Appendix A

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MUNICIPALITY OF MATJHABENG
AS REPRESENTED BY THE MUNICIPAL MANAGER

G RAMATHEBANE

AND

MADODA BESANI

THE EMPLOYEE OF THE MUNICIPALITY
EXECUTIVE DIRECTOR: INFRASTRUCTURE

FOR THE

FINANCIAL YEAR: 01 JULY 2012 – 30 JUNE 2013

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

The Municipality of Matjhabeng herein represented by G Ramathebane in his capacity as Municipal Manager (hereinafter referred to as the Employer)

And

Madoda Besani, an Employee of the Municipality of Matjhabeng (hereinafter referred to as the Employee, in his capacity as Executive Director Infrastructure.

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 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.

2. PURPOSE OF THIS AGREEMENT

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

2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;

2.3 Specify the Employee's accountabilities as set out in the performance objectives;

2.4 Monitor and measure performance against set targeted outputs;

2.5 Use the Performance Agreement as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;

2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and

2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. DELIVERY

3.1 This Agreement will commence on the 01 July 2012 and will remain in force until 30 June 2013 where after a new Performance Agreement 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 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 abovementioned 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 objectives 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 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.

4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the gaols and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM

5.1 The Employee agrees to participate in the Performance Management and Development 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 and Development 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 with the Employee about the specific performance standards that will be included in the Performance

Management and Development System as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

6.1 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.

6.2 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.

6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Competencies (CMC's) respectively.

6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.2.3 KPA's covering the main areas of work will account for 80% and CMC's will account for 20% of the final assessment.

6.3 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified, 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.

6.4 The CMC's will make up the other 20% of the Employee's assessment score. CMC's that are deemed to be most critical for the Employee's specific job are reflected in the list below as agreed to between the Employer and Employee.

7. PERFORMANCE EVALUATIONS

7.1 The performance objectives sets out –

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

7.1.2 The intervals for the evaluation of the Employee's performance.

7.2 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.

7.3 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.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

7.5.1.1. Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

7.5.1.2. An indicative rating on the five-point scale should be provided for each KPA.

7.5.1.3. The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMC's

7.5.2.1. Each CMC should be assessed according to the extent to which the specified standards have been met.

7.5.2.2. An indicative rating on the five-point scale should be provided for each CMC.

7.5.2.3. The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the score and calculate a final CMC score.

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

M.J

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

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 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.					

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7.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted of the following persons will be established –

7.7.1 Municipal Manager;

7.7.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;

7.7.3 Member of the Mayoral Committee or Executive committee or in respect of a plenary type municipality, another member of council; and

7.7.4 Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	**July – September 2012**
Submission of evidence	:	2 October 2012
Evaluation	:	9 October 2012
Second quarter	:	**October-December 2012**
Submission of evidence	:	4 January 2013
Evaluation	:	10January 2013
Third quarter	:	**January-March 2013**
Submission of evidence	:	4 April 2013
Evaluation	:	11 April 2013
Fourth quarter	:	**April-June 2013**
Submission of evidence	:	30 July 2013
Evaluation	:	15 August 2013

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

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

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for

operational reasons. The Employee will be fully consulted before any such change is made.

8.5 The Employer may amend the provisions for performance objectives whenever the Performance Management and Development System is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

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

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall-

10.1.1 Create an enabling environment to facilitate effective performance by the employee;

10.1.2 Provide access to skills development and capacity building opportunities;

10.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

10.1.4 On the request of the Employee delegate 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

10.1.5 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.

11. CONSULTATION

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

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

11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 A substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 11.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.2 A performance bonus between 5% to 14% of the Employees inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.

12.4 In the case of unacceptable performance, the Employer shall –

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

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities,

methods of assessment and/or any other matter provided for, shall be mediated by –

13.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 Any other person appointed by the MEC.

13.2 In the event that the mediation process contemplated above fails, clause 16 of the Contract of Employment shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of the performance objectives and agreement may be made available to the public by the Employer.

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

15. PERFORMANCE PLAN

15.1 The Performance Plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

15.2 The following Performance Plan provides the details of the evidence that must be provided to show that a key objective has been obtained. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

A) KEY OBJECTIVES			
Management , Planning and Budget Control for the Directorate			
Output	**Activities/ Tasks**	**Performance Indicators**	**Weight**
Management , Planning and Budget Control for the Directorate	**Develop Municipal Financial plans in support of Municipal Strategy** • Determine internal stakeholder expectations with regard to strategic support and requirements and link to financial plans (budget) • Ensure the development of aligned plans and programmes for the Directorate • Develop an overall financial risk management plan, identify potential threats or risks to progress and proactively implement corrective action as necessary • Creates mechanisms and structures for sharing of knowledge in the municipality • Communicate the Directorate's plan to team • Review and develop policies and procedures in line with Directorate's related services and legislative requirements • Ensure that appropriate systems are in place that facilitate co-ordination across functions, supportive of effective overall financial controls • Ensure that all implemented plans and programs are managed, measured, monitored	**Quality** ▪ Operational plan in place ▪ Operational plan aligned to Municipal strategy ▪ Reports completed within set municipal format and standards ▪ Legal compliance audit review ▪ Contracts / Sal's /Projects managed within legislation, policies and procedures ▪ Measurement mechanisms developed and implemented ▪ Continuous process improvement ▪ Directorate specific Policies, procedures, systems and processes in place ▪ Annual Directorate Budget ▪ Risk Management plan in place ▪ Team's activities in line with the Directorate's plan ▪ Knowledge Management systems and structures in place	**10**

	and evaluated to guarantee financial controls **Management and Optimisation of the Strategic Support Services Directorate**: • Review the strategic operational process to identify any possible problems or risk areas and advise on corrective actions • Liaise with other Directorates to ensure that problems which could affect or overlap with other sections, are pro-actively identified and discussed • Benchmark best practice systems, processes and procedures and develop customised solutions for the Directorate • Ensure the implementation of the Municipal systems, policies and legislation for effective strategic management and report on variances • Develop a strategic plan aligned to the Municipal strategy and communicate to all stakeholders, including staff • Develop and implement measurement mechanisms to ensure success of the strategic plan • Monitor progress to ensure successful implementation of plans and achievement of strategic plans • Produce progress and information reports according to requirements and timelines • Prepare and submit directorate reports or ad hoc reports to Mayoral Committees • Attend Executive Management meetings, provide input to problem resolution and take	**Quantity** ▪ Expenditure within % of budget ▪ Clean Audit Report ▪ All contracts / Projects delivered according to set deliverables(time, budget and specifications) ▪ Service Delivery Rating ▪ Team communication sessions ▪ % achievement of strategic objectives ▪ Number of service delivery improvement initiatives **Time** ▪ Accurate information received within required timeframes ▪ Contracts / Projects delivered within set standards ▪ Customer service survey conducted on an annual basis ▪ Annual Process review report ▪ Monthly Budget Variance Report **Resource limits** ▪ Budget ▪ Staff ▪ Technology and Equipment	

	steps to break down barriers that hinder progress • Support the training of managers in systems, policies and procedures to minimise related risks in directorate **Effective management of the Directorate's Budget:** • Ensure the development of a accurate Directorate budget in terms of expected deliverables and area of accountability • Allocate financial resources to the own departments in terms of overall Directorate plan • Take full responsibility for the financial resources within area of accountability • Account for activities of the Directorate and its finances • Regularly review, monitor and report on budget variances and take corrective action as appropriate • Ensure the implementation of the Municipal cost control systems, policies and legislation for effective expenditure management		

Stakeholder Management			
Output	**Activities/ Tasks**	**Performance Indicators**	**Weight**
Stakeholder Management	• Ensure Municipal needs are satisfied through appropriate strategic systems, processes and procedures • Needs analysis information incorporated into strategic plan • Conduct regular meetings with all stakeholders on request of the Municipal Manager • Identify community related needs and translate into process problems that needs to be addressed • Act as representative of the Municipality at community forums • Participate in and present during Council and MAYCO meetings • Retain goodwill with all stakeholders to the benefit of the Municipality • Adhere and comply to national, provincial and local government regulations during stakeholder engagements • Liaise and network with local business representatives to cultivate effective working relationships	**Quality** ▪ Presentations for council and MAYCO available ▪ Meetings held with stakeholders and issues identified ▪ Feedback to stakeholders on progress **Quantity** ▪ Relevance of information provided to stakeholders ▪ % of identified problems resolved within a specified timeframe **Time** ▪ Present at scheduled and Ad-hoc meetings ▪ Annual needs analysis conducted with the community	**5**

People Management			
Output	**Activities/ Tasks**	**Performance Indicators**	**Weight**
People Management	• Ensure relevant manpower plans are developed on an annual basis regarding future people needs • Ensure recruitment requirements aligned to job specifications and EE Plan are provided to Human Resources for implementation • Conduct interviews with prospective employees as well as candidates up for promotion • Support the induction of new employees • Ensure that employees have clear work expectations and goals as set out in the Performance Management process • Delegates and empowers others to increase contribution and level of responsibility • Ensure that performance appraisals are conducted as per policy requirements and feedback in accordance with performance management principles • Ensure that performance appraisals are conducted as per policy requirements • Participate in and review the performance process • Ensure the delivery of training to staff through the identification of required competencies and training needs • Create opportunities for team work	**Quality** ▪ Competency levels of employees ▪ Skills needs in Directorate identified ▪ Improved individual performance ▪ Climate surveys conducted ▪ Adherence to all relevant legislation and regulations ▪ Directorate's change management initiatives in place **Quantity** ▪ % improvement in individual performance ▪ Employee turnover ▪ Improvement Team motivation levels ▪ Absenteeism rate in Directorate ▪ Employee productivity rating ▪ Number of grievances and disciplinary cases in Directorate ▪ Number of CCMA case decisions against in Directorate ▪ Number of Injury on Duty cases documented **Time** ▪ Performance Appraisal results	**5**

	• Ensure a positive staff morale in the Directorate • Manage and resolve conflict within Directorate between employees • Ensure that employees work in a safe environment • Conduct disciplinary hearings as required **Change Management** • Communicate and explain the impact of Executive Management decisions on the Directorate • Coaches colleagues on how to manage change • Identifies and assists in resolving resistance to change with stakeholders • Design specific projects to enable change that are aligned to the organisational objectives • Uses political, legislative and regulatory processes of the Public Service to drive and implement change efforts	within specified policy cycle ▪ EE input for Directorate to Corporate Services Directorate within set timelines ▪ Workplace Skills Plan input for Directorate to Corporate Services Directorate within set timelines ▪ Disciplinary cases resolved within agreed timelines **Resource Limits** ▪ Budget ▪ Staff ▪ Technology and Equipment	

Ensure functional execution for the delivery of services to the community and Council			
Output	**Activities/ Tasks**	**Key Indicators**	**Weight**
Ensure functional execution for the delivery of services to the community and Council	**Providing strategic support to the Municipal Manager** • Ensure the development and approval of strategic framework • Ensure adherence to relevant legislative requirements, and compliance framework • Establish continuous monitoring and control systems as well as the strategic and compliance framework • Manages and monitors risks • Continuously looks for new opportunities • Prepares strategic reports and guidelines based on prescribed format • Ensures effective utilisation of resources • Allocates resources to established goals and objectives • Understand and weighs up strategic implications of propositions • Understands, analyses and monitors strategic reports **Coordinating the translation of the overall municipal strategy into Directorate Operational Plans and ensuring alignment**	**Quality** ▪ Strategic and compliance framework developed ▪ Risks related to non-collection identified and reported ▪ Reports submitted as required on the prescribed format ▪ Compliance to code of conduct **Quantity** ▪ % compliance to the strategic and compliance framework ▪ No of risks identified ▪ No of quiries resolved **Time** ▪ Debts collected within specified timeframes ▪ Quartely reports compiled ▪ Annual reports to National/Provincial government submitted **Resource Limits** ▪ Budget ▪ Staff ▪ Technology and Equipment	**80**

	Assisting the Municipal Manager with monitoring the implementation of the Municipal Strategies and Plans **Assisting the Municipal Manager in managing relationships with all relevant stakeholders** **Manage directorate related programmes and projects** • Establish broad stakeholder involvement and communicates the project status and key milestones • Defines roles and responsibilities for project team members and clearly communicates expectations • Balances quality of work with deadlines and budget • Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan • Uses computer software programmes to help manage projects • Sets and manages service level agreements with contractors		
TOTAL WEIGHTS FOR KEY OBJECTIVES (cannot exceed 100%)			**100**

B) Core Competency Requirement		
Core Managerial Competencies		**Weight**
1	Strategic Capability	**30**
2	Programme and Project Management	**10**
3	Financial Management	**10**
4	Change Management	**1**
5	Knowledge Management	**1**
6	Service Delivery Innovation	**3**
7	Problem Solving and Analytical Thinking	**10**
8	People and Diversity Management	**2**
9	Client Orientation and Customer Focus	**10**
10	Communication	**2**
11	Accountability and Ethical Conduct	**5**
12	Policy Conceptualisation and implementation	**2**
13	Mediation skills	**2**
14	Advanced negotiation skills	**5**
15	Advanced influencing skills	**5**
16	Partnership and Stakeholder Relations	**1**
17	Supply Chain Management	**1**
Total (Cannot exceed 100%)		**100**

16. PERSONAL DEVELOPMENT PLAN (PDP)

16.1 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.

16.2 A Municipality should follow an integrated to Human Resources management, that is:

a) Human Resources development forms an integral part of human resources planning and management.

b) In order for training and development strategy and plans to be successful, it should be based on sound Human Resources (HR) practises, such as the (strategic) HR plan, job profiles, the result of regular performance appraisals and career pathing.

c) To ensure the necessary linkages with performance management, the Performance Management and Development System, provides for the Personal Development Plans to be included in their annual performance agreements. Such approach will also ensure the alignment of the individual performance objectives with municipality strategic objectives, and that training and development needs can be indentified through performance management and appraisal.

d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions.

e) Personal Development Plans are compiled for individual employees and the data collected from all the employees in the municipality, forms the basis for the Work Place Skills Plan, which municipalities are required to compile as basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

16.3 The aim of the PDP is to identify, prioritise and implement training needs.

16.4 Compiling the PDP (Appendix A):

a) Competency assessment instruments should be established and utilised to assist with the objective assessment of employees' competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying trainings needs or gaps.

b) Training needs should be aligned to organisation objectives and the individual's specific job (objectives and competencies) and secondly focused on individual career needs; however this needs to be position related.

c) Next the training needs to be prioritised (1 to 2), since it may not be possible to address all the identified training needs within a specific financial year. Training needs to be addressed in a phased and prioritised basis.

d) Consideration must be given to the expected outcomes, column 2; so that once the intervention is completed the impact can be measured against the relevant indicators.

e) An appropriate training intervention should be identified and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3.

f) Guidelines regarding the number of training days per employee and the nominations of employees: an employee should on average have at least five (5) days per financial year and not unnecessarily withdrawn from training interventions.

g) Column 4: The suggested mode of delivery refers to chosen methodology that is deemed most relevant to ensure transfer of skills. The training intervention should impact on delivery back in the work place.

h) The suggested time frames (Column 5) enables managers to effectively plan for the annum e.g. so that not all employees are away at the same time.

i) Work opportunity provided to practise skill/development areas (Column 6) further ensure internalisation of information gained as well as return on investment.

j) Column 7: Provides the employee with a support person that could act as coach or mentor with regard to the area of development.

Appendix A

PERSONAL DEVELOPMENT PLAN OF MADODA BESANI

Complied on (Date): ...04 July 2012.....

1. Skills / Performance Gap *(in order of priority)*	2. Outcomes Expected *(measurable indicators: quality, quantity, 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
***Example**: Appraise performance of managers*	*The manager will be able to enter into PM contracts with all direct reports/appraise them against set criteria with the next quarter*	• *PM course (theoretical and practical)* • *Coaching in work place* • *Indicate unit standards*	*External provider in line with unit standard, not exceeding R6000*	*March 09*	*Appraisals of managers reporting to him*	*Senior Manager, Training*
1. Minimum competency levels as required by MFMA	Enroll for the accredited course	DBSA Accredited course or the Delloitte accredited course	Delloitte	June 2013	Compliance MFMA	MM
2. Infrastructure Development Course	Enroll for the accredited course	University of Stellenbosch	University	Enrolment September 2012	Infrastructure implementation strategies	MM

Thus done and signed at Welkom on this the 04th day July of 2012.

AS WITNESSES:

1. _____

2. _____

_____

MADODA BESANI
EXECUTIVE DIRECTOR
INFRASTRUCTURE

Thus done and signed at _____ on this the _____ day of _____ 2012.

AS WITNESSES:

1. _____

2. _____

_____

G. RAMATHEBANE
MUNICIPAL MANAGER

Appendix B

Generic Core Management Criteria (CMC) and Standards

Criteria	Description	Generic Standards for 'fully effective' Performance
1. Strategic Capability And Leadership	Provides a vision, sets the direction for the organisation and/or unit and inspires others to deliver on the organisational mandate	◊ Gives direction to team in realising the organisation's strategic objectives; ◊ Impacts positively on team morale, sense of belonging and participation; ◊ Develops detailed action plans to execute strategic initiatives; ◊ Assists in defining performance measures to evaluate the success of strategies; ◊ Achieves strategic objectives against specified performance measures; ◊ Translates strategies into action plans; ◊ Secures co-operation from colleagues and team members; ◊ Seeks mutual benefit/win-win outcomes for all concerned; ◊ Supports stakeholders in achieving their goals; ◊ Inspires staff with own behaviour – "walks the talk"; ◊ Manages and calculates risks; ◊ Communicates strategic plan to the organisation; and ◊ Utilises strategic planning methods and tools.
2. Programme and Project Management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	◊ Establishes broad stakeholder involvement and communicates the project status and key milestones; ◊ Defines roles and responsibilities for project team members and clearly communicates expectations; ◊ Balances quality of work with deadlines and budget; ◊ Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan; ◊ Uses computer software programmes to help manage project; and Sets and manages service level agreements with contractors.
3. Financial Management	Compiles and manages budgets, controls cash flow, institutes risk	◊ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate;

	management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives.	◊ Manages and monitors financial risk; ◊ Continuously looks for new opportunities to obtain and save funds; ◊ Prepares financial reports and guidelines based on prescribed format; ◊ Understands and weighs up financial implications of propositions; ◊ Understands, analyses and monitors financial reports; ◊ Allocates resources to established goals and objectives; ◊ Aligns expenditure to cash flow projections; ◊ Ensures effective utilisation of financial resources; ◊ Develops corrective measures/actions to ensure alignment of budget to financial resources; and ◊ Prepares own budget in line with the strategic objectives of the organisation.
4. Change Management	Initiates, supports and champions organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	◊ Performs analysis to determine the impact of changes in the social, political and economic environment; ◊ Keeps self and others calm and focused during times of change or ambiguity; ◊ Initiates, supports and encourages new ideas; ◊ Volunteers to lead change efforts outside of own work team; ◊ Consults and persuades all the relevant stakeholders of the need for change; ◊ Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change; ◊ Coaches colleagues on how to manage change; ◊ Proactively seeks new opportunities for change; ◊ Identifies and assists in resolving resistance to change with stakeholders; ◊ Designs specific projects to enable change that are aligned to the organisational objectives; and ◊ Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
5. Knowledge Management	Obtains, analyses and promotes the generation and sharing of	◊ Uses appropriate information systems to manage organisational knowledge;

	knowledge and learning in order to enhance the collective knowledge of the organisation.	◊ Uses modern technology to stay abreast of world trends and information; ◊ Evaluates information from multiple sources and uses information to influence decisions; ◊ Creates mechanisms and structures for sharing of knowledge in the organisation; ◊ Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency; ◊ Promotes the importance of knowledge sharing within own area; ◊ Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and ◊ Nurtures a knowledge-enabling environment.
6. Service Delivery Innovation	Champions new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals.	◊ Consults clients and stakeholders on ways to improve the delivery of services; ◊ Communicates the benefits of service delivery improvement opportunities to stakeholders; ◊ Identifies internal process improvement opportunities to SDI; ◊ Demonstrates full knowledge of principles on service delivery innovations; ◊ Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; ◊ Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and ◊ Implements innovative service delivery options in own department/organisation.
7. Problem Solving and Analysis	Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	◊ Explains potential impact of problems to own working environment; ◊ Demonstrates logical problem solving approach and provides rationale for proposed solutions; ◊ Determines root causes of problems and evaluates whether solutions address root causes; ◊ Demonstrates objectivity, thoroughness, insight fullness, and probing behaviours when approaching problems; and

		◊ Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
8. People Management And Empowerment	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.	◊ Seeks opportunities to increase personal contribution and level of responsibility; ◊ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches; ◊ Delegates and empowers others to increase contribution and level of responsibility; ◊ Applies labour and employment legislation and regulations consistently; ◊ Facilitates team goal setting and problem solving; ◊ Recognises individuals and teams and provides developmental feedback in accordance with performance management principles; ◊ Adheres to internal and national standards with regards to HR practices; ◊ Deals with labour matters; ◊ Identifies competencies required and suitable resources for specific tasks; ◊ Displays personal interest in the well-being of colleagues; ◊ Able to manage own time as well as time of colleagues and other stakeholders; and ◊ Manages conflict through a participatory transparent approach.
9. Client Orientation And Customer Focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	◊ Develops clear and implementable service delivery improvement programmes; ◊ Identifies opportunities to exceed the expectations of customers; ◊ Designs internal work processes to improve customer service; ◊ Adds value to the organisation by providing exemplary customer service; and ◊ Applies customer rights in own work environment.
10. Communication	Exchanges information and ideas in a clear and concise manner	◊ Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way;

	appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	◊ Receptive to alternative viewpoints; ◊ Adapts communication content and style according to the audience including managing body language effectively; ◊ Delivers messages in a manner that gains support, commitment and agreement; ◊ Writes well structured complex documents; ◊ Communicates controversial sensitive messages to stakeholders tactfully; ◊ Listens well and is receptive; and ◊ Encourages participation and mutual understanding.
11. Honesty and Integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service	◊ Conducts self in accordance with organisational code of conduct; ◊ Admits own mistakes and weaknesses and seeks help from others where unable to deliver; ◊ Reports fraud, corruption, nepotism and maladministration; ◊ Honours the confidentiality of matters and does not use it for personal gain or the gain of others; ◊ Discloses conflict of interests issues; ◊ Establishes trust and shows confidence in others; ◊ Treats all employees with equal respect; ◊ Undertakes roles and responsibilities in a sincere and honest manner; ◊ Incorporates organisational values and beliefs into daily work; ◊ Uses work time for organisational matters and not for personal matters; and ◊ Shares information openly, whilst respecting the principle of confidentiality.