



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**LETSEMENG LOCAL MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

**Mr. Bafunani Aaron Mnguni
Acting Municipal Manager**

AND

**Mr. Tsietsi Freddie Deeuw
Director Corporate Services**

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2017 to 30 JUNE 2018

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Letsemeng Local Municipality herein represented by **Mr. Bafunani Aaron Mnguni** in his capacity as Acting Municipal Manager (hereinafter referred to as the **Employer** or Supervisor),

and

Mr. Tsietsi Freddie Deeuw Employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b)(ii) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement within one (1) month after the beginning of each financial year of the municipality.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to 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 performance plan, which forms an annexure to 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 Agreement will commence on the **1 July 2017** and will remain in force until the **30 June 2018** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan 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 Performance Plan that replaces this Agreement at least once a year by not later than 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 Performance Plan (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 A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, 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.
- 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.

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 Competency Requirements (CRs) 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 CRs will account for 20% of the final assessment.
- 5.5.4 The total score must be determined using the rating calculator.
- 5.6 The Employee's assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**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)	No. of KPIs	%
Basic Service Delivery	26KPIs x3.08	80%
Municipal Institutional Development and Transformation		
Local Economic Development (LED)		
Municipal Financial Viability and Management		
Good Governance and Public Participation		
Competency Requirements	12	20%
Total	100%	

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CRs will make up the other 20% of the Employee's assessment score. CRs that 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 CRs are compulsory for Municipal Managers:

COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES	✓	WEIGHT
Strategic Direction and Leadership		
People Management		
Program and Project Management		
Financial Management		
Change Leadership		

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COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES	√	WEIGHT
Governance Leadership		
CORE COMPETENCIES		
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Results and Quality Focus		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (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 IDP.

6.5 The annual performance appraisal will involve:

6.5.1 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 (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CRs

- (a) Each CR 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 CR.
- (c) This rating should be multiplied by the weighting given to each CR 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 CR score.

6.5.3 Overall rating

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

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

Level	Terminology	Description	Rating				
			1	2	3	4	5
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.					
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.					
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.					
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.					
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.					

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6.7 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Municipal Manager;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.7.4 Municipal manager from another municipality.

6.8 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 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:

Quarter	Review Period	Review to be completed by
1	July – September 2017	6 November 2017 (informal assessment by MM)
2	October – December 2017	5 February 2018 (Mid-year Panel Assessment)
3	January – March 2018	7 May 2018 (informal assessment by MM)
4	April – June 2018	6 August 2018 (Year-end Panel Assessment)

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

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

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

7.5 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.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 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.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –
 - 10.1.1 a direct effect on the performance of any of the Employee's functions;
 - 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 a substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the total remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 11.3 In the case of unacceptable performance, the Employer shall –
 - 11.3.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
 - 11.3.2 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.

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12. DISPUTE RESOLUTION

- 12.1 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 –
- 12.1.1 In the case of managers directly accountable to the municipal manager, a member of the municipal 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.
- 12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A 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 municipal manager and managers directly accountable to the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

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Thus **done** and **signed** at Koffiefontein on this the 3 day of July 2017

AS WITNESSES:

1. Sauw.

2. [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:

1. [Signature]

2. Khakha

[Signature]
Acting Municipal Manager

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ANNEXURE A: PERFORMANCE PLAN

- i. The Performance Plan sets out the performance objectives and targets which are based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and includes key performance indicators, units of measure, details of evidence that must be provided to show that the indicator has been achieved, target dates and weightings which show the relative importance of key performance indicators to one another.
- ii. The employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.
- iii. The performance management system automatically rates performance in terms of the key performance indicators as follows which correlates with the rating referred to in 6.3.1.

Category	Rating	Explanation
KPI's Not Met/ Unacceptable performance	1	Performance does not meet the standard expected for the job. The review/assessment indicates that they 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.
KPI's Almost Met / Not fully effective	2	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.
KPI's Met / Fully effective	3	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.
KPI's Well Met / Performance significantly above expectations	4	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.
KPI's Extremely Well Met / Outstanding Performance	5	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.

KEY PERFORMANCE INDICATORS AND TARGETS

TL Ref	KPA	Strategic/IDP goal/objective	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Budget	Q1	Q2	Q3	Q4
TL102	Municipal Transformation and Institutional Development	To create efficient, effective and accountable administration	Review Organizational Structure by June 2018	Date structure tabled to council	Director Corporate Services	2016/17 Reviewed Organogram, Sec 79	Report Sec 79 Council Resolution	June 2018	Operational	-	-	Submit draft Organogram to Council by March 2018	Submit reviewed Organogram to Council by June 2018
TL103			Submit WSP and Annual Training Plan 2018/19 to LGSETA by 30 April 2018	Date of submission		30 April 2017	Proof of Submission and acknowledgement. Signed copy of WSP by relevant people	30-Apr-18	Operational	-	-	-	1
TL104	Municipal Transformation and Institutional Development	To create efficient, effective and accountable administration	Table the WSP before Council for noting by May 2018	Date WSP tabled to council	Director Corporate Services	WSP 17/18 July 2017	Council Resolution	31-May 2018	Operational	-	-	-	1
TL105	Municipal Transformation and Institutional Development	To create efficient, effective and accountable administration	% of a municipality's personnel budget actually spent on implementing its workplace skills plan;	R value spent on training divided by total budget value of the municipality	Director Corporate Services	100% spent for 2016/17 training	Expenditure Reports	1%	R600 000	0.20%	0.5%	0.75%	1%
TL106	Municipal Transformation and Institutional Development	To create efficient, effective and accountable administration	Capture and Reconcile leave on the System (Annual, Sick, Special, Study, Maternity)	Number of reconciliations done		New KPI	Updated Excel Leave Register and Electronic Leave Report	12	Operational	3	3	3	3
TL107	Municipal Transformation and Institutional Development	To create efficient, effective and accountable administration	No. of LLF meetings held per annum	Sum of LLF meetings held per year		7	Attendance Register and Minutes	4	Operational	1	1	1	1

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TL Ref	KPA	Strategic/IDP goal/Objective	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Budget	Q1	Q2	Q3	Q4
TL108	Municipal Transformation and Institutional Development	To create efficient, effective and accountable administration	Implement Employee Performance Appraisal System by March 2018		Director Corporate Services	New KPI	Quarterly Assessment Report	2	Operational	-	-	1	1
TL109	Municipal Transformation and Institutional Development	To create efficient, effective and accountable administration	Review the OPMS 2018/19 Policy by June and submit to Council by June 2018	Date OPMS Policy submitted		Dec 2014	OPMS Policy, Council Resolution	June 2018	Operational	-	-	-	1
TL110	Municipal Transformation and Institutional Development	To create efficient, effective and accountable administration	Review the Employment Equity Plan by Dec 2017	Date EEP submitted		EEP reviewed January 2016	Compliance letter from Department of Labour, EE Minutes from EE Committee	Dec-17	Operational	-	1	-	-
TL111	Municipal Transformation and Institutional Development	To create efficient, effective and accountable administration	Development Employment Equity Policy by June 2018 and submit to Sec 79 and Council for noting	Date Policy Submitted		New KPI	Council resolution, Sec 79 report	June 2018	Operational	-	-	-	1
TL112	Municipal Transformation and Institutional Development	To create efficient, effective and accountable administration	No. of EE Reports submitted to DoL by 15 January each year	Sum of reports submitted		15 January 2017	Proof of submission received from DoL	1	Operational	-	-	1	-
TL113	Municipal Transformation and Institutional Development	To create efficient, effective and accountable administration	Develop and Review Job Descriptions for all Departments by September 2017 and submit report to Sec 79 and Council for noting	Date report submitted		Signed job descriptions by relevant people, Sec 79 report, Council resolution	Sec 79 Report Council	September 2017	Operational	1	-	-	-

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TL Ref	KPA	Strategic/IDP goal/objective	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Budget	Q1	Q2	Q3	Q4
TL114			Conduct 2 trainings on EPAS by 30 June 2018	Sum of trainings	Director Corporate Services	New KPI	Attendance register, Programme	June 2018	Operational	-	-	-	2
TL115			Develop Customer Care Policy and submit to Sec 79 and Council for approval			New KPI	Council Resolution Customer Care Policy	Dec-17	Operational	-	1	-	-
TL116	Municipal Transformation and Institutional Development	To create efficient, effective and accountable administration	Conduct 2 awareness workshops on leave discipline benefits and municipal policies by Dec 2017 in all 5 towns of Letsemeng	Sum of workshops		New KPI	Invitation, Programme, Attendance register	Dec-17	Operational	-	1	-	-
TL117	Good Governance and Public Participation	Promote the culture of good Governance and Public participation.	Develop Suppliers and Service Providers Monitoring Policy for 2018/19 by June 2018 submit to Sec 79 and Council for approval	Date policy submitted	Director Corporate Services	New KPI	Supplier and Service Provider Monitoring Policy 2018/2019 Council resolution	June 2018	Operational	-	-	Submit draft to Council by March 2018	Submit Final to Council by June 2018
TL118	Good Governance and Public Participation	Promote the culture of good Governance and Public participation.	Conduct Community Consultation/IMBI ZO's on the service Delivery	Sum of Imbizo's		2016/17 Imbizo	Attendance Register and notices	Annually	Operational	-	-	1	-
TL119	Good Governance and Public Participation	Promote the culture of good Governance and Public participation.	4 Ordinary Council meetings as per Sec 18(2) of Municipal Structures Act.	Sum of meetings held		4 Ordinary Meetings	Attendance Registers, acknowledgment of receipt of agenda, signed minutes by Mayor	4	Operational	1	1	1	1

TL Ref	KPA	Strategic/IDP goal/Objective	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Budget	Q1	Q2	Q3	Q4
TL120	Good Governance and Public Participation	Promote the culture of good Governance and Public participation.	4 Section 79 committee sittings				Attendance Registers, notice of Sec 79 meeting, minutes of meeting	4	Operational	1	1	1	1
TL121			Celebrate and commemorate National Historic Days	Number celebrations held	Director Corporate Services	0	Attendance Registers	2	Operational	2	-	-	-
TL122	Good Governance and Public Participation	Promote the culture of good Governance and Public participation.	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions		90%	Signed Councils Resolution Register / Execution list by Directors and MM.	≥85% of resolutions taken in each quarter	Operational	≥85% of resolutions taken in each quarter	≥85% of resolutions taken in each quarter	≥85% of resolutions taken in each quarter	≥85% of resolutions taken in each quarter
TL123	Good Governance and Public Participation	Promote the culture of good Governance and Public participation.	No. of Ward Committee meetings per annum	No. of meetings held from 1 Jul to 30 Jun (1 meeting per quarter per ward)	Director Corporate Services	0	Agenda and attendance registers	24	Operational	6	6	6	6
TL124	Good Governance and Public Participation	Promote the culture of good Governance and Public participation.	No. of community report back meetings convened by Councilors for improved communication on service delivery including IDP's, etc.	No. of community report back meetings held	Director Corporate Services		attendance registers	2	Operational	-	1	-	1
TL130	Good Governance and Public Participation	Promote a culture of participatory and good	Update departmental register and submit to risk officer on a	Sum	Director Corporate Services	New KPI	Monthly updated risk register, acknowledge	4	Operational	1	1	1	1

TL Ref	KPA	Strategic/IDP goal/Objective	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Budget	Q1	Q2	Q3	Q4
			Quarterly basis				ment of receipt by RMO						
TL131	Good Governance and Public Participation	Promote a culture of participatory and good governance	Submit departmental risk management reports to management and to risk officer on a quarterly basis	Sum of reports submitted	Director Corporate Services	New KPI	Monthly updated risk management reports, acknowledgment of receipt, management meetings	4	Operational	1	1	1	1
TL132	Good Governance and Public Participation	Promote a culture of participatory and good governance	Attend to corrective measures as identified in Audit Action plan pertaining to department and report on a monthly basis to management	No of issues identified by department and implemented		Audit action plan not fully implemented for 2015/16	Monthly reports, Report from Management,	95%	Operational	95%	95%	95%	95%

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ANNEXURE B: COMPETENCY DESCRIPTIONS

COMPETENCY DESCRIPTIONS (ANNEXURE B)

1. Leading Competencies Cluster

Competency Name		Strategic Direction and Leadership	
Competency Definition		Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate	
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandateDescribe how specific tasks link to institutional strategies but has limited influence in directing strategyHas a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective wholeDemonstrate a basic understanding of key decision- makers	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectivesHas a positive impact and influence on the morale, engagement and participation of team membersDevelop actions plans to execute and guide strategy implementationAssist in defining performance measures to monitor the progress and effectiveness of the institutionDisplays an awareness of institutional structures and political factorsEffectively communicate barriers to execution to relevant partiesProvide guidance to all stakeholders in the achievement of the strategic mandateUnderstand the aim and objectives of the institution and relate it to own work	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intentDisplay in-depth knowledge and understanding of strategic planningAlign strategy and goals across all functional areasActively define performance measures to monitor the progress and effectiveness of the institutionConsistently challenge strategic plans to ensure relevanceUnderstand institutional structures and political factors, and the consequences of actionsEmpower others to follow strategic direction and deal with complex situationsGuide the institution through complex and ambiguous concernUse understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	<ul style="list-style-type: none">Structure and position the institution to local government prioritiesActively use in-depth knowledge and understanding to develop and implement a comprehensive institutional frameworkHold self- accountable for strategy execution and resultsProvide impact and influence through building and maintaining strategic relationshipsCreate an environment that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actionsIntegrate various systems into a collective whole to optimise institutional performance managementUses understanding of competing interests to manoeuvre successfully to a win/win outcome

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Competency Name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Participate in team goal-setting and problem solving• Interact and collaborate with people of diverse backgrounds• Aware of guidelines for employee development, but requires support in implementing development initiatives	<ul style="list-style-type: none">• Seek opportunities to increase team contribution and responsibility• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach• Effectively delegate tasks and empower others to increase contribution and execute functions optimally• Apply relevant employee legislation fairly and consistently• Facilitate team goal-setting and problem-solving• Effectively identify capacity requirements to fulfil the strategic mandate	<ul style="list-style-type: none">• Identify ineffective team and work processes and recommend remedial interventions• Recognise and reward effective and desired behaviour• Provide mentoring and guidance to others in order to increase personal effectiveness• Identify development and learning needs within the team• Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism• Inspire a culture of performance excellence by giving positive and constructive feedback to the team• Achieve agreement or consensus in adversarial environments• Lead and unite diverse teams across divisions to achieve institutional objectives	<ul style="list-style-type: none">• Develop and incorporate best practice people management processes, approaches and tools across the institution• Foster a culture of discipline, responsibility and accountability• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution• Develop comprehensive integrated strategies and approaches to human capital development and management• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

Competency Name	Program and Project Management		
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Initiate projects after approval from higher authorities• Understand procedures of program and project management methodology, implications and stakeholder involvement• Understand the rational of projects in relation to the institution's strategic objectives• Document and communicate factors and risk associated with own work• Use results and approaches of successful project implementation as guide	<ul style="list-style-type: none">• Establish broad stakeholder involvement and communicate the project status and key milestones• Define the roles and responsibilities of the project team and create clarity around expectations• Find a balance between project deadline and the quality of deliverables• Identify appropriate project resources to facilitate the effective completion of the deliverables• Comply with statutory requirements and apply policies in a consistent manner• Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	<ul style="list-style-type: none">• Manage multiple programs and balance priorities and conflicts according to institutional goals• Apply effective risk management strategies through impact assessment and resource requirements• Modify project scope and budget when required without compromising the quality and objectives of the project• Involve top-level authorities and relevant stakeholders in seeking project buy-in• Identify and apply contemporary project management methodology• Influence and motivate project team to deliver exceptional results• Monitor policy implementation and apply procedures to manage risks	<ul style="list-style-type: none">• Understand and conceptualise the long-term implications of desired project outcomes• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives• Consider and initiate projects that focus on achievement of the long-term objectives• Influence people in positions of authority to implement outcomes of projects• Lead and direct translation of policy into workable actions plans• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

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Competency Name	Financial Management			
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activitiesDisplay awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systemsUnderstand the importance of financial accountabilityUnderstand the importance of asset control	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelateAssess, identify and manage financial risksAssume a cost- saving approach to financial managementPrepare financial reports based on specified formatsConsider and understand the financial implications of decisions and suggestionsEnsure that delegation and instructions as required by National Treasury guidelines are reviewed and updatedIdentify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	<ul style="list-style-type: none">Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibilityPrepare budgets that are aligned to the strategic objectives of the institutionAddress complex budgeting and financial management concernsPut systems and processes in place to enhance the quality and integrity of financial management practicesAdvise on policies and procedures regarding asset controlPromote National Treasury's regulatory framework for Financial Management	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trendsSet budget frameworks for the institutionSet strategic direction for the institution on expenditure and other financial processesBuild and nurture partnerships to improve financial management and achieve financial savingsActively identify and implement new methods to improve asset controlDisplay professionalism in dealing with financial data and processes	

Competency Name	Change Leadership		
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Display an awareness of change interventions, and the benefits of transformation initiatives• Able to identify basic needs for change• Identify gaps between the current and desired state• Identify potential risk and challenges to transformation, including resistance to change factors• Participate in change programs and piloting change interventions• Understand the impact of change interventions on the institution within the broader scope of Local government	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment• Maintain calm and focus during change• Able to assist team members during change and keep them focused on the deliverables• Volunteer to lead change efforts outside of own work team• Able to gain buy-in and approval for change from relevant stakeholders• Identify change readiness levels and assist in resolving resistance to change factors• Design change interventions that are aligned with the institution's strategic objectives and goals	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders• Secure buy-in and sponsorship for change initiatives• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change• Take the lead in impactful change programs• Benchmark change interventions against best change practices• Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation• Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions• Actively adapt current structures and processes to incorporate the change interventions• Mentor and guide team members on the effects of change, resistance factors and how to integrate change• Motivate and inspire others around change initiatives

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Competency Name	Governance Leadership		
Competency Definition	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders• Provide input into policy formulation	<ul style="list-style-type: none">• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution• Actively drive policy formulation within the institution to ensure the achievement of objectives	<ul style="list-style-type: none">• Able to link risk initiatives into key institutional objectives and drivers• Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives• Demonstrate a thorough understanding of risk retention plans• Identify and implement comprehensive risk management systems and processes• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	<ul style="list-style-type: none">• Demonstrate a high level of commitment in complying with governance requirements• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework• Able to advise Local Government on risk management strategies, best practice interventions and compliance management• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government• Able to shape, direct and drive the formulation of policies on a macro level

2. Core Competencies Cluster

Competency Name	Moral Competence			
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Realise the impact of acting with integrity, but requires guidance and development in implementing principles• Follow the basic rules and regulations of the institution• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	<ul style="list-style-type: none">• Conduct self in alignment with the values of Local Government and the institution• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver• Actively report fraudulent activity and corruption within local government• Understand and honour the confidential nature of matters without seeking personal gain• Able to deal with situations of conflict of interest promptly and in the best interest of local government	<ul style="list-style-type: none">• Identify, develop, and apply measures of self-correction• Able to gain trust and respect through aligning actions with commitments• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders• Present values, beliefs and ideas that are congruent with the institution's rules and regulations• Takes an active stance against corruption and dishonesty when noted• Actively promote the value of the institution to internal and external stakeholders• Able to work in unity with a team and not seek personal gain• Apply universal moral principles consistently to achieve moral decisions	<ul style="list-style-type: none">• Create an environment conducive of moral practices• Actively develop and implement measures to combat fraud and corruption• Set integrity standards and shared accountability measures across the institution to support the objectives of local government• Take responsibility for own actions and decisions, even if the consequences are unfavourable	

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Competency Name	Planning and Organising		
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans• Able to follow existing plans and ensure that objectives are met• Focus on short- term objectives in developing plans and actions• Arrange information and resources required for a task, but require further structure and organisation	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task• Recognise the urgency and importance of tasks• Balance short and long-term plans and goals and incorporate into the team's performance objectives• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources• Measures progress and monitor performance results	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation• Identify in advance required stages and actions to complete tasks and projects• Schedule realistic timelines, objectives and milestones for tasks and projects• Produce clear, detailed and comprehensive plans to achieve institutional objectives• Identify possible risk factors and design and implement appropriate contingency plans• Adapt plans in light of changing circumstances• Prioritise tasks and projects according to their relevant urgency and importance	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions• Able to project and forecast short, medium and long term requirements of the institution and local government• Translate policy into relevant projects to facilitate the achievement of institutional objectives

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Competency Name	Analysis and Innovation		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand the basic operation problem solving of analysis, but lack detail and thoroughnessAble to balance independent analysis with requesting assistance from othersRecommend new ways to perform tasks within own functionPropose simple remedial interventions that marginally challenges the status quoListen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	<ul style="list-style-type: none">Demonstrate Logical techniques and approaches and provide rationale for recommendationsDemonstrate objectivity, insight, and thoroughness when analysing problemsAble to break down complex problems into manageable parts and identify solutionsConsult internal and external stakeholders on opportunities to improve processes and service deliveryClearly communicate the benefits of new opportunities and innovative solutions to stakeholdersContinuously identify opportunities to enhance internal processesIdentify and analyse opportunities conducive to innovative approaches and propose remedial intervention	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniquesEngage with appropriate individuals in analysing and resolving complex problemsIdentify solutions on various areas in the institutionFormulate and implement new ideas throughout the institutionAble to gain approval and buy- in for proposed interventions from relevant stakeholdersIdentify trends and best practices in process and service delivery and propose institutional applicationContinuously engage in research to identify client needs	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniquesCreate an environment conducive to analytical and fact-based problem-solvingAnalyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrenceCreate an environment that fosters innovative thinking and follows a learning organisation approachBe a thought leader on innovative customer service delivery, and process optimisationPlay an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

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Competency Name	Knowledge and Information Management		
Competency Definition	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Collect, categorise and track relevant information required for specific tasks and projects• Analyse and interpret information to draw conclusions• Seek new sources of information to increase the knowledge base• Regularly share information and knowledge with internal stakeholders and team members	<ul style="list-style-type: none">• Use appropriate information systems and technology to manage institutional knowledge and information sharing• Evaluate data from various sources and use information effectively to influence decisions and provide solutions• Actively create mechanisms and structures for sharing of information• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	<ul style="list-style-type: none">• Effectively predict future information and knowledge management requirements and systems• Develop standards and processes to meet future knowledge management needs• Share and promote best-practice knowledge management across various institutions• Establish accurate measures and monitoring systems for knowledge and information management• Create a culture conducive of learning and knowledge sharing• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	<ul style="list-style-type: none">• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information• Establish partnerships across local government to facilitate knowledge management• Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach• Recognise and exploit knowledge points in interactions with internal and external stakeholders

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Competency Name	Communication		
Competency Definition	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools• Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration• Disseminate and convey information and knowledge adequately	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs• Adapt communication content and style to suit the audience and facilitate optimal information transfer• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders• Compile clear, focused, concise and well-structured written documents	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders• Develop a well-defined communication strategy• Balance political perspectives with institutional needs when communicating viewpoints on complex issues• Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution• Able to communicate with the media with high levels of moral competence and discipline	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution• Able to inspire and motivate others through positive communication that is impactful and relevant• Creates an environment conducive to transparent and productive communication and critical and appreciative conversations• Able to coordinate negotiations at different levels within local government and externally

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Competency Name	Results and Quality Focus			
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Understand quality of work but requires guidance in attending to important matters• Show a basic commitment to achieving the correct results• Produce the minimum level of results required in the role• Produce outcomes that is of a good standard• Focus on the quantity of output but requires development in incorporating the quality of work• Produce quality work in general circumstances, but fails to meet expectation when under pressure	<ul style="list-style-type: none">• Focus on high- priority actions and does not become distracted by lower-priority activities• Display firm commitment and pride in achieving the correct results• Set quality standards and design processes and tasks around achieving set standards• Produce output of high quality• Able to balance the quantity and quality of results in order to achieve objectives• Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	<ul style="list-style-type: none">• Consistently verify own standards and outcomes to ensure quality output• Focus on the end result and avoids being distracted• Demonstrate a determined and committed approach to achieving results and quality standards• Follow task and projects through to completion• Set challenging goals and objectives to self and team and display commitment to achieving expectations• Maintain a focus on quality outputs when placed under pressure• Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	<ul style="list-style-type: none">• Coach and guide others to exceed quality standards and results• Develop challenging, client-focused goals and sets high standards for personal performance• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required• Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations• Take appropriate risks to accomplish goals• Overcome setbacks and adjust action plans to realise goals• Focus people on critical activities that yield a high impact	

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ANNEXURE C: PERSONAL DEVELOPMENT PLAN (PDP)

Explanatory Notes to the Personal Development Plan

1. Introduction

- 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.
- 1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:
- (a) Human resource development should form an integral part of human resource planning and management.
 - (b) In order for a municipality's 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, career pathing, scarce skills a talent management and succession planning.
 - (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
 - (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Compiling the Personal Development Plan attached as the Appendix.

- 2.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 2.2 The minimum competency requirements for senior managers as set out in the Regulations on Appointment and Conditions of Employment of Senior Managers (17 January 2014) provides comprehensive information to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.

2.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his/her employee, to **compile a Personal Development Plan** as follows:

(a) The identified training needs should be **entered into column 1 of the Appendix, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:

(i) Organisational needs, which include the following:

- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
- 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.
- Specific competency gaps as identified during the probation period and performance appraisal of the employee.

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

(b) Next, the **prioritisation of the training needs [1 to 5] in column 1 should also be determined** 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.

(c) Consideration must then be given to the **outcomes expected in column 2 of the Appendix**, 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 interventions should be listed in **column 3 of the Appendix, entitled: Suggested training and / or development activity**. The training/development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), 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 with regard to a specific outcome/skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable

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Personal Development Plan of: K. E. S. S. DEE UN

Compiled on (Date): 03/08/2014

1. Skills / Performance Gap ¹	2. Outcomes Expected ²	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
Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]	External provider, in line with identified unit standard and not exceeding R 6 000	March 20...	Appraisal of managers reporting to him / her	Senior Manager: Training
1. PROJECT MANAGEMENT	ORGANISATION AND TRAINING OF WORK	PROJECT MANAGEMENT	EXTENDED	JAN 2014 - DEC 2018		
2.						

¹ In order of priority

² Measurable Indicators for e.g. quantity, quality and time frames etc.