

PERFORMANCE AGREEMENT

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FINANCIAL YEAR 2017-2018

FOR THE

THE EMPLOYEE OF THE MUNICIPALITY

ACTING DIRECTOR, CORPORATE SERVICES
MR. LEKGORO SETHULWE PATRICK

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. Lekgoro S.P

Employee of the Municipality (hereinafter referred to as the Acting 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 councillors and in its administration.
- 1.2. The resolutions by Council 27 August 2013 (OC27/08/13), recommended that a culture of performance 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 July 2017 and will remain in force until 31 June 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)	Weighting
Basic Service Delivery	65
Municipal Institutional Development and Transformation	5
Local Economic Development (LED)	10
Municipal Financial Viability and Management	5
Good Governance and Public Participation	10
Spatial Rationale	80%
Total	

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)		
Strategic Capability and Leadership	✓	WEIGHT
Programme and Project Management		
Financial Management(Compulsory)	compulsory	4
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis(Compulsory)	compulsory	4
People Management and Empowerment(Compulsory)	compulsory	4
Client Orientation and Customer Focus		
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks	X	4
Knowledge of Performance Management and Reporting		

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
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	X	4
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).

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:

Level	Terminology	Description	Rating
5	Outstanding performance	Employee has achieved above fully effective results against all performance criteria and indicators 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	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 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.	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

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EVALUATION PANEL

7.5.

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)

SCHEDULE FOR PERFORMANCE REVIEWS

8.

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.

DEVELOPMENTAL REQUIREMENTS

9.

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

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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.

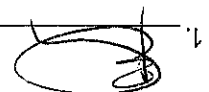
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14. GENERAL

- 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 Glenview on this the 30 day of June 2016.

AS WITNESSES:

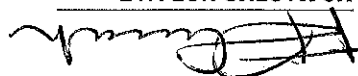
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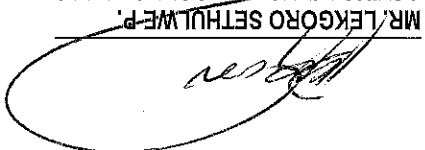
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AS WITNESSES:

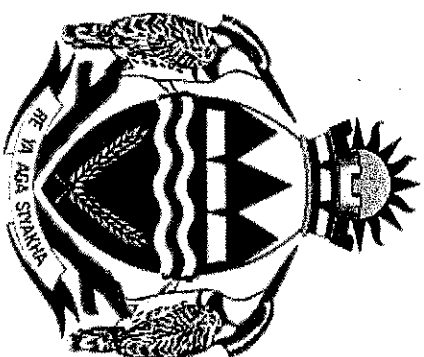
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MS MASEKO NORAH T.
MUNICIPAL MANAGER


MR. LEKGORO SETHU W. P.
ACTING DIRECTOR: CORPORATE SERVICES

CCR



Sekhukhune District Municipality

**CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL
MANAGER**

NAME OF INCUMBENT: MR LEKGORO SETHULWE

POSITION HELD: ACT DIRECTOR; CORPORATE SERVICES

DATE 30/06/2017

SIGNATURE

NAME OF SUPERVISOR: MS MASEKO NORAH T.

POSITION HELD: MUNICIPAL MANAGER

DATE 30/6/2017

SIGNATURE

CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES	CHOICE	WEIGHT
Core Managerial Competencies		
Strategic Capability and leadership		
Programme and Project Management		
Financial Management(Compulsory)	X	4
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment(Compulsory)	X	4
Client Orientation and Customer Focus(Compulsory)	X	4
Communication		
Honesty and Integrity		
Core Occupational Competencies		
Competence in Self-Management		
Interpretation of and implementation within the legislative and national policy frameworks	X	4
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts	X	4
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%

SCORECARD

2017-2018 SCORECARD

CORPORATE SERVICES

WEIGHTING	SUB-OBJECTIVE	PROJECT	BASELINE	INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4	EVIDENCE	BUDGET 2017-2018
100	MEASURABLE OBJECTIVE		2016/2017		2017/2018						

INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

LABOUR RELATIONS

80	To facilitate Local Labour Forum (LLF) meetings by June 2018	Facilitation of Local Labour Forum	8 LLF meetings facilitated	Number of Local Labour Forum meetings facilitated	12 Local Labour Forum meetings facilitated	3 Local Labour Forum meetings facilitated	6 Local Labour Forum meetings facilitated	9 Local Labour Forum meetings facilitated	12 Local Labour Forum meetings facilitated	*Copies of LLF minutes * Attendance registers	R 100 000
2	To issue Labour Relations Publications by June 2018	Issuing of Labour Relations Publications	4 Labour Relations Publications issued	Number of Labour Relations Publications issued	4 Labour Relations Publications issued	1 Labour Relations Publications issued	2 Labour Relations Publications issued	3 Labour Relations Publications issued	4 Labour Relations Publications issued	Copies of Publications issued	
2	To facilitate resolution of grievance cases by June 2018	Facilitation of 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 cases Reports	
2	To facilitate resolution of misconduct cases by June 2018	Misconduct cases	100% Resolution of misconduct cases facilitated	Percentage resolution of misconduct cases facilitated	100% Resolution of misconduct cases facilitated	100% Resolution of misconduct cases facilitated	100% Resolution of misconduct cases facilitated	100% Resolution of misconduct cases facilitated	100% Resolution of misconduct cases facilitated	Misconduct cases Reports	
2	To facilitate resolution of labour disputes by June 2018	Dispute resolution	100 % Resolution of labour disputes cases facilitated	Percentage resolution of labour disputes cases facilitated	100% Resolution of labour disputes facilitated	100% Resolution of labour disputes facilitated	100% Resolution of labour disputes facilitated	100% Resolution of labour disputes facilitated	100% Resolution of labour disputes facilitated	Reports	

INFORMATION TECHNOLOGY

	To develop intranet portal and telephone infrastructure for depots by June 2018.	Development of Intranet portal and telephone infrastructure	*MS Office applications * MunAdmIn for document and records management *Call Centre for Disaster Incident management in place * 3 depots installed telephone infrastructure	*Number of Intranet Portal and telephone infrastructure for depots developed	1 intranet portal and 11 telephone infrastructure developed.	No activity	1 intranet portal developed	No Activity	* 11 depots connected to the telephone network	* Reports for Intranet Portal and telephone infrastructure * Proof of Payments	R2, 190m
2	To procure audio recording solution for Council by June 2018.	Procurement of audio recording solution for Council	6x Dictaphones recordings in place	Number of audio recording solution for council procured	1 Wireless digital conference audio for council procured	Development of Terms of Reference for Council's Wireless digital conference audio recording system	Procurement of Council's Wireless digital conference audio recording system	No Activity	No Activity	* Wireless digital audio recording proof of payment * Terms of reference	

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	To establish ICT network infrastructure for Disaster Recovery Site(DRP) and new MM's Offices by June 2018	Establishment of ICT network infrastructure for Data Centre and new MM's Offices	<ul style="list-style-type: none"> * Server Room * back-end infrastructure (servers, CCTV, switches, UPSs and Tape Drive) * Cabling network infrastructure at Baraki Mall 	* Number of DRP infrastructure site established	* 1 DRP infrastructure site established	* 1 network cabling and infrastructure for new MM's offices established	No Activity	* TOR for DRP site infrastructure advertised	* 1 DRP site established	* Disaster Recovery Plan Reports	R4,200m
2	To acquire Cloud data backup services by June 2018	Acquisition of Cloud data backup services	<ul style="list-style-type: none"> * Data Backup Tape Drive * File Server * Data Replication between the File Server and workstations 	Number of Cloud data backup services acquired	1 Cloud data backup services acquired	No activity	* 1 Cloud Data Backup service acquired	No Activity	No Activity	* Cloud data backup SLA	
1	To manage SLA performance service standards approved software licenses and information security by June 2018	Management of SLA performance service standard, approved software licenses and information security	<ul style="list-style-type: none"> * 12 Service Level Agreement meetings held with Telkom, Unics, Open Kingdom Technologies and BCX * 11 approved software licenses renewed 	* Number of SLA performance service standards approved software licenses renewed and information Security managed	* 8 SLAs performance service standards managed	* 2 SLAs performance service standards managed	* 4 SLAs performance service standards managed	* 6 SLAs performance service standards managed	* 2 SLAs performance service standards managed	* SLA Quarterly Reports	R5 170 m
1	To provide ICT products and services by June 2018	Provision of ICT products and services	<ul style="list-style-type: none"> * 30 audited ICT computer consumables needs resolved * 1 Surveillance Camera System (CCTV) in the server room * 500 technical support requests of Business applications (e- Venus, VIP, MurAdmin etc) and resolved 	Number of ICT products and services provided	All ICT products and services provided	All ICT products and services provided	All ICT products and services provided	All ICT products and services provided	All ICT products and services provided	* Consumables Register	
AUXILIARY SERVICES											
2	To conduct awareness campaigns for records management by June 2018.	Conduct awareness campaigns for Records management.	4 Records management awareness campaigns conducted	Number of records awareness campaigns conducted	4 records awareness campaigns conducted	1 records awareness campaigns conducted	2 records awareness campaigns conducted	3 records awareness campaigns conducted	4 records awareness campaigns conducted	* Record management awareness campaigns Reports	R 0
2	To update personnel files by June 2018	Update of Personnel files	668 personnel files updated	Number of personnel files updated	916 personnel files updated	100 personnel files updated	250 personnel files updated	583 personnel files updated	916 personnel files updated	* Personnel file update Register.	R 0
2	To facilitate disposal of listed inactive records by June 2018	Facilitation of disposal of listed inactive records	5000 inactive records listed and awaiting disposal by Provincial Archivist	Number of inactive records listed for disposal	5000 inactive records listed for disposal	1250 inactive records listed for disposal	2500 inactive records listed for disposal	3750 inactive records listed for disposal	5000 inactive records listed for disposal	* Register for listed inactive records, * Letter to Provincial Archive	R 0

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	To ensure processing of received mail by June 2018	Processing of received mail	All received mail processed	Number of received mail processed	All received mail processed	All received mail processed	All received mail processed	All received mail processed	All received mail processed	* Mail registers	R 650 000
2	To ensure provision of office furniture by June 2018	Provision of Office furniture	Furniture for MM. Coach for Speaker and High back chairs for staff provided	Number of office furniture provided	5 sets of furniture provided	Levygolla Boardroom furniture provided	* ICT services station furniture * Coaches for fire stations	32 Managers chairs	5x manager's office furniture	List of furniture Proof of payment	R1m
2	To facilitate management of facilities by June 2018	management of facilities	4 offices rented	Number of facilities managed	36 facilities managed	36 facilities managed	36 facilities managed	36 facilities managed	36 facilities managed	* Cleaning reports * List of Equipment, * Earthly, * Fleet Management Policy * Maintenance	R 6 132 076
2	To facilitate fleet management services by June 2018	Facilitation of Fleet Management	* 22 SDM-owned vehicles repaired * 117 fleet rentals paid	Number of fleet managed	150 of fleet managed	139 of fleet managed	150 of fleet managed	150 of fleet managed	150 of fleet managed		R 41 000 000
HUMAN RESOURCE MANAGEMENT											
2	To facilitate filling of funded and vacant posts by June 2018	Filling of funded and vacant posts	134 vacant and funded posts filled	Number of vacant and funded posts filled	All vacant and funded posts filled	No activity	All vacant and funded posts filled	All vacant and funded posts filled	All vacant and funded posts filled	Report on vacant and funded posts	R 310 000
2	To ensure compliance submission of Employment Equity (EE) Plan by June 2018.	Compliance on Employment Equity	EE Plan in place	Number of EE report compiled and submitted	1 EE report compiled and submitted	No activity	Consultation with Organised Labour	1 EE report submitted	No Activity	Proof of submission of employment equity report	R 0
2	Implement Human Resource (HR) Plan by June 2018.	Implementation of Human Resource Plan	2016/2017 HR Plan in place	Number of Human resources plan implemented	1 Human resources plan implemented	Human resources plan implemented	Human resources plan implemented	Human resources plan implemented	Human resources plan implemented	Human Resource Plan Report	R 0
HUMAN RESOURCE DEVELOPMENT											
	To award external bursaries by June 2018	Award of External Bursaries	10 external bursaries awarded & 24 maintained	Number of external bursaries awarded & maintained	15 bursaries awarded and 28 maintained	* Advertisement of external bursaries * 28 bursaries maintained	* Advertisement of bursary applications * 28 bursaries maintained	* 15 bursaries awarded * 28 bursaries maintained	43 bursaries maintained	Approval letter and bursary contracts of learners	R4m
2	To facilitate training and development activities and ensure compliance to skills development legislation by June 2018	Facilitation of Training and Development activities	Workplace Skills Plan/Annual Training Report 2015/2016 submitted	Number of training and development activities facilitated	All training and development activities facilitated	All training and development activities facilitated	All training and development activities facilitated	All training and development activities facilitated	All training and development activities facilitated	Training and development activities reports	R 100 000
ORGANISATIONAL DEVELOPMENT											
2	To conduct organisational development interventions/ assessment by June 2018	Conduct Organisational development assessment	* 2 Work-study reports in place * 1 organizational development assessment in place	Number of Organizational development assessment/ interventions conducted	All Organizational development assessment/ interventions conducted	All Organizational development assessment/ interventions conducted	All Organizational development assessment/ interventions conducted	All Organizational development assessment/ interventions conducted	All Organizational development assessment/ interventions conducted	Organisational Assessment Report	R 150 000

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2	To facilitate job evaluation for newly created jobs by June 2018	Facilitation of Job evaluation	*199 job descriptions reviewed * 155 job descriptions signed *job evaluation committee in place *job evaluation policy in place	Number of newly created jobs evaluated.	All newly created jobs evaluated	All newly created jobs evaluated	All newly created jobs evaluated	All newly created jobs evaluated	All newly created jobs evaluated	All newly created jobs evaluated	All newly created jobs evaluated	Report on Graded Jobs	R 0
2	To facilitate development and implementation of organizational structure by June 2018	Facilitation and implementation of Organizational structure	2015/16 approved organizational structure	Number of assessments of the organizational structure facilitated and implemented	All assessments of the organizational structure facilitated and implemented	All assessments of the organizational structure facilitated and implemented	All assessments of the organizational structure facilitated and implemented	All assessments of the organizational structure facilitated and implemented	All assessments of the organizational structure facilitated and implemented	All assessments of the organizational structure facilitated and implemented	All assessments of the organizational structure facilitated and implemented	Approved organisational Structure	R 0
2	To facilitate review of procedure manuals & process maps by June 2018	Facilitation of review of procedure manuals and process maps	39 Reviewed departmental procedure manuals in place	Number of review of departmental procedure manuals & process maps facilitated	46 review of departmental procedure manuals & process maps facilitated	12 review of departmental procedure manuals & process maps facilitated	24 review of departmental procedure manuals & process maps facilitated	36 review of departmental procedure manuals & process maps facilitated	46 review of departmental procedure manuals & process maps facilitated	Reviewed procedure manuals and process maps	R 0		

EMPLOYEE WELLNESS

	To facilitate substance abuse programmes by June 2018	Facilitation of substance abuse programmes.	*22 substance abuse cases attended. *8 group therapy for substance abusers conducted. *4 family conferences for substance abusers held. *1 stress and trauma	Number of substance abuse programmes facilitated	12 substance abuse programmes facilitated	3 substance abuse programmes facilitated	6 substance abuse programmes facilitated	9 substance abuse programmes facilitated	12 substance abuse programmes facilitated	* Substance abuse programmes Reports *Attendance registers	R 760 000		
2	To facilitate employee sport programme by June 2018.	Facilitation of Employee Sports programmes	23 employee sports programmes facilitated	Number of employee sports programmes facilitated	50 employee sports programmes facilitated	13 employee sports programmes facilitated	25 employee sports programmes facilitated	37 employee sports programmes facilitated	50 employee sports programmes facilitated	*Employee sport programmes Reports *Attendance			
2	To conduct wellness and counselling programmes by June 2018	Conduct Employee Wellness and counselling programmes	*2 stress and trauma management programmes conducted *8 wellness awareness programmes conducted	Number of wellness and counselling programmes conducted	15 wellness and counselling programmes conducted	3 Wellness and counselling programme conducted	7 Wellness and counselling programme conducted	15 Wellness and counselling programme conducted	12 Wellness and counselling programme conducted	*Wellness and counselling reports *Attendance Registers attendance registers			
2	To conduct occupational health and safety elements by June 2018.	Conduct Occupational Health and Safety elements	27 Occupational Health and Safety elements conducted	Number of Occupational Health and Safety elements conducted.	60 Occupational Health and Safety elements conducted.	14 Occupational Health and Safety elements conducted.	30 Occupational Health and Safety elements conducted.	43 Occupational Health and Safety elements conducted.	60 Occupational Health and Safety elements conducted.	* Occupational Health and Safety elements Reports, * Attendance registers	R2,m		

TSF SR

2	To conduct medical surveillance programme by June 2018	Conduct Medical Surveillance programme	0 employees were subjected to medical surveillance programmes	Number of medical surveillance programmes conducted	2 medical surveillance programme conducted	No Activity	1 medical surveillance programme conducted.	No Activity	2 medical surveillance programme conducted.	Medical Surveillance Reports,	R 0
2	To monitor the performance of managers and lower level employees	Performance agreements for managers and commitments	13% 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%	Signed performance agreements/commitment	R 0
2	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	

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2	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%	Reports	R 0
2	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	
2	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	
2	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	
2	To implement Council resolutions	Council Resolution	100% council resolution implemented 2016/2017	Percentage implementation of council resolutions	100% implementation of council resolutions	100%	100%	100%	100%	reports	
2	To foster intergovernmental relations	Inter Governmental Relations	8 IGR initiatives	Number of IGR initiatives undertaken						Minutes and attendance registers	

FINANCIAL VIABILITY

3	To curb expenditure variance at 5%	Expenditure Management	5% Variance 2016/2017	Percentage variance	5% variance	5%	5%	5%	5%	Expenditure reports	R 0
2	To monitor the implementation of mSCOA activities by June 2018	Implementation of mSCOA	Council resolution 2014/2015 & Treasury circular	Number of activities on mSCOA implementation plan monitored	All activities on mSCOA implementation plan monitored	All activities on mSCOA implementation plan monitored	All activities on mSCOA implementation plan monitored	All activities on mSCOA implementation plan monitored	All activities on mSCOA implementation plan monitored	Reports on mSCOA workstreams	R 0

ACTING DIRECTOR: CORPORATE SERVICES

MUNICIPAL MANAGER

30/06/2017
DATE

30/06/2017
DATE

PERSONAL DEVELOPMENT PLAN

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

AND

MS MASEKO N.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 requirements, in line with the municipality's strategic objectives.

- (iii) 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 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: Lekgoro S.P. (Corporate Services)

Compiled on: 30 June 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
Public speaking writing and evaluation	evaluate effectiveness of policies	1 WEEK COURSE	SEMINAR PROVIDED BY INSTITUTE OF HIGHER LEARNING	01 2017/18	Apply skills to evaluate the impact of policies	Municipal Manager
MENTORING AND COACHING	EFFICIENT PEOPLE MANAGEMENT	1 WEEK	SEMINAR PROVIDED BY INSTITUTE OF HIGHER LEARNING	02 2017/18	Apply knowledge to handle HRM	Municipal Manager

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Employee Signature



Supervisor's Signature

