audit	Addressing all 2016/2017 audit matters.	Reduction of all 2016/2017 audit matters.	R 140 000	Progress report on Audit Action Plan
		To generate and submit 30 finance compliance reports by June 2018	Finance Compliance Reports	2015/16 AFS 2015/16 Section 52: 71 and 72 reports	Number of finance compliance reports generated and submitted	30 finance compliance reports generated and submitted (12x Section 71, 4x Section 52, 12x Supply Chain, 1x Section 72, 1x AFS)	8 (3 Sec 71, 3 SCM, 1 Sec 52 and 1 AFS) reports	8 (3 Sec 71, 3 SCM, 1 Sec 72 and 1 Sec 52) reports	7 (3 Sec 71, 3 SCM and 1 Sec 52) reports	7 (3 Sec 71, 3 SCM and 1 Sec 52) reports		0 Acknowledgement of receipt of Section 71, 52 and 72 Report by Office of Executive Mayor, Auditor General
		To ensure implementation of mSCOA activities in terms of the implementation plan by 30 June 2017	Municipal Standard Chart of Accounts (mSCOA)	Council resolution 2014/2015 & Treasury circular	Number of activities on mSCOA implementation plan achieved	All activities on mSCOA implementation plan achieved	All activities on mSCOA implementation plan achieved	All activities on mSCOA implementation plan achieved	All activities on mSCOA implementation plan achieved	All activities on mSCOA implementation plan achieved	R2 000 000	mSCOA progress report

To account for assets and inventory by 30 June 2018	Update asset register	Manual GRAP Compliant Fixed asset register	GRAP compliance asset register	Updated GRAP compliant asset register	Accounting for assets 1. Safeguarding assets and verification of assets depreciation, update projects register) 2. Valuation (run depreciation, update projects register) 3. Records keeping	Accounting for assets 1. Safeguarding assets and verification of assets depreciation, update projects register) 2. Valuation (run depreciation, update projects register) 3. Records keeping	Accounting for assets 1. Safeguarding assets and verification of assets depreciation, update projects register) 2. Valuation (run depreciation, update projects register) 3. Records keeping	Valuation, records keeping, safe guarding & disposal, activation of electronic asset Module, Year end verification, impairment tests, 100% unbundling, Review useful lives, Review residual values, Reconcile FAR to G/L, Update FAR, Prepare notes to AFSS.	R 1 800 0001	1.Fixed Asset Register and Verification reports 2.GRAP Compliant Fixed Asset Register
To ensure that creditors are paid within 30 days by June 2018	Centralisation of Invoice receiving & monitoring	Payment rate at 28 days	Number of creditors paid within 30 days of correct invoice date	All creditors paid within 30 days of correct invoice date	All creditors paid within 30 days of correct invoice date	All creditors paid within 30 days of correct invoice date	All creditors paid within 30 days of correct invoice date	All creditors paid within 30 days of correct invoice date	0	Creditors aging report
To ensure development and implementation of the procurement plan by 31 July 2017	Procurement Plan	IDP/BUDGET	Developed and approved procurement plans	Developed and approved procurement plans	Finalise Procurement Plan.	Monitor Implementation	Monitor Implementation	Monitor Implementation, Development of 2018/19 Procurement plans.	R 0	Procurement Plan

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

To address AG findings	OPERATION CLEAN AUDIT	100% external audit findings 2015-2016 addressed	Percentage external audit findings addressed	100% external audit findings addressed	100%	100%	100%	100%	R 0	Reports
Internal control		100% internal control 2015-2016 addressed	Percentage implementation of internal control measures	100% implementation of internal control measures	100%	100%	100%	100%		Reports
To address risk management issues	RISK MANAGEMENT	70% risk issues resolved	Percentage risk management issues resolved	100% risk management issues resolved	100%	100%	100%	100%		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%	100%	100%	100%		reports
To implement Council resolutions	COUNCIL RESOLUTIONS	100% council resolution implemented 2016/2017	Percentage implementation of council resolutions	100% implementation of council resolutions	100%	100%	100%	100%		reports
To foster intergovernmental relations	IGR	8 IGR initiatives 4k CFOs forum	Number of IGR initiatives undertaken	8 IGR initiatives * CFOs forum	2	2	2	2		Minutes and attendance registers

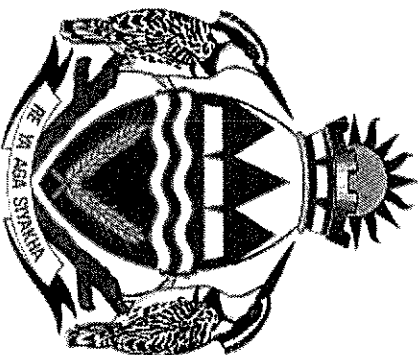
	To monitor the performance of managers and lower level employees	Performance agreements for managers and commitments	19% Performance agreements for managers and commitments	Percentage performance agreements for managers and commitments for other staff signed	100% performance agreements for managers and commitments for level 4 & 5 officials signed	100% performance agreements for managers and commitments for level 4 & 5 officials signed	0%	0%	0%	R 0	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	1	1	1		Quarterly reports

ACTING CFO: MALEMA L.C.

MUNICIPAL MANAGER: Ms MASEKO N.T.

MUNICIPAL MANAGER: MS MASEKO N.T.

CCR



Sekhukhune District Municipality

CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL MANAGER

NAME OF INCUMBENT: MR MALEMA L.C.

POSITION HELD: ACTING CHIEF FINANCIAL OFFICER

DATE 07 September 2017

SIGNATURE

NAME OF SUPERVISOR: MS MASEKO NORAH T.

POSITION HELD: MUNICIPAL MANAGER

DATE 12/9/2017

SIGNATURE

CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES	CHOICE	WEIGHT
Core Managerial Competencies		
Strategic Capability and leadership		30%
Programme and Project Management		
Financial Management(Compulsory)	X	50%
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment(Compulsory)	X	5%
Client Orientation and Customer Focus(Compulsory)	X	5%
Communication		
Honesty and Integrity		5%
Core Occupational Competencies		
Competence in Self-Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting		5%
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		100%

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PERSONAL DEVELOPMENT PLAN



(ACTING CHIEF FINANCIAL OFFICER)

MALEMA L.C.

AND

MS MASEKO NORAH T. (MUNICIPAL MANAGER)

ENTERED INTO BY AND BETWEEN

PERSONAL DEVELOPMENT PLAN (PDP)



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



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

(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



Personal Development Plan for: Malema L.C. (Acting Chief Financial Officer)

Compiled on : 07 September 2017

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
CRAP Standards	100% Workshop on awarded / updated CRAP standards by 30 November 2017	CRAP Workshop	Workshop	30 November 2017	Preparation of quality AFS.	Municipal Manager
Advance Excel skills	Ability to work smart on excel by 31 December 2017	Advanced Excel Training	Workshop	31 December 2017	Quality Reporting	Municipal Manager
Attending AFS or Caseware	100% ability to make changes on Caseware software	Caseware Workshop	Training	30 November 2017	Preparation of AFS	Municipal Manager.

Employee Signature

Supervisor's Signature