



SEKHUKHUNE
District Municipality

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MUNICIPAL MANAGER



SEKHUKHUNE
District Municipality

Private Bag X8611 Groblersdal 0470, 3 West Street Groblersdal 0470
Tel : (013) 262 7300, Fax: (013) 262 3688
E-Mail : sekinfo@sekhukhune.co.za

2018-2019 PERFORMANCE AGREEMENT



PERFORMANCE AGREEMENT

(Managers directly accountable to the Municipal Manager)

MADE AND ENTERED INTO BY AND BETWEEN:

SEKHUKHUNE DISTRICT MUNICIPALITY

AS REPRESENTED BY THE EXECUTIVE MAYOR:

CLLR RAMAILA KEAMOTSENG STANLEY

AND

**MUNICIPAL MANAGER
MS NORAH T MASEKO**

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR 2018-2019

13

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Sekhukhune District Municipality herein represented by **Executive Mayor** in her capacity as **Cllr Ramaila Keamotseng Stanley** (hereinafter referred to as the **Employer** or **Supervisor**)

And

Ms. Norah T. Maseko

Employee of the Municipality (hereinafter referred to as the **Municipal Manager**)

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

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

3 COMMENCEMENT AND DURATION

- 3.1 This Performance Agreement commenced on the 1st July 2018 and will remain in force until 30 June 2019 thereafter a new Performance Agreement, scorecard, Personal Development Plan and Financial Disclosure shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and scorecard that replaces this Agreement at least once a year by not later than 30 days after the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

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

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his or her performance in terms of the outputs / outcomes (performance indicators) identified as per attached scorecard (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Spatial Rationale	
Total	100%

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

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

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		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The scorecard (Annexure A) to this Agreement sets out -
 - 6.1.1 The standards and procedures for evaluating the **Employee's** performance; and
 - 6.1.2 The intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan (IDP).

7. PERFORMANCE APPRAISALS

The Annual Performance Appraisals will involve:

- 7.1 Assessment of the achievement of results as outlined in the performance plan:
 - (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
 - (b) An indicative rating on the five-point scale should be provided for each KPA.
 - (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.
- 7.2 Assessment of the CCRs
 - (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
 - (b) An indicative rating on the five-point scale should be provided for each CCR.
 - (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

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

7.3 Overall rating

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

7.4. Rating Scale

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

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

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

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

7.5. EVALUATION PANEL

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

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

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1. The performance of Municipal Manager in relation to his / her performance agreement shall be reviewed on the following dates; with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

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

8.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

8.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "B" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

8.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

- 10.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;
- 10.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 10.1.4 On the request of the **Employee**, delegate powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

11.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 11.1.1 A direct effect on the performance of any of the **Employee's** functions;
- 11.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 11.1.3 A substantial financial effect on the **Employer**.

- 11.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 In the case of unacceptable performance, the **Employer** shall –
- 12.1.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 12.1.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 13.1.2 Any other person appointed by the Executive Mayor.
- 13.1.3 In the case of Managers directly accountable to the Municipal Manager, a Member of the Mayoral Council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding on both parties.

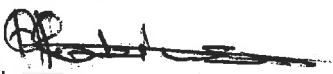
- 13.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure B may be made available to the public by the **Employer**.
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 14.3 The performance assessment results of the municipal manager must be submitted to the Executive Mayor as the responsible person, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Groblersdal on this the 27 day of July, 2018.

AS WITNESSES:

1. 



MS NORAH T MASEKO
MUNICIPAL MANAGER

2. _____

AS WITNESSES:

1.  _____

2. _____



CLLR RAMAILA KEAMOTSENG STANLEY
EXECUTIVE MAYOR

SCORECARD

HIGH LEVEL PERFORMANCE SCORE CARD MUNICIPAL MANAGER 2018/2019 FINANCIAL YEAR												
Weighting	Sub-weighting	Objective	Project	Baseline	Indicator	Annual Target	Q1	Q2	Q3	Q4	Evidence	Budget
80%	20	To generate reports to comply with legislative requirements by June 2019	Legal compliance reporting	38 Compliance reports for 2017/2018 and 01 Annual report for 2018/2017 generated	Number of compliance reports generated to comply with legislative requirements	39 compliance reports generated to comply with legislative requirements and submitted (12x section 71, 4x section 52, 12x Supply Chain, 1x section 72, 1x SDBIP quarterly AFS, 4x Quarterly SDBIP, 4x legal and 1x Annual report)	10 reports generated and submitted (3 Sec 71, 3 SCM, 1 Sec 52, 1 AFS, 1x legal and 1x SDBIP quarterly reports)	10 reports generated and submitted (3 Sec 71, 3 SCM, 1 Sec 52, 1x sec 72, 1x legal and 1x SDBIP quarterly reports)	10 reports generated and submitted (3 Sec 71, 3 SCM, 1 Sec 52, 1x Annual report, 1x legal and 1x SDBIP quarterly reports)	9 reports generated and submitted (3 Sec 71, 3 SCM, 1 Sec 52, 1x legal and 1x SDBIP quarterly reports)	*Sign off by the Mayor *Council resolution *Proof of submission	R 0
	15	To employ initiatives to facilitate strategic planning and policy by June 2019	Strategic planning and policy	11 Public participation on IDP facilitated, 01 Institutional SDBIP developed and 01 PMS policy reviewed	Number of initiatives employed to facilitate strategic planning and policy	13 Initiatives employed to facilitate strategic planning and policy (8x IDP/Budget public participation held and approval, 1x Institutional SDBIP developed, 1x PMS Policy reviewed, 1x Water & Sanitation Master Plan reviewed, 1x Water Conservation Demand Management Plan finalised and 1x strategic planning session facilitated)	No activity	1x strategic planning session facilitated	No activity	No activity	* 1x PMS policy and framework reviewed *8x IDP/Budget public participation and approval * 1x Water and Sanitation Master Plan reviewed *1x Institutional SDBIP developed * 1x Water Conservation Demand Management Plan finalised	*council resolution *council resolution *council resolution *council resolution
15		To ensure 100% expenditure on grants by June 2019	Grants expenditure	91%(MIG), 70% (WSIG), 25%(RBIG) of grants spent in 2017/2018	Percentage expenditure on grants	100% expenditure on grants * Operational grants 100% * Capital grants 95% (MIG, WSIG and RBIG)	25% expenditure of operational and capital grants	25% expenditure of operational and capital grants	25% expenditure of operational and capital grants	25% expenditure of operational and capital grants	* Finance reports	R 0
10		To ensure projects completion by June 2019	Infrastructure Projects	02 Water and 4 939 Sanitation Projects completed in 2017/2018	Number of projects completed	15 projects completed (5x WSIG, 8x MIG and 2x RBIG)	2x RBIG projects completed	* 1x WSIG project completed *1x MIG project completed	* 3x WSIG projects completed *7x MIG projects completed	1x WSIG project completed	Completion certificates	R 0
5		To monitor the creation of municipal jobs through infrastructure projects and EPWP by June 2019	Monitoring of Job creation	894 jobs created in 2017/2018 financial year	Number of jobs created through infrastructure projects and EPWP monitored	8061 jobs created through infrastructure projects and EPWP monitored	43 Jobs created through EPWP projects monitored	200 Jobs created through infrastructure projects monitored	2000 Jobs created through infrastructure projects monitored	3 861 Jobs created through infrastructure projects monitored	Job Creation report	R 0
5		To ensure functionality of query help desk by June 2019	Customer care	24 reports on Customer care generated	Number of queries attended to	All queries attended to	All queries attended to	All queries attended to	All queries attended to	All queries attended to	Reports	R 0


10	To ensure promotion of sound labour relation by June 2019	Labour relations 08 LLF facilitated	Number of engagements facilitated to promotion of sound labour relations	4 engagements facilitated to promotion of sound labour relations	1 engagement facilitated to promotion of sound labour relations	1 engagement facilitated to promotion of sound labour relations	1 engagement facilitated to promotion of sound labour relations	*Reports *Quarterly bulletin *Attendance register	R 0
10	To provide support to Integovernmental structures(IGR) by June 2019	Integovernmental structures	Number of supports provided to IGR structures	4 supports provided to IGR structures (Municipal Manager's Forum, Mayor's Forum, Cluster Forums, Performance Makgotla, Speaker's & Chief Whip's Forum)	1 support provided to IGR structures	1 support provided to IGR structures	1 support provided to IGR structures	* Minutes and attendance registers	R 0
10	To ensure adherence to governance issues by June 2019	Governance	Number of governance issues adhered to	All governance issues adhered to. (*AG Matters *Internal audit *Risk management *Expenditure management *Resolutions register of council and structures *Performance agreements for section 56 Managers signed)	All governance issues adhered to. (*AG Matters *Internal audit three year rolling plan *Risk management *Expenditure management *Resolutions register of council and structures *Performance agreements for section 56 Managers signed)	All governance issues adhered to. (*all AG Matters addressed *Internal audit three year rolling plan adhered to *4 Risk management report developed *4x Expenditure management report registers of council compiled and attended to)	All governance issues adhered to. (*all AG Matters addressed *Internal audit three year rolling plan adhered to *4 Risk management report developed *4x Expenditure management report registers of council compiled and attended to)	* AG action plan * Risk management reports * Internal Audit Reports * Finance Reports * Completed Resolution register	R 0

CLL: KEAMOTSENG STANLEY RAMALA

SIGNED: 

DATE: 2018/7/13

N.T. MASEKO
MUNICIPAL MANAGER

SIGNED: 

DATE: 27/7/2018

CORE COMPETENCY REQUIREMENT



Sekhukhune District Municipality

CORE COMPETENCY REQUIREMENT FOR MUNICIPAL MANAGER

NAME OF INCUMBENT: MS. MASEKO NORAH T.

POSITION HELD: MUNICIPAL MANAGER

DATE _____ SIGNATURE _____

NAME OF SUPERVISOR: CLLR RAMAILA K. STANLEY

POSITION HELD: EXECUTIVE MAYOR

DATE _____ SIGNATURE 

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

PERSONAL DEVELOPMENT PLAN



PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN

CLLR RAMAILA KEAMOTSENG STANLEY (EXECUTIVE MAYOR)

AND

**MS. MASEKO NORAH TIVETILE
(MUNICIPAL MANAGER)**

1. Personal Development Plan

1.1.1 A Municipality should be committed to –

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- (b) managing training and development within the ambit of relevant national policies and legislation.

1.1.2 A Municipality should follow an integrated approach to Human Resource Management, that is:

- (a) Human resource development forms an integral part of human resource planning and management.
- (b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.
- (e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

1.1.3 The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.

1.1.4 Compiling the Personal Development Plan attached at Appendix.

- (a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.
- (b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Appendix 1, entitled Skills / Performance Gap. The following should be carefully determined during such a process:
 - (i) Organisational needs, which include the following:
 - o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.

- o The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
- o Specific competency gaps as identified during the probation period and performance appraisal of the employee.

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

- (c) Next, the prioritisation of the training needs [1 to ...] should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Appendix 1, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3 of Appendix 1, entitled: Suggested training and / or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.
- (e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) Column 4 of Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The suggested time frames (column 5 of Appendix 1) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) Work opportunity created to practice skill / development areas, in column 6 of Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).
- (i) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as coach or mentor with regard to the area of learning

Personal Development Plan for: Ms. Maseko N.T (Municipal Manager)

Compiled on : 27 August 2018

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
MONITORING Improved & EVALUATION	SMART indicators	Post graduate diploma monitoring & Evaluation	WITS University	January- May advisors	Monitoring & Evaluation	Executive Mayor.

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Employee Signature


Supervisor's Signature