

HP
10/10/19

SENIOR MANAGER: PLANNING AND DEVELOPMENT

MALULEKE HP

2018/19

PERFORMANCE AGREEMENT



BA-PHALABORWA MUNICIPALITY

10/10/19

HP

1/11/18

01 JULY 2018 – 30 JUNE 2019

FINANCIAL YEAR:

FOR THE

(Herein and after referred to as the Employee)

MALULEKE HP

SENIOR MANAGER: PLANNING AND DEVELOPMENT

AND

(herein and after referred to as the Employer)

M.I.MOAKAMELA

AS REPRESENTED BY THE MUNICIPAL MANAGER

THE BA-PHALABORWA MUNICIPALITY

MADE AND ENTERED INTO BY AND BETWEEN:

PERFORMANCE AGREEMENT

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) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement;

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 (4A), 57 (4B) and 57 (5) of the Systems Act;

1.5 In this Agreement, the following terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;

1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;

1.5.3 "the Employee" means the Senior Manager: Planning & Development appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and

1.5.5 "the parties" means the Employer and the Employee.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;

2.2 Specify objectives in terms of the key performance indicators 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 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;

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 01 July 2018 and will remain in force until 30 June 2019 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 conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

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- 4.3 The Personal Development Plan (Annexure B) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.2.1 key objectives that describe the main tasks that need to be done;
- 4.2.2 key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
- 4.2.3 target dates that describe the time frame in which the targets must be achieved; and
- 4.2.4 weightings showing the relative importance of the key objectives to each other;
- 4.2 The performance objectives, key performance indicators 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:
 - 4.1.1 The performance objectives, key performance indicators and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the Employee
- 4.1 The Performance Plan (Annexure A) sets out-

4. PERFORMANCE OBJECTIVES

- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 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

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4.4 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, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs)) and Core Competency Requirements (CRRs), 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 (CRRs) 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 CRRs will account for 20% of the final assessment.

5.6 The Employee's assessment will be based on his / her performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

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CORE MANAGERIAL COMPETENCIES ¹	V	2	%	LEVEL ³
Strategic Capability and Leadership		10		
Programme and Project Management	V	5		
Financial Management		5		
Change Management		5		
Knowledge Management		15		
Service Delivery Innovation		25		
Problem Solving and Analysis		15		
People Management and Empowerment	V	10		
Client Orientation and Customer Focus	V	25		
Communication		15		
Accountability and Ethical Conduct		10		
TOTAL PERCENTAGE			100%	

5.7 Manager's responsibilities are also directed in terms of the abovementioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added subject to negotiation between the municipal manager and the relevant manager.

5.8 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (V) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

KPA	No.	Key Performance Areas	100%
1		Spatial Rationale	15%
2		Basic Service Delivery	25%
3		Municipal Financial Viability and Management	5%
4		Local Economic Development (LED)	30%
5		Municipal Transformation and Institutional Development	10%
6		Good Governance and Public Participation	15%
			Converted to 80%

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(b) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's

(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

6.5.1 Assessment of the achievement of results as outlined in the Performance Plan

6.5 The Annual performance appraisal will involve:

6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.1.2 The intervals for the evaluation of the Employee's performance;

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1 The Performance Plan (Annexure A) to this Agreement sets out:

6. PERFORMANCE ASSESSMENT

As published and defined within the Draft Competency Guidelines,
 Government Gazette 23, March 2007

² Compulsory for municipal manager

³ Proficiency level (1, 2 or 3) as stipulated in the Draft Competency Guidelines, Government Gazette 23, March 2007

Converted to 20%

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Level	% score	Terminology	Description
5	167	Outstanding	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	133 – 166	Performance significantly above	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the

scale for KPIs and CCRs:

6.6 The assessment of the performance of the Employee will be based on the following rating

(b) Such overall rating represents the outcome of the performance appraisal.

(d) and 6.5.2 (d) above; and

(a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1

6.5.3 Overall rating

calculated above.

(d) An overall score will be calculated based on the total of the individual scores

contracting process, to provide a score

(c) This rating should be multiplied by the weighting given to each CCR during the

(b) An indicative rating on the five-point scale should be provided for each CCR

standards have been met

(a) Each CCR should be assessed according to the extent to which the specified

6.5.2 Assessment of the CCRs:

calculated above.

(d) An overall score will be calculated based on the total of the individual scores

formal assessment; and

(c) The Employee will submit his self-evaluation to the Employer prior to the

evidence of performance where a disagreement

performance plan. During assessment, the employee has a chance to submit

6.7 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

6.7.1 Municipal Manager

6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee

6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee (Exco);

6.7.4 A Municipal Manager from another municipality; and

6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

Level	% score	Terminology	Description
1	0 - 66	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.
2	67 - 99	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 performances criteria and indicators as specified in the PA and Performance Plan.
3	100 - 132	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.
		Expectations	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.

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- 9.1.1 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. OBLIGATIONS OF THE EMPLOYER

plan is made. The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or

8. DEVELOPMENTAL REQUIREMENTS

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.

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;

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

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

Quarter	Review Period	Review to be completed by
1	July – September 2018	October 2018
2	October – December 2018	February 2019
3	January – March 2019	April 2019
4	April – June 2019	August 2019

7.1 The performance of the Employee in relation to his 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:

7. SCHEDULE FOR PERFORMANCE REVIEWS

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- 11.3 In the case of unacceptable performance, the Employer shall:
 - 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
 - 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- the Employee in recognition of outstanding performance to be constituted as follows:
- 11.2 A performance bonus of 5% to 14% of the all-inclusive annual remuneration package may be paid to
 - 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11. MANAGEMENT OF EVALUATION OUTCOMES

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

10.1.3 A substantial financial effect on the Employer

Employer

10.1.2 Commit the Employee to implement or to give effect to a decision made by the

10.1.1 A direct effect on the performance of any of the Employee's functions

powers will have amongst others:

10.1 The Employer agrees to consult the Employee timeously where the exercising of the

10. CONSULTATION

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of this Agreement.

Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.4 On the request of the Employee, delegate such powers reasonably required by the

common problems that may impact on the performance of the Employee;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to

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AS WITNESSES:

Thus done and signed at JHABA BORWA on this the 13th day of JULY 2018

13.3 The performance assessment results of 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.

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; and

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. GENERAL

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

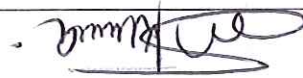
12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days;

12.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;

12. DISPUTE RESOLUTION

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.

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance;

2. 

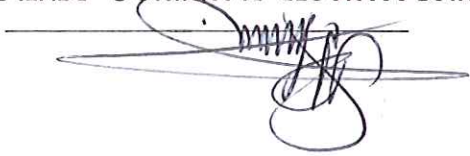
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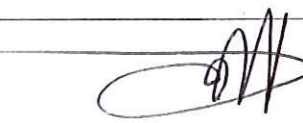
AS WITNESSES:

Thus done and signed at JALABORWA on this the 13th day of JULY 2018

2. 

SENIOR MANAGER: PLANNING & DEVELOPMENT



1. 

Annexure A

PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I. MOAKAMELA

["the Employer"]

AND

MALULEKE HP

SENIOR MANAGER PLANING AND DEVELOPMENT

["the Employee"]

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PLANNING AND DEVELOPMENT

SENIOR MANAGER PLANNING AND DEVELOPMENT SCORECARD 2018 - 2019

VISSION : " Provision of quality services for community well-being and tourism development"

MISSION: "To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance".

VALUES: Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

FUNCTIONAL AREA: PLANNING & DEVELOPMENT

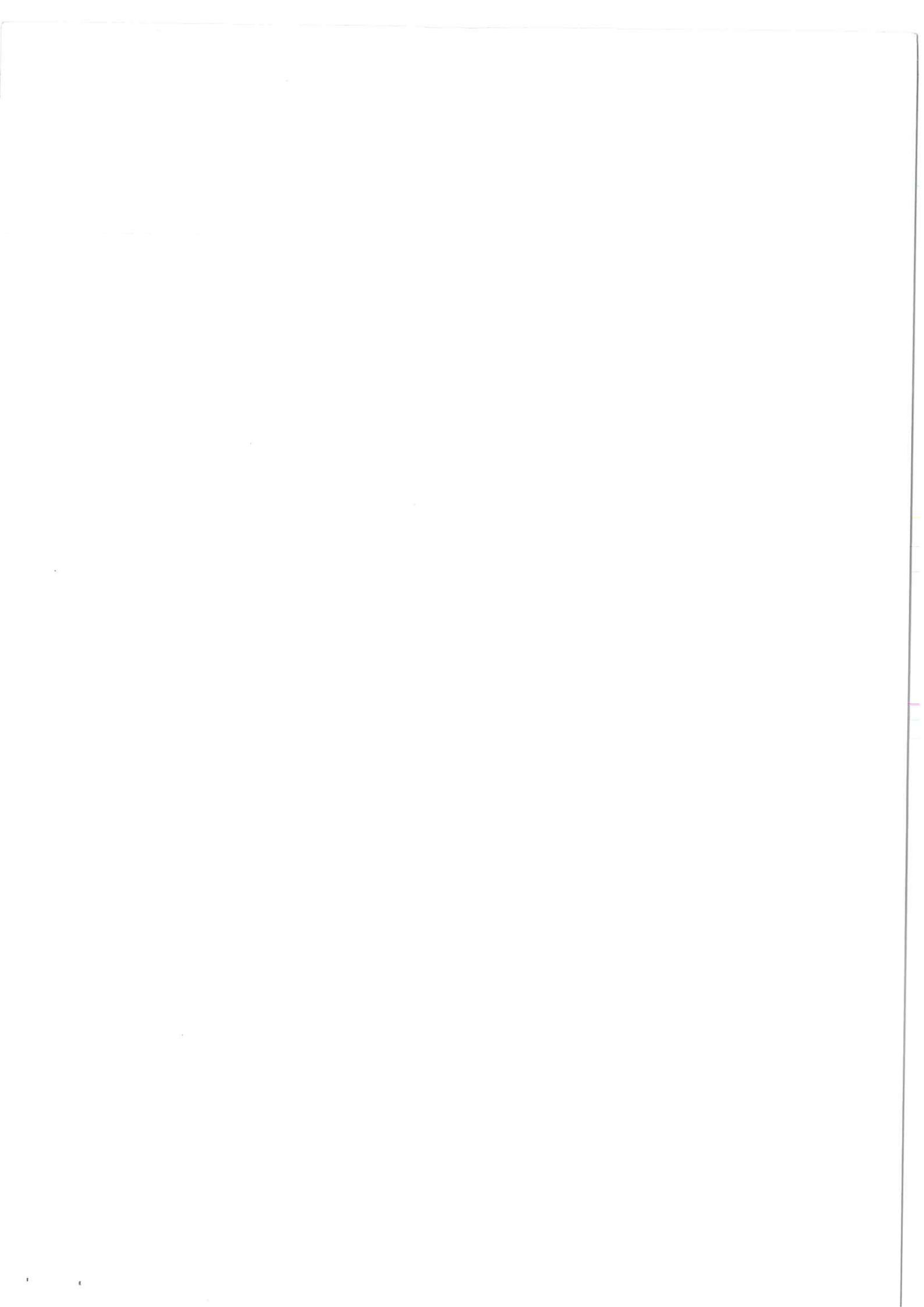
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KPA 1:

SPATIAL RATIONALE

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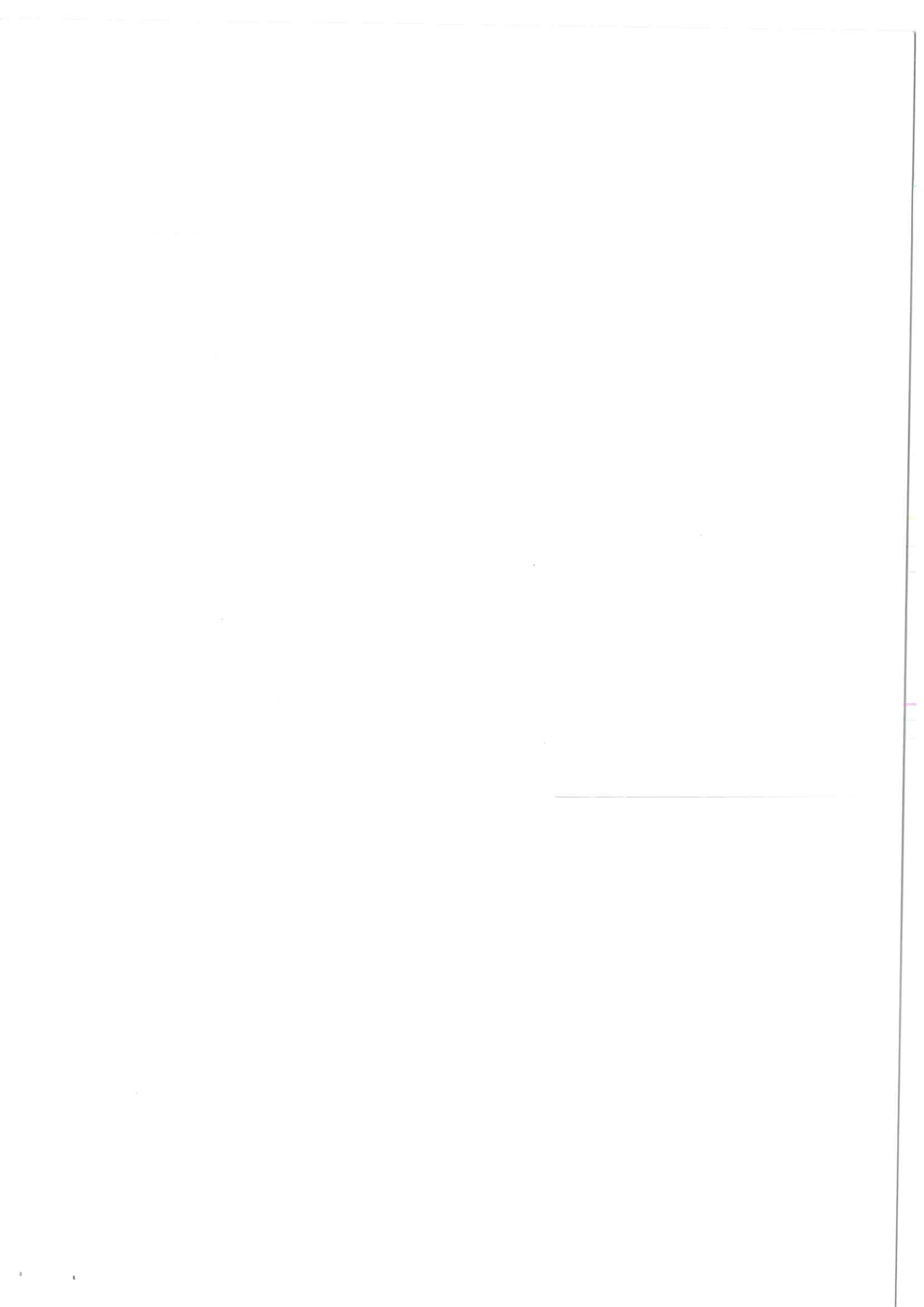


KPA 1 : Spatial Rationale 15%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
1.1 Spatial Rationale												
1.1.1	Governance and Administration	Sustain the environment	Number of supplementary valuation roll Developed by 30/06/2019	Senior Manager Planning & Development	1	1	Opex	n/a	n/a	n/a	1	Council resolution in terms of which the date of valuation was determined .Approved Valuation roll
1.1.2	Governance and Administration	Sustain the environment	Turnaround time for land use & development applications submitted to Mopani Planning Tribunal	Senior Manager Planning & Development	Within 60 days of received	Within 60 days of received	OpEX	Within 60 days of received	Within 60 days of received	Within 60 days of received	Within 60 days of received	Submission Register within 60 days
1.1.3	Governance and Administration	Facilitate sustainable development	Number quarterly of Land Use Management Reports submitted to Council	Senior Manager Planning & Development	3	4	Opex	1	2	3	4	Council Resolution and Use Management Reports submitted
1.1.4	Governance and Administration	Facilitate sustainable development	Number of monthly Land Use Management Meetings held	Senior Manager Planning & Development	10	11	Opex	3	5	8	11	Land Management minutes, agenda and reports

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KPA 1: Spatial Rationale 15%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
1.1.5	Governance and Administration	Facilitate sustainable development	Number of Reviewed Spatial Development Framework SDF	Senior Manager Planning & Development	0	1	Opex	n/a	n/a	n/a	1	Council Resolution on the approved SDF and Copy of Reviewed SDF

KPA 2:

BASIC SERVICE DELIVERY

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KPA 2: Basic Service Delivery 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
2.1 Human Settlements												
2.1.1	Governance and Administration	Facilitate sustainable development	Number of reviewed municipal housing beneficiary list	Senior Manager Planning & Development	-	1	Opex	n/a	n/a	n/a	1	Council Cognisant Beneficiary list
2.1.1	Governance and Administration	Facilitate sustainable development	Number of Quarterly progress reports submitted to Council on construction of RDP houses	Senior Manager Planning & Development	4	4	Opex	1	2	3	4	Approved Quarterly reports

KPA 3:

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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KPA 3: Municipal Financial Viability and Management 5%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
3.1 Financial Management												
3.1.1	Governance and administration	Improve financial viability	R-value and % of Budget spent	Senior Manager Planning & Development	100%	100%		25%	50%	75%	100%	Expenditure report
3.3 Financial Management												
3.3.1	Good governance and administration	Advance good corporate governance	Number of approved departmental adjustments budget	Senior Manager Planning & Development	1	1		n/a	n/a	1	n/a	Adjustment budget document; council resolution

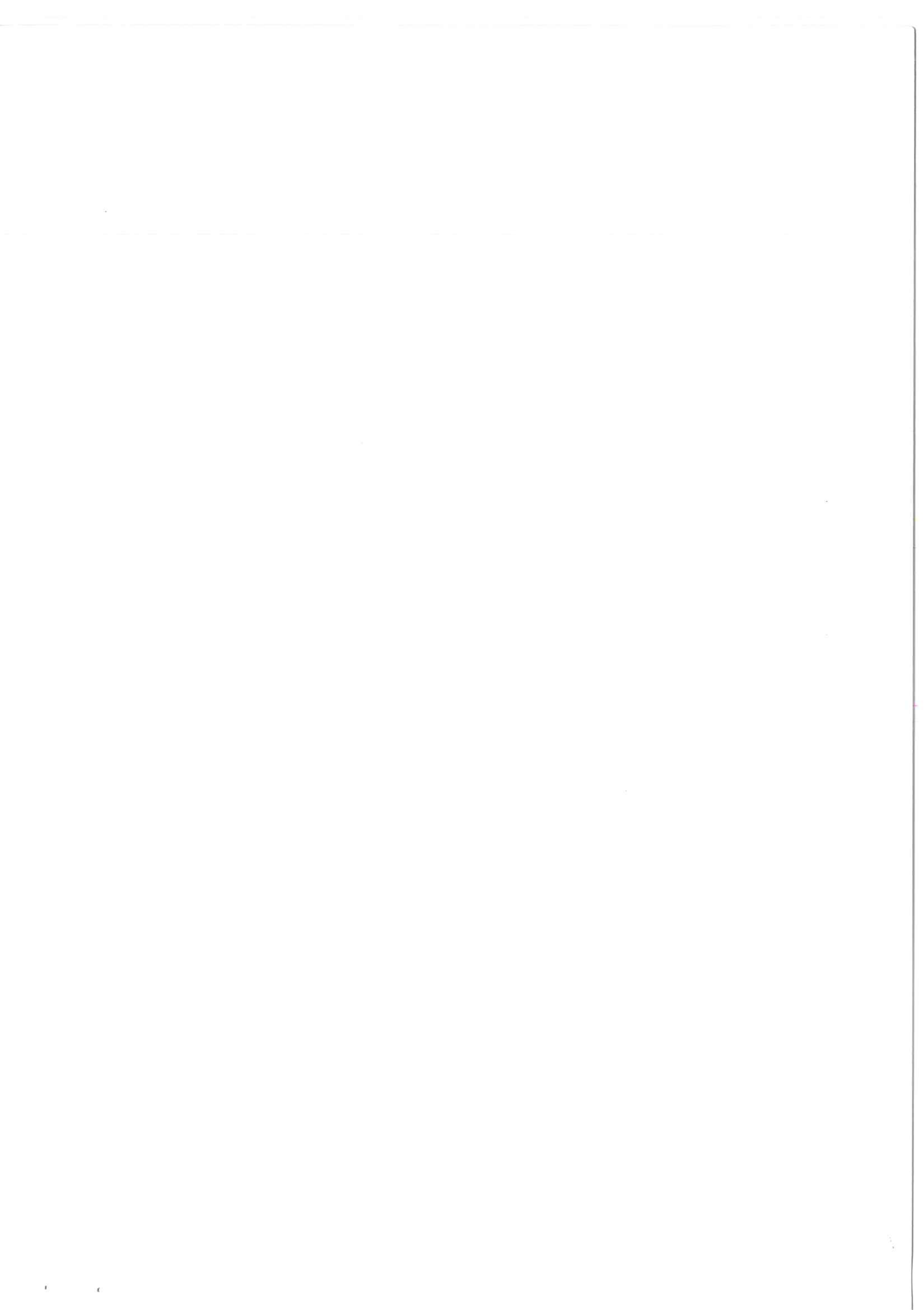
KPA 4: LOCAL ECONOMIC DEVELOPMENT

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KPA 4: Local Economic Development 30%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (31/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
4.1 Job Creation												
4.1.1.	Economic	Promotion of local economy	Number quarterly of LED forums meetings held by 30/06/18	Senior Manager Planning & Development	0	4	opex	1	2	3	4	Invitations ,attendance register and minutes
4.2 Enterprises												
4.2.1.	Economic	Promotion of local economy	Number of informal traders trained	Senior Manager Planning & Development	0	40	n/a	n/a	20	20	n/a	Attendance register and training report
4.2.2.	Economic	Promotion of local economy	Number of SMME and Corporatives trained	Senior Manager Planning & Development	0	40	n/a	n/a	20	20	n/a	Attendance register and training report
4.2.3.	Economic	Promotion of local economy	Number of information dissemination session conducted for SMME and cooperatives development	Senior Manager Planning & Development	0	2	n/a	n/a	1	n/a	2	Invitations , attendance register and minutes
4.3 Tourism Development												
4.3.1.	Economic	Promotion of local economy	Number quarterly of municipal tourism destination promotion and marketing initiatives undertaken by	Senior Manager Planning & Development	3	3	R500	1	n/a	2	3	Visitor attendance register and stakeholders engagement report

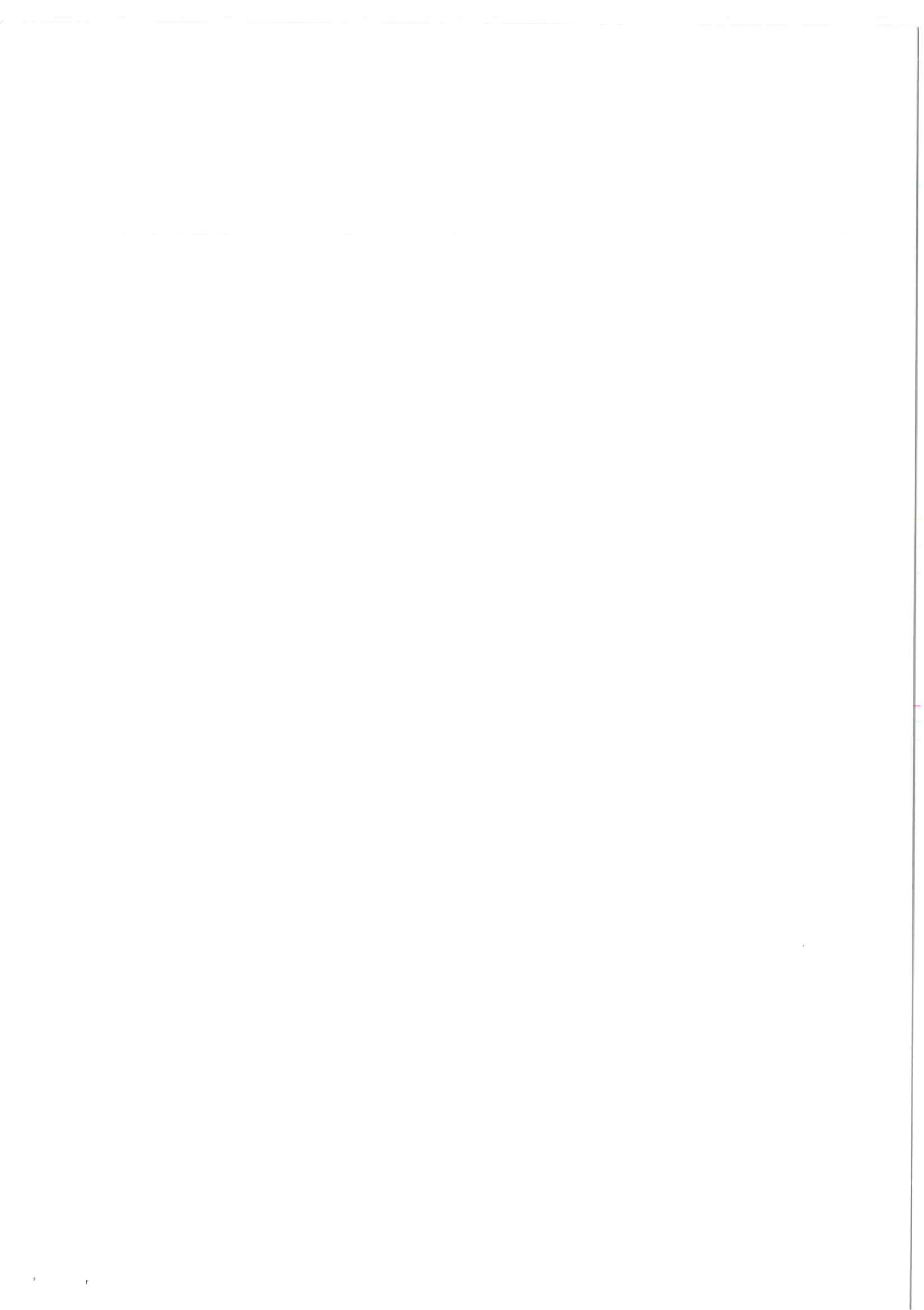
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KPA 4: Local Economic Development 30%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (31/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
4.1 Job Creation												
4.1.1.	Economic	Promotion of local economy	Number quarterly of LED forums meetings held by 30/06/18	Senior Manager Planning & Development	0	4	opex	1	2	3	4	Invitations attendance register and minutes
4.5 Social Labour Plans												
4.5.1	Economic	Promotion of local economy	Number of quarterly SLP reports submitted to Management and Council	Senior Manager Planning & Development	4	4		1	2	3	4	Quarter reports on SLP implementation

Item 41P



KPA: 5

**MUNICIPAL TRANSFORMATION &
INSTITUTIONAL DEVELOPMENT**

KPA 5: Municipal Transformation and Institutional Development 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed Departmental Organisational structure	Senior Manager Planning & Development	1	1	Opex	n/a	n/a	n/a	1	Council resolution on Reviewed organizational structure with dates
5.1.2	Good governance and administration	Attract, develop and retain best human capital	Number monthly of attendance registers submitted by the 1st of each month	Senior Manager Planning & Development	12	12	Opex	3	6	9	12	Dated proof of submission
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Decline for submission of leave forms within 3 days of application	Senior Manager Planning & Development	Within 3 days of submission	Within 3 days of submission	Opex	Within 3 days of submission	Within 3 days of submission	Within 3 days of submission	Within 3 days of submission	Dated proof of submission
5.1.4	Good governance and administration	Attract, develop and retain best human capital	Submission of overtime before 10 th of each month	Senior Manager Planning & Development	Before the 10 th of each month	Before the 10 th of each month	Opex	Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Dated proof of submission
5.1.5	Good governance and administration	Attract, develop and retain best human capital	Number of Departmental Safety monthly meetings held	Senior Manager Planning & Development	11	11	Opex	3	5	8	11	Agenda, safety minutes
5.1.6	Good governance and administration	Attract, develop and retain best human capital	Deadline for submission of safety findings addressed by the 20 th of each month	Senior Manager Planning & Development	By the 20 th of each month	By the 20 th of each month	Opex	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	Dated proof of submission

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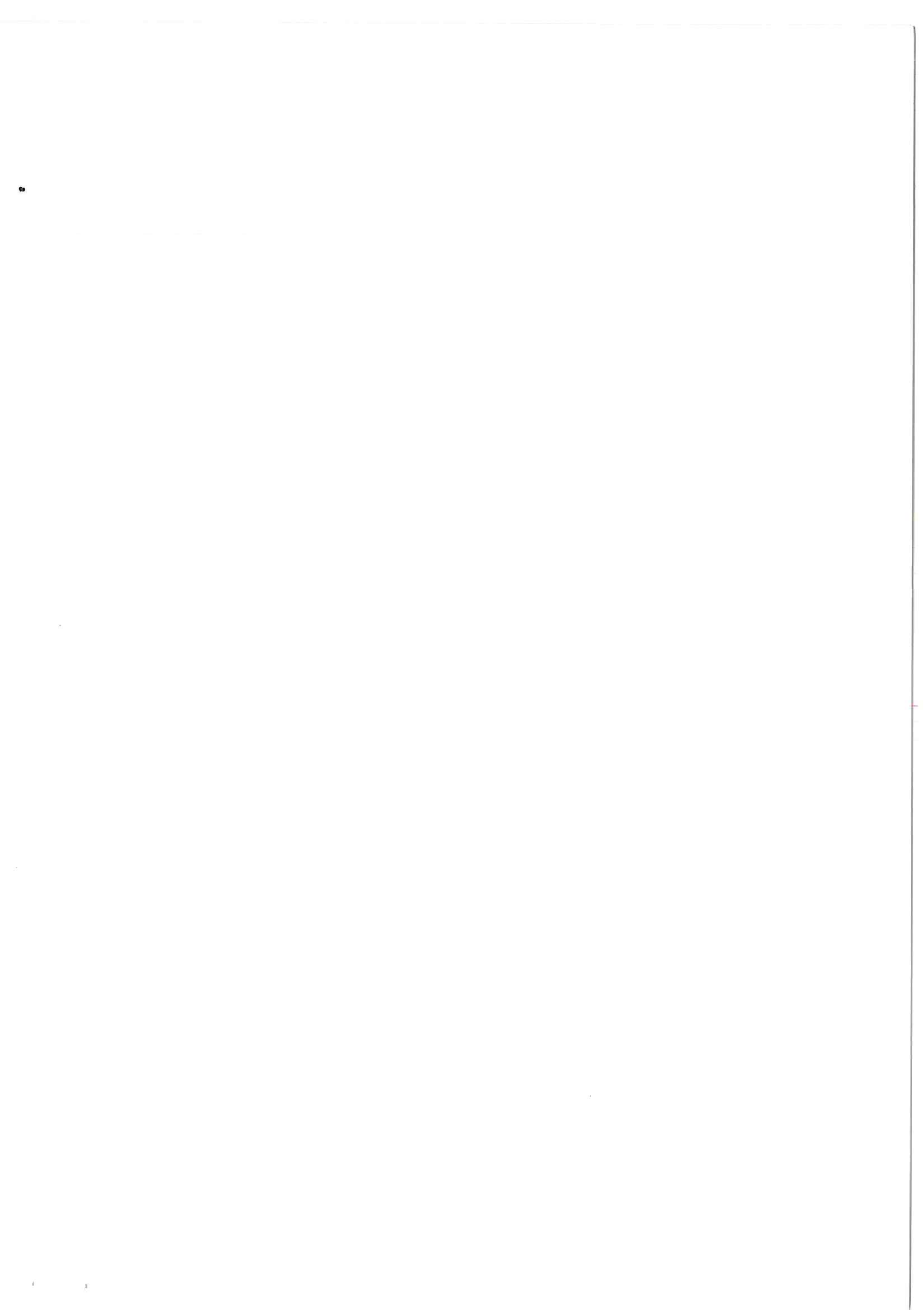
KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
5.3 Skills Development												
5.3.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed and submitted Departmental Skills Development Plan by 31/04/2019	Senior Manager Planning & Development	1	1	Opex	n/a	n/a	n/a	1	WSP & Proof of Submission of Departmental to LG SETA
5.4 Integrated Development Planning												
5.4.1	Governance and administration	Good corporate governance and public participation	Number of reviewed IDP /Budget/PMS/M PAC Process Plan by Council by 31/07/2018	Senior Manager Planning & Development	1	1	Opex	1	n/a	n/a	n/a	Council Approved IDP, Budget, PMS Process Plan
5.4.2	Governance and administration	Good corporate governance and public participation	Number of 2018/19 Draft IDP approved by 31/03/2019	Senior Manager Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Council Resolution, Council approved 2018/19 Draft IDP
5.4.3	Governance and administration	Good corporate governance and public participation	Number of 2018/19 Final IDP approved by 28/05/2019	Senior Manager Planning & Development	1	1	Opex	n/a	n/a	n/a	1	1 Council Resolution, Council approved 2018/19 Final IDP
5.5 Performance Management System												
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly senior management meetings attended by 30/06/2019	Senior Manager Planning & Development	11	11	Opex	3	5	8	11	Minutes of EXCO meetings, attendance register

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KPA 5: Municipal Transformation and Institutional Development 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
5.5.2	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly departmental meetings successfully held by 30/06/2019	Senior Manager Planning & Development	11	11	Opex	3	5	8	11	Departmental committee minutes
5.5.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly portfolio committee meetings held by 30/06/2019	Senior Manager Planning & Development	55	55	Opex	15	30	45	55	Portfolio committee minutes
5.5.4	Good governance and administration	Good corporate governance and public participation	Number of S54&56 signing of Annual Performance Agreements by 30/07/2018 (one month after the start of each financial year	Senior Manager Planning & Development	6	6	Opex	6	n/a	n/a	n/a	Copies of signed PA WITH DATES COMPLYING THE LEGISLATED TIME LINE & SUBMISSION LETTERS TO cognate
5.5.5	Good governance and administration	Good corporate governance and public participation	Number of Mid-Year performance individual assessment for S 54 & 56 conducted	Senior Manager Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Individual Performance Assessments Reports
5.5.6	Good governance and administration	Good corporate governance and public participation	Number of Annual performance individual assessment for S 54 & 56 conducted	Senior Manager Planning & Development	1	1	Opex	1	n/a	n/a	n/a	Individual Performance Assessments Reports
5.5.7	Good governance and administration	Good corporate governance and public participation	Number of 2017/18 AFS & Annual Performance Report	Senior Manager Planning & Development	1	1	Opex	1	n/a	n/a	n/a	Submission letter and copy of AFS AG

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
5.5.8	Good governance and administration	Good corporate governance and public participation	Number of 2017/18 Draft Annual Report approved by 31/01/19	Senior Manager Planning & Development		1	Opex	n/a	n/a	1	n/a	Council Approved 2017/18 Annual Report
5.5.9	Good governance and administration	Good corporate governance and public participation	Number of Draft 2019/20 SDBIP submitted to the Mayor for approval (14 days after the adoption of the IDP and Budget)	Senior Manager Planning & Development		1	Opex	n/a	n/a	n/a	1	2019/20 Draft SDBIP approved by the Mayor Signed & date
5.5.10	Good governance and administration	Good corporate governance and public participation	Number of reviewed 2018/19 SDBIP approved by 31/03/2019	Senior Manager Planning & Development		1	Opex	n/a	n/a	1	n/a	Reviewed SDBIP signed by the mayor
5.5.11	Good governance and administration	Good corporate governance and public participation	Number of approved 2019/20 SDBIP by Mayor (28 days after the adoption of the IDP and Budget approved by mayor)	Senior Manager Planning & Development		1	Opex	n/a	n/a	1	n/a	Signed and Approved Final SDBIP by the Mayor
5.5.12	Good governance and administration	Good corporate governance and public participation	Number of Reviewed Institutional 2018/19 SDBIP	Senior Manager Planning & Development		11	Opex	n/a	n/a	1	n/a	Signed and Approved Reviewed 2018/19 SDBIP by the Mayor.
5.5.13	Good governance and administration	Good corporate governance and public participation	Number of Mid-Year report submitted to stakeholders by 25/01/2019	Senior Manager Planning &		1	Opex	n/a	n/a	1	n/a	Dated proof of submission

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
				Development								

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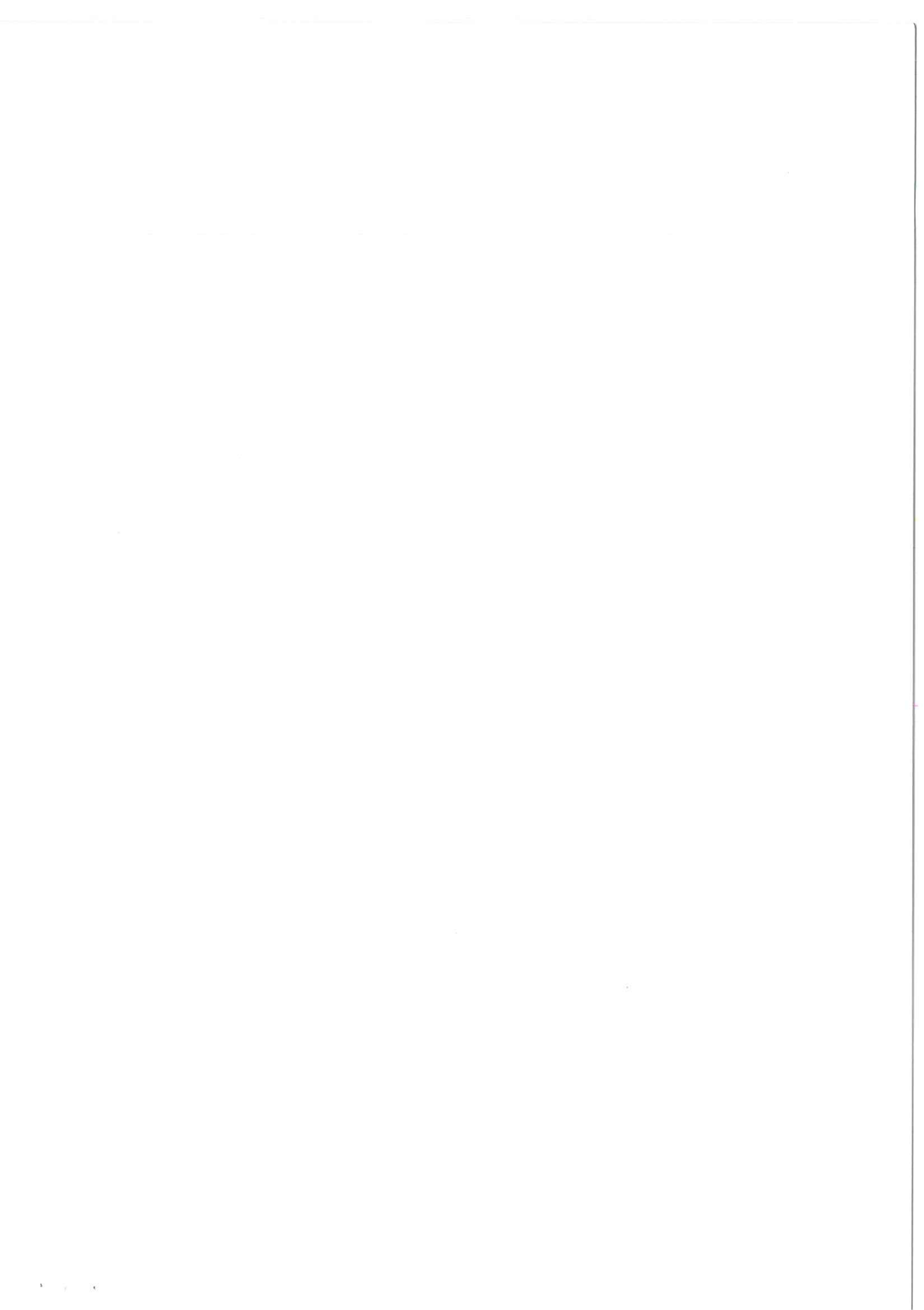
GOOD GOVERNANCE & PUBLIC PARTICIPATION



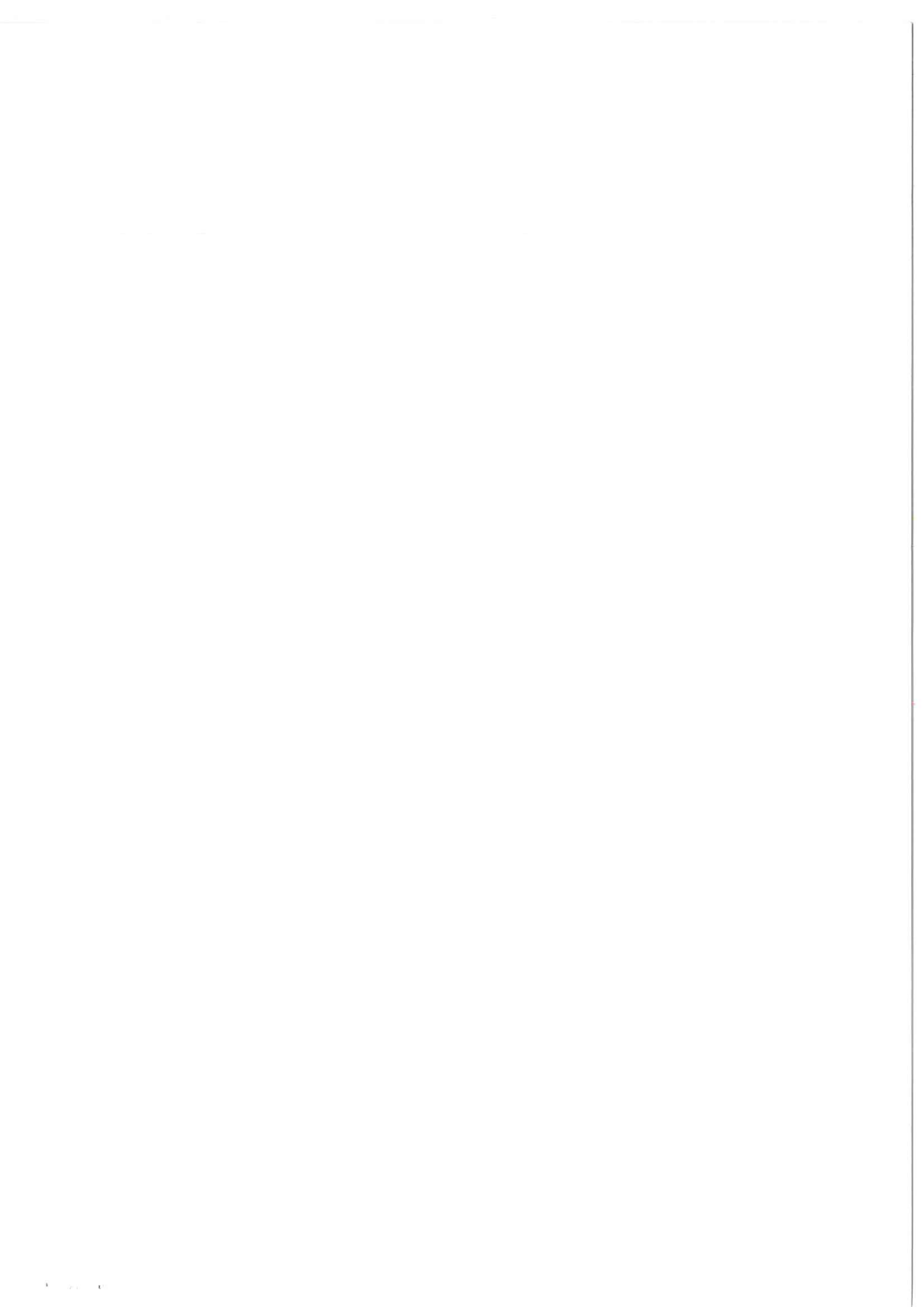
KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.2 Public Participation and Ward Committees												
6.1.1	Good governance and administration	Advance good corporate governance	Number of scheduled quarterly Council meetings attended by 30/06/2019	Senior Manager Planning & Development	7	7	Opex	2	3	5	7	Minutes of council meetings, attendance registers
6.1.2	Good governance and administration	Advance good corporate governance	Number of scheduled quarterly EXCO meetings attended by 30/06/2019	Senior Manager Planning & Development	11	11	Opex	3	5	8	11	Minutes of EXCO meetings, attendance registers
6.1.3	Good governance and administration	Advance good corporate governance	Number of resolution register implemented	Senior Manager Planning & Development	6	6	Opex	2	3	5	11	Register of Council resolutions
6.1.4	Good governance and administration	Advance good corporate governance	Deadline for submission of items/reports for Senior management /Exco/Council	Senior Manager Planning & Development	9 days prior to the meeting	9 days prior to the meeting	Opex	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	Proof of submission
6.2 Public Participation and Ward Committees												
6.2.1	Good governance and administration	Enhance stakeholder involvement	Number of IDP Rep Forum meetings held by 30/06/2019	Senior Manager Planning & Development	5	3	Opex	1	n/a	2	3	Attendance registers, agendas, invitations
6.2.2	Good governance and administration	Enhance stakeholder involvement	Number of IDP Steering Committee	Senior Manager Planning & Development	5	4	Opex	1	2	3	4	Attendance registers, agendas, invitations

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KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.2.3	Good governance and administration	Enhance stakeholder involvement	Number of IDP Technical Committee meeting held by 30/06/2019	Senior Manager Planning & Development	5	4	Opex	1	2	3	4	Attendance registers, agendas, invitations
6.2.4	Good governance and administration	Enhance stakeholder management	Number of Mayoral imbizos and public participation quarterly held by 30/06/19	Senior Manager Planning & Development	4	4	Opex	1	2	3	4	Attendance registers, imbizos reports
6.2.5	Good governance and administration	Enhance stakeholder management	Deadline of submission of responses to batho pele report within 7days of issue to Office of the MM	Senior Manager Planning & Development	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Opex	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Dated proof of submission and memorandum for submission to office of the MM
6.3 Corporate Governance												
6.3.1	Good governance and administration	Enhance stakeholder involvement	% of Community satisfaction survey on municipal services conducted by 30/09/18	Senior Manager Planning & Development	100%	100%	Opex	n/a	100%	n/a	n/a	Community Satisfaction Survey Report
6.3.2	Good governance	Advance good corporate	Number of Local Labour	Senior Manager Planning &	11	11	Opex	3	5	8	11	LLF minutes and attendance register



KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.4 Internal Audit												
6.4.1	Good governance and administration	Advance good corporate governance	Number of Audit Committee Meetings attended	Senior Manager Planning & Development	7	7	Opex	2	4	5	7	Attendance registers
6.4.2	Good governance and administration	Advance good corporate governance	% implementation of Audit Committee resolutions	Senior Manager Planning & Development	50%	100%	Opex	100%	100%	100%	100%	Audit Committee Resolution Register
6.4.3	Good governance and administration	Advance good corporate governance	% implementation of Internal Audit recommendations	Senior Manager Planning & Development	-	75%	Opex	75%	75%	75%	75%	Internal Audit Follow-up report
6.4.4	Good governance and administration	Advance good corporate governance	Number of submission of POEs for quarterly performance audits to Internal Audit	Senior Manager Planning & Development	4	4	Opex	1	2	3	4	Dated proof of submission to Internal Audit.
6.4.5	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed (2016/17 Audit Report)	Senior Manager Planning & Development	75%	100%	Opex	100%	100%	n/a	n/a	Audited AG Action Plan

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KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.4.6	Good governance and administrative	Good corporate governance and public participation	% of audit queries addressed (2017/18 Audit Report	Senior Manager Planning & Development	75%	80%	Opex	n/a	n/a	50%	80%	Audited AG Action Plan
6.4.7	Good governance and administrative	Advance good corporate governance	Number of submission of audit file for AG Internal Audit	Senior Manager Planning & Development	1	1	Opex	1	n/a	n/a	n/a	Dated proof of submission to Internal Audit
6.7 Risk Management												
6.7.1	Governance and Administrative	Advance good corporate governance	Number of monthly Departmental Risk register implemented	Senior Manager Planning & Development	11	11	Opex	3	5	8	11	Council Approved Departmental Strategic Risk Register
6.7.2	Good governance and administrative	Advance good corporate governance	Number of risk committee meetings attended	Senior Manager Planning & Development	4	4	Opex	1	2	3	4	Minutes, attendance registers
6.9 Communications												
6.9.1	Good governance and administrative	Advance good corporate governance	% Submission of information for publishing on the website as according to legislation checklist	Senior Manager Planning & Development	-	100%	Opex	100%	100%	100%	100%	Dated proof of submission to Communications Unit and legislation checklist

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Employee's Signature:



Date:

13/07/2018

Municipal Manager's Signature:



Date:

13/07/2018

STRATEGIC RISK FOR THE DIRECTOR PLANNING & DEVELOPMENT

Link To Objective	Risk Category	Risk Description	Background To The Risk	IRE	Current Controls	RRE	Actions To Improve Management Of The Risk	Action Owner	Time Scale
2.Promotion of local economy	Local Economy	Unsustainability of LED initiatives	Unconducive economic environment	25	1. LED strategy in place. 2. LED Forum established. 3. Social Labour plans with mining houses.	20	1. Review and implementation of the LED strategy. 2. Strengthen the LED forum 3. Strengthen the relationship with stakeholders (mining houses,	Director: Planning and Development Director: Planning and	31 March 2019 Quarterly Quarterly

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Link To Objective	Risk Category	Risk Description	Background To The Risk	IRE	Current Controls	RRE	Actions To Manage Of The Risk	Action Owner	Time Scale
							Kruger National park).	Development	
Improve financial viability	Financial	Unfavorable audit outcome (Disclaimer)	2. Loss of supporting documents/Limitation of scope	25	2. Monthly Audit Steering Committee Meetings. (Exco/ Management)	20	2. Implementation and Monitoring of the AG Action Plan and Internal audit recommendation	All Senior Managers'	Quarterly
			5. Inaccurate asset register due to land issues.				7. Introduce land administration system and ensure that only land that the municipality has title deeds for remains in the asset register and transfer/sell land that has already	SM: Planning and Development	30 September 2018

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Link To Objective	Risk Category	Risk Description	Background To The Risk	IRE	Current Controls	RRE	Actions To Improve Management Of The Risk	Action Owner	Time Scale
							being occupied by the community.		

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["the Employee"]

SENIOR MANAGER PLANNING AND DEVELOPMENT

MALULEKE HP

AND

["the Employer"]

M.I MOAKAMELA

AS REPRESENTED BY THE MUNICIPAL MANAGER

BAPHALABORWA MUNICIPALITY

ENTERED INTO BY AND BETWEEN:

(PDP)

PERSONAL DEVELOPMENT PLAN

Annexure B

<p>Senior Manager: Training/HR reporting to him/her</p>	<p>Appraisal of managers reporting to him/her</p>	<p>March 200...</p>	<p>External provider, in line with identified unit standard and not exceeding R6 000</p>	<p>A course containing theoretical and practical application with coaching in the workplace reporting to him/her, following [relevant unit standard]</p>	<p>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</p>	<p>E.g. 1. Appraise Performance of Managers</p>
<p>7. Support Person</p>	<p>opportunity created to practice skill/development area</p>	<p>5. Suggested Time Frames</p>	<p>4. Suggested mode of delivery</p>	<p>3. Suggested Training and/or development activity</p>	<p>2. Outcomes Expected (measurable indicators: quantity, quality and time frames)</p>	<p>1. Skills/Performance Gap (in order of priority)</p>

Column 1: Skills/Performance GAP

A manager, in consultation with his/her subordinate is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached.

3. COMPILING THE PERSONAL DEVELOPMENT PLAN

Occupational competence refers to competencies which are job/function specific.

Managerial competencies should express those competencies which are generic for all management positions

managerial and occupational competencies:

The Department of CoGTA has decided that a competency development model will consist of both

2. COMPETENCE MODELLING

Legislative needs taken into account from the Municipal Systems Act Guidelines, generic senior management competency framework and occupational competency profiles, Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also to be taken into consideration during the PDP process.

The aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet objectives as set out in the Performance Agreement as prescribed by legislation. Successful career-path planning ensures competent employees of current and possible future positions. It therefore identifies, prioritises and implements training needs.

1. INTRODUCTION

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Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

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
E.g. 1. 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 him/her, reporting to managers	External provider, in line with identified unit standard and not exceeding R6 000	March 2019...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

Column 2: Outcomes Expected

Organisational Needs:
 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.

Individual training needs that are job / career related:
 Prioritisation of the training needs [1 to ...] 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 prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

(a) The identified training needs should be entered into column one. The following should be taken into consideration:

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An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames 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.

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurab le indicators: quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunit y created to practice skill/developm ent area	7. Support Person
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Column 5: Suggested Time Lines

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision; coaching and / or mentoring and exchange programmes. Training must 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 within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurab le indicators: quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunit y created to practice skill/developm ent area	7. Support Person
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Column 4: Suggested Mode of Delivery

Training needs must be identified with due regard to cost effectiveness and listed in column 3.

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurab le indicators: quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunit y created to practice skill/developm ent area	7. Support Person
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Column 3: Suggested Training

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This further ensures internalization 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).

Column 6: Work Opportunity Created to Practice Skills / Development Area

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measura ble indicators : quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work Opportu nity Created to Practice Skill/Dev elopmen t Area	7. Support Person
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This further ensures internalization 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).

Column 7: Support Person

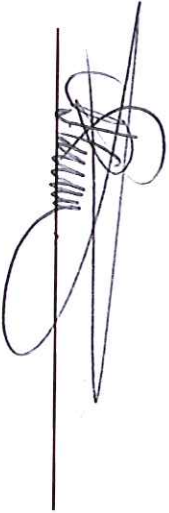
This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurab le indicators: quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work Opportunit y created to practice skill/develop ment area	7. Support Person
---	--	---	-------------------------------------	--------------------------------	---	----------------------

Personal Development Action Plan

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person
ETHICS TRAINING POPI		HR TO DECIDE				MUNICIPAL MANAGER

Employee's Signature:



Municipal Manager's Signature:



Date:

13/07/2018

Date:

13/07/2018

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I.MOAKAMELA

["the Employer"]

AND

MALULEKE HP

SENIOR MANAGER PLANNING AND DEVELOPMENT

["the Employee"]

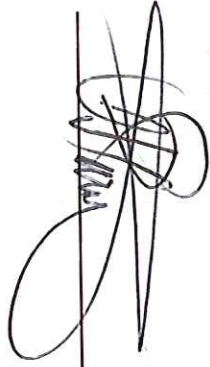
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15/11/20

CORE COMPETENCY FRAMEWORK: SENIOR MANAGER PLANNING & DEVELOPMENT

Core Managerial Skills	Definitions	Weight
Strategic Leadership and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to deliver on the Municipality's mandate	10
Programme and Project Management	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	10
Financial Management	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget	5
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	5
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	15
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.	25
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure that individual skills are used appropriately and so that the work is evenly spread,, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.	15
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.	10
Service Delivery Innovation	The Skill to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something, but are encouraged to use their initiative to make sure things get done accurately and efficiently.	25
Communication	Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	15
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	10

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Employee's Signature:



Date:

13/07/2018

Municipal Manager's Signature:



Date:

13/07/2018