

# PERFORMANCE AGREEMENT

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**FINANCIAL YEAR 2021-2022**

**FOR THE**

**THE EMPLOYEE OF THE MUNICIPALITY**

**MUNICIPAL MANAGER  
MS NTSHUDISANE M.J**

**AND**

**CLLR RAMAILA KEAMOTSENG STANLEY**

**AS REPRESENTED BY THE EXECUTIVE MAYOR:**

**SEKHUKHUNE DISTRICT MUNICIPALITY**

**MADE AND ENTERED INTO BY AND BETWEEN:**

**PERFORMANCE AGREEMENT**  
(Managers directly accountable to the Municipal Manager)



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**PERFORMANCE AGREEMENT**

**ENTERED INTO BY AND BETWEEN:**

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

And

**Ms. Maureen J. Ntshudisane**  
Employee of the Municipality (hereinafter referred to as the Municipal Manager)

**WHEREBY IT IS AGREED AS FOLLOWS:**

**1. INTRODUCTION**

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

**2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to -

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

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- 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.
- 5.2 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.
- 5.1 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 PERFORMANCE MANAGEMENT SYSTEM**

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

**4 PERFORMANCE OBJECTIVES**

- 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.
- 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.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and scorecard that replaces this Agreement at least once a year by not later than 30 days after the beginning of each successive financial year.
- 3.1 This Performance Agreement commenced on the 1<sup>st</sup> July 2021 and will remain in force until 30<sup>th</sup> June 2022 thereafter a new Performance Agreement, scorecard, Personal Development Plan and Financial Disclosure shall be concluded between the parties for the next financial year or any portion thereof.

**3 COMMENCEMENT AND DURATION**

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

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

5.7

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

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

5.6

- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

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.

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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.

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- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

**7.2 Assessment of the CCRs**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

**7.1 Assessment of the achievement of results as outlined in the performance plan:**

The Annual Performance Appraisals will involve:

**7. PERFORMANCE APPRAISALS**

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

**6. EVALUATING PERFORMANCE**

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		WEIGHT
CORE MANAGERIAL COMPETENCIES (CMC)		✓
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

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Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

The assessment of the performance of the **Employee** will be based on the following rating scale for KPAs and CCRs:

**7.4. Rating Scale**

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

**7.3 Overall rating**

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

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- 10.1 The Employer shall -
  - 10.1.1 Create an enabling environment to facilitate effective performance by the employee;
  - 10.1.2 Provide access to skills development and capacity building opportunities;
  - 10.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
  - 10.1.4 On the request of the **Employee**, delegate powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

**10. OBLIGATIONS OF THE EMPLOYER**

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

**9. DEVELOPMENTAL REQUIREMENTS**

- 8.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.
- 8.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "B" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 8.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 8.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

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

performance is satisfactory.

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

**8. SCHEDULE FOR PERFORMANCE REVIEWS**

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

of the following persons must be established-

For the purpose of evaluating the annual performance of Municipal Manager an evaluation panel constituted

**7.5. EVALUATION PANEL**



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

Whose decision shall be final and binding on both parties.

13.1.3 In the case of Managers directly accountable to the Municipal Manager, a Member of the Mayoral Council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

13.1.2 Any other person appointed by the Executive Mayor.

13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee; or

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. DISPUTE RESOLUTION**

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

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

12.1 In the case of unacceptable performance, the Employer shall -

**12. MANAGEMENT OF EVALUATION OUTCOMES**

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

11.1.3 A substantial financial effect on the Employer.

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

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

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

**11. CONSULTATION**

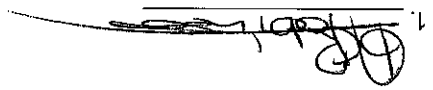
10.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

**14. GENERAL**

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

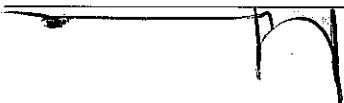
Thus done and signed at Glenelg on this the 16 day of July, 2021.

AS WITNESSES:

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MS NTSHUDISANE MAUREEN J  
MUNICIPAL MANAGER

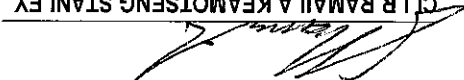


AS WITNESSES:

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CLLR RAMAILA KEAMOTSENG STANLEY  
EXECUTIVE MAYOR




# SCORECARD

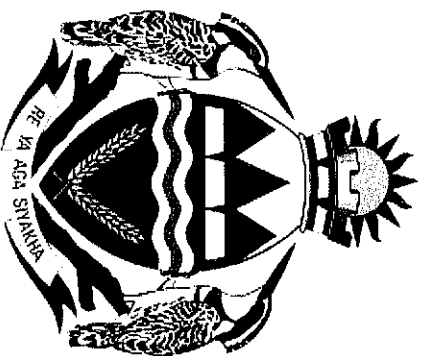
**2021/2022 MUNICIPAL MANAGER SCORECARD**

<b>Weighting</b>	<b>Sub-Weighting</b>	<b>Objective</b>	<b>Project</b>	<b>Baseline</b>	<b>Indicator</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Evidence</b>	<b>Impact</b>
80%	6	To review the District Development Plan (DDP)/ Integrated Development Plan (IDP) for 2022/2023 by June 2022	Review of District Development Plan(DDP) / Integrated Development Plan (IDP)	2020/21 District Development Plan(DDP)/ Integrated Development Plan (IDP) reviewed	Number of District Development Plans (DDP) / Integrated Development Plans (IDP) reviewed	1 District Development Plan (DDP) / Integrated Development Plan (IDP) reviewed	Internal and sector departments consulted on the level of development within the district.	Status Quo Analysis completed	Draft reviewed DDP/IDP in place	Final reviewed DDP/IDP in place	*Final DDP/IDP 2021/2022 *Council Resolution	Improved service delivery
	7	To generate reports to comply with legislative requirements by June 2022	Legal compliance reporting	* 4 section 52, 12 section 71, 1 section 72 and AFS Reports generated. * 4 Quarterly SDBIP Reports developed * 1 Annual Report developed	Number of reports generated to comply with legislative requirements	24 reports generated to comply with legislative requirements	(5) reports generated) * 1 section 52 report * 1 SDBIP Annual Performance report * 3 section 71 reports	(8) reports generated) * 1 section 52 report * 1 SDBIP Annual Performance report * 3 section 71 reports * 1 section 72 * 1 AFS * 1 Annual Report	(6) reports generated) * 1 section 52 report * 1 SDBIP Annual Performance report * 3 section 71 reports 1 oversight report	(5) reports generated) * 1 section 52 report * 1 SDBIP Annual Performance report * 3 section 71 reports	*Sign off by the Mayor *Council resolution * Proof of submission *Proof of submission	Improved compliance
	5	To improve revenue collection	Revenue Enhancement Strategy	Draft revenue Enhancement Strategy in place	Number of Revenue Enhancement Strategy finalised and adopted by Council for implementation	1 Revenue Enhancement Strategy finalised and adopted by Council for implementation	Draft Revenue Enhancement Strategy circulated to stakeholders for inputs	Draft Revenue Enhancement Strategy submitted to Portfolio Committee and Mayoral Committee for inputs	Draft Revenue Enhancement Strategy submitted to Council for approval	Implementation of the Revenue Enhancement Strategy	Final Revenue Enhancement Strategy	Improved collection
	5	To implement Skills Audit Outcomes by June 2022	Implementation of WSP/ATR	2 WSP Projects.	Number of WSP Projects implemented	5 WSP Projects implemented	1 WSP Projects implemented	1 WSP Project implemented	1 WSP Project implemented	2 WSP Projects implemented	Report on the 6 WSP projects implemented	Improved compliance
	7	To employ initiatives to facilitate strategic planning and policy by June 2022	Strategic planning and policy	* 2020/2021 IDP in place. * HR and Financial Policies in place	Number of initiatives employed to facilitate strategic planning and review/develop policies and SOPs	* 1 initiatives employed to facilitate strategic planning *6 policies and SOPs reviewed/developed	6 Policies and SOPs developed/ reviewed	Implementation of the policies	* 1 strategic planning facilitated * Implementation of the policies	Implementation of the policies	*strategic planning resolutions * Reviewed/developed policies and SOPs	Improved service delivery
	7	To ensure 100% expenditure on grants by June 2022	Grants expenditure	2020/2021 ty spent 92% MIG 44% RBIG 84% RRAMS	Percentage expenditure on grants	70% expenditure on grants * Operational grants 100% * Capital grants 70%(MIG, WSIG, RRAMS)	10% spending on MIG, WSIG and RRAMS	40% spending on MIG, WSIG and RRAMS	60% spending on MIG, WSIG and RRAMS	* 70% spending on MIG, WSIG and RRAMS * 100% spending on operational grants	* Finance reports * Finance reports	Improved financial management

6	To ensure 100% projects completion by June 2022	Projects	* 1 X 12 Ml concrete reservoir completed Phase 4A * 13km of bulk water supply pipeline phase 2 in Mooihook completed *64 018 VIP units constructed	Number of projects completed	15 MIG, 12 RBIG and 6 WSiG projects completed	No activity	No activity	2 MIG, 0 RBIG and 4 WSiG projects completed	9 MIG, 4 RBIG and 7 WSiG projects completed	* Projects progress report * Completion certificate	Improved service delivery
4	To ensure 100% functionality of query help desk by June 2022	Customer care	24 reports generated	Percentage functionality of query help desk	100% functionality of query help desk care line 40%	100% complains reports on customer care responded to	100% complains reports on customer care responded to	100% complains reports on customer care responded to	100% complains reports on customer care responded to	Customer care report	Improved service delivery
4	To assess, identify, manage risks and uncertainty in order to safeguard assets, enhance productivity and build resilience in to operations by June 2022	Conduct Strategic Risk Assessment and review risk register	Strategic Risk Register in place	Number of Strategic Risk Assessment conducted and Strategic Risk Registers reviewed	* 1 Strategic Risk Assessment conducted * 4 Strategic Risk Registers reviewed	1 x Strategic Risk Register reviewed	1 x Strategic Risk Register reviewed	1 x Strategic Risk Register reviewed	1 x Strategic Risk Assessment reviewed 1 x Strategic Risk Register reviewed	Signed Strategic Risk Register	Improved compliance
4	Operational Risk Assessment and review risk register	Operational Risk Registers in place	Number of Operational Risk Assessment conducted and Operational Risk Registers reviewed	* 1 Operational Risk Assessment Conducted * 4 Operational Risk Registers reviewed	1 x Operational Risk Register reviewed	1 x Operational Risk Register reviewed	1 x Operational Risk Register reviewed	1 x Operational Risk Assessment conducted 1 x Operational Risk Register reviewed	Signed Operational Risk Registers	Reviewed Operational Risk Registers	Improved compliance
3	To ensure 100% promotion of sound labour relation by June 2021	Labour relations	9 LLF meetings held and 4 labour publications published	Percentage promotion of sound labour relations	100% promotion of sound labour relation *Functional local labour forum 40% * Labour bulletins 20% * Resolution of labour cases within reasonable timeframes 40%	100% promotion of sound labour relation *Functional local labour forum 40% * Labour bulletins 20% * Resolution of labour cases within reasonable timeframes 40%	100% promotion of sound labour relation *Functional local labour forum 40% * Labour bulletins 20% * Resolution of labour cases within reasonable timeframes 40%	100% promotion of sound labour relation *Functional local labour forum 40% * Labour bulletins 20% * Resolution of labour cases within reasonable timeframes 40%	100% promotion of sound labour relation *Functional local labour forum 40% * Labour bulletins 20% * Resolution of labour cases within reasonable timeframes 40%	*Reports *Quarterly bulletin *Reports	Labour peace
4	To provide 100% support to district health and AIDS council by June 2022	District health and AIDS council	4 District Aids Council activities coordinated	Number of support provided to district health and AIDS council	4 support provided to district health and AIDS council	1 support provided to district health and AIDS council	1 support provided to district health and AIDS council	1 support provided to district health and AIDS council	1 support provided to district health and AIDS council	Attendance registers and exit reports	Improved health standards
5	To ensure adherence to governance issues by June 2022	Development of the Three(3) years rolling Plan	2 (SDM &SDA) 3 years rolling plan developed	Number of (SDM & SDA) 3 years rolling plans developed	2 (SDM & SDA) 3 years rolling plans developed	2 (SDM & SDA) 3 years rolling plans developed	Implementation of 3 years rolling plan	Implementation of 3 years rolling plan	Implementation of 3 years rolling plan	Approved 3 Year rolling Plan for SDM and SDA by Audit Committee.	Improved compliance

5	To provide sound financial management by June 2022	Centralisation of invoices receiving and monitoring of the payment process	Payment rate at 28 days	% Payment of creditors within 30 days of correct invoice receipt date	100% creditors paid within 30 days of correct invoice receipt date, Salaries effected timeously	100% creditors paid within 30 days of correct invoice receipt date, Salaries effected timeously	100% creditors paid within 30 days of correct invoice receipt date, Salaries effected timeously	100% creditors paid within 30 days of correct invoice receipt date, Salaries effected timeously	100% creditors paid within 30 days of correct invoice receipt date, Salaries effected timeously	100% creditors paid within 30 days of correct invoice receipt date, Salaries effected timeously	100% creditors paid within 30 days of correct invoice receipt date, Salaries effected timeously	Creditors age analysis report	
4	To compile and facilitate implementation of Council Resolution Register June 2022	Resolution registers for Council implementation.	4 Resolution registers developed and implemented	Number of Council Resolution registers compiled and coordinated	4 Council Resolution registers compiled and coordinated	1 council resolution register compiled and coordinated.	1 council resolution register compiled and coordinated.	1 council resolution register compiled and coordinated.	1 council resolution register compiled and coordinated.	1 council resolution register compiled and coordinated.	1 council resolution register compiled and coordinated.	Council Resolution Register.	Improved compliance
4	To curb expenditure variance at 10%	Expenditure Management	10% variance 2020/2021 achieved	Percentage variance achieved	10% variance achieved	25% variance achieved	25% variance achieved	10% variance achieved	10% variance achieved	10% variance achieved	10% variance achieved	Expenditure reports	
		<b>EXECUTIVE MAYOR</b> CILLR: KEAMOTSENG STANLEY RAMALLA SIGNED: _____				<b>MUNICIPAL MANAGER</b> M.J. NTSHUDISANE SIGNED: 							

**CCR**



## Sekhukhune District Municipality

### CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL MANAGER

**NAME OF INCUMBENT: MS NTSHUDISANE M.J**

**POSITION HELD: MUNICIPAL MANAGER**

**DATE** 16/07/2021

**SIGNATURE**

**NAME OF SUPERVISOR: CLLR RAMAILA K.S**

**POSITION HELD: EXECUTIVE MAYOR**

**DATE**

**SIGNATURE**



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

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# **PERSONAL DEVELOPMENT PLAN**

**MS. NTSHUDISANE M.J  
(MUNICIPAL MANAGER)**

**AND**

**CLLR RAMAILA KEAMOTSENG STANLEY (EXECUTIVE MAYOR)**

**ENTERED INTO BY AND BETWEEN**

**PERSONAL DEVELOPMENT PLAN (PDP)**



1. Personal Development Plan

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

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

- (a) Human resource development forms an integral part of human resource planning and management.
- (b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.

- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.
- (e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

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

1.1.4 Compiling the Personal Development Plan attached at Appendix.

- (a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.

- (b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Appendix 1, entitled Skills / Performance Gap. The following should be carefully determined during such a process:

(i) Organisational needs, which include the following:  
 o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.

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

**Personal Development Plan for: Ms. Ntshudisane M.J (Municipal Manager)**

Compiled on : .....

<b>1. Skills/Performance Gap (in order of priority)</b>	<b>2. Outcomes Expected (measurable indicators: quantity, quality and time frames)</b>	<b>3. Suggested training and / or development activity</b>	<b>4. Suggested mode of delivery</b>	<b>5. Suggested Time Frames</b>	<b>6. Work opportunity created to practice skill / development area</b>	<b>7. Support Person</b>

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Employee Signature

16/07/2021



Supervisor's Signature

