

PERFORMANCE AGREEMENT

B 17 1

FINANCIAL YEAR 2017-2018

FOR THE

THE EMPLOYEE OF THE MUNICIPALITY

**MR MAROBANE NTHENG
CHIEF AUDIT EXECUTIVE**

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 Tivelle** in her capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

And

Mr. Marobane N.

Employee of the Municipality (hereinafter referred to as the Chief Audit executive)

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 indicated 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 accountability 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 30 June 2018 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	
Municipal Institutional Development and Transformation	6
Local Economic Development (LED)	
Municipal Financial Viability and Management	6
Good Governance and Public Participation	68
Spatial Rationale	
Total	
	80%

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		
Programme and Project Management		
Financial Management(Compulsory)	compulsory	4
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis(Compulsory)		
People Management and Empowerment(Compulsory)	compulsory	4
Client Orientation and Customer Focus	compulsory	4
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		

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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)		
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	X	4
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	20%
WEIGHT	√	

(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	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	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-

- 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;
- Member of a Ward Committee as nominated by the Executive mayor (only applicable to municipal manager)
- 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.

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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 Gidral on this the 30 day of June 2017.

AS WITNESSES:

1. 

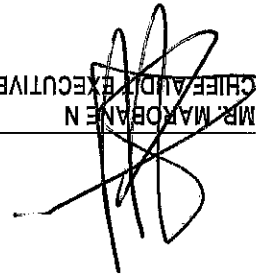
2. _____

AS WITNESSES:

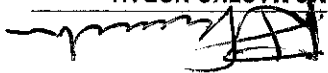
1. _____

2. _____

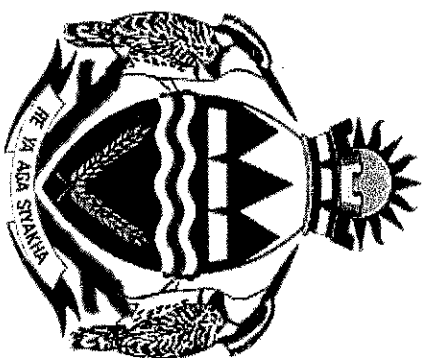
MR. MAROBANE
CHIEF AND EXECUTIVE



MS MASEKO NORAH
MUNICIPAL MANAGER



CCR



Sekhukhune District Municipality

CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL MANAGER

NAME OF INCUMBENT: MR Marobane N.

POSITION HELD: CHIEF AUDIT EXECUTIVE

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		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field/discipline		
Skills in Mediation		
Skills in Governance	X	4
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
TOTAL		20%

SCORECARD

MUNICIPAL MANAGER'S OFFICE : 2017/2018 SCORECARD

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION: CHIEF AUDIT EXECUTIVE

WEIGHTING	SUB-INDICATOR	PROJECT	BASELINE	INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4	EVIDENCE	BUDGET	
2017-2018	2017-2018	2017-2018	2017-2018	2017-2018	2017-2018	2017-2018	2017-2018	2017-2018	2017-2018	2017-2018	2017-2018	
80%	10	To develop 100% 2017-2020 three year internal audit rolling plan by June 2017	Internal audit rolling plan	Approved 2016-2017 three year internal audit rolling plan	Percentage development of the 2017-2020 Three(3) Years internal audit rolling Plan	100% development of the 2017-2020 Three(3) Years internal audit rolling Plan	100%	0%	0%	0%	Approved Three Year rolling Plan	R0
	12	To conduct 32 regularly audits by June 2018	Regularly audits	18 Regularly audits reports issued	Number of regularly audit conducted	32 Regularly audits reports to be issued	6 Regularly audits issued	8 Regularly audits issued	12 Regularly audits issued	6 Regularly audits issued	Regularly Audit Reports	R900 000
	12	To conduct four (4) performance audits by June 2018	Performance Audit	4 Performance Audit reports issued	Number of Performance Audits conducted	4 Performance Audit Reports issued	1 Performance Audit report issued	1 Performance Audit report issued	1 Performance Audit report issued	1 Performance Audit report issued	Performance Audit Reports	R 0,00
	4	To conduct 100% ad hoc audits by June 2018	Ad Hoc Audits	100% Ad Hoc audit Reports issued	Percentage Ad Hoc audits executed.	100% Ad Hoc audits reports issued	100% Ad hoc report issued	100% Ad hoc report issued	100% Ad hoc report issued	100% Ad hoc report issued	Ad-hoc Reports	R0
	4	To conduct four (4) information and communication technology Audit by June 2018	ICT Audits	2 ICT Audit reports issued	Number of ICT audits conducted	4 ICT Audit reports issued	1 ICT Audit report issued	1 ICT Audit report issued	1 ICT Audit report issued	1 ICT Audit report issued	ICT Audit Reports	0
	4	To monitor 100% implementation of external audit action plans (AGSA) for 2016/2017 audit by June 2018	External audit action plans	2016/17 FY external audit action plans	Percentage monitoring of 2016/2017 external audit action plan	100% monitoring of 2016/2017 external audit action plan	100% monitoring of 2016/2017 external audit action plan	100% monitoring of 2016/2017 external audit action plan	100% monitoring of 2016/2017 external audit action plan	100% monitoring of 2016/2017 external audit action plan	Audit Action plan, Agenda/Minutes /Reports	R0
	3	To facilitate 100% external audit fees payments by March 2018	External audit fees payments	100% external audit fees payments.	Percentage external audit fees processed	100% external audit fees for 2017/2018 processed	100% external audit fees processed	100% external audit fees processed	100% external audit fees processed	100% external audit fees processed	Claim schedule Register/Proof of payments	R2 900 000
	4	To facilitate and coordinate 100% activities of audit committee and performance audit committee by June 2018	Audit Committee and Performance audit Committee	100% Audit committee and Performance audit committee activities facilitated and coordinated.	Percentage activities of audit committee and performance audit committees facilitated and coordinated	100% activities of audit committee and performance audit committee facilitated and coordinated	100% activities of audit committee and performance audit committee facilitated and coordinated	100% activities of audit committee and performance audit committee facilitated and coordinated	100% activities of audit committee and performance audit committee facilitated and coordinated	100% activities of audit committee and performance audit committee facilitated and coordinated	Minutes/Agenda/AC Reports	R550 000
	4	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
	4	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	
	3											

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	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	Percentage implementation of council resolutions	100% implementation of council resolutions	100%	100%	100%	100%	reports	
2	To foster intergovernmental relations	Inter Governmental Relation	8 G/R initiatives	Number of G/R initiatives undertaken	4 Audit Committee resolutions	1	1	1	1	Minutes and attendance registers	

INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

	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%	0%	0%	0%	Signed performance agreements/ commitment	0%
3	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	

FINANCIAL VIABILITY

	To curb expenditure variance at 5%	5% variance 2016/2017 achieved	Percentage variance	Expenditure Management	5% Variance 2016/2017	Percentage variance	5% variance	5%	5%	Expenditure reports	R 0
3	To monitor the implementation of mSCOA activities by June 2018	Implementation of Miscoa	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	Audited mSCOA progress report	R 0

CHIEF EXECUTIVE

MUNICIPAL MANAGER

DATE

DATE

PERSONAL DEVELOPMENT PLAN

**MAROBANE N.
(CHIEF AUDIT EXECUTIVE)**

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 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 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).

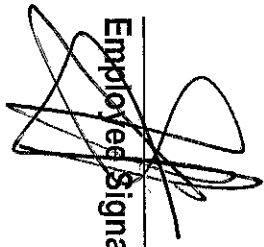
(i) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as coach or mentor with regard to the area of learning

Personal Development Plan for: Marobane N. (Chief Audit Executive)


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
Technical Skills	Team mate Application	Computer Training	Day Class	5 Days	Will apply skills / knowledge during internal audit activities	MM
Technical Skill	Programme in Forensic & Investigative Auditing	Investigator Training	Day Class	1 year	Will apply skills / knowledge during internal audit activities	MM

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Employed Signature



Supervisor's Signature