



*The transparent, innovative and developmental municipality
that improves the life of its people*

PERFORMANCE AGREEMENT

CORPORATE SERVICES

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

**CHIEF ALBERT LUTHULI
MUNICIPALITY**

**AS REPRESENTED BY
THE MUNICIPAL MANAGER**

MR ME THABETHE

AND

**STEVEN SIBUSISO
SIBEKO
(ID: ID: 8003105559088)**

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

**FINANCIAL YEAR:
1 July 2022 - 30 JUNE 2023**

WHEREBY IT IS AGREED AS FOLLOWS:

<p>1. Introduction</p>	<p>1.1 The Employer, MR ME THABETHE has entered into a contract of employment with the Employee, STEVEN SIBUSISO SIBEKO (ID: 8003105559088) in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".</p> <p>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.</p> <p>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.</p> <p>1.4 The Parties wish to ensure that there is compliance with Sections 57(4A), (4B), and (5) of the Systems Act.</p>
<p>2. Purpose of this Agreement</p>	<p>The purpose of this Agreement is to:</p> <p>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;</p> <p>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;</p> <p>2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;</p> <p>2.4 Monitor and measure performance against set targeted outputs;</p> <p>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;</p> <p>2.6 In the event of outstanding performance, to appropriately reward the employee;</p> <p>2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.</p>
<p>3. Commencement and duration</p>	<p>3.1 This Agreement will commence on 1 July 2022 and will remain in force until 30 June 2023 thereafter a new Performance Agreement and Performance Plan shall be concluded between the parties for the next financial year or any portion thereof.</p> <p>3.2 The parties will review the provisions of the key performance areas (KPA's) and key performance indicators (KPIs) of this Agreement at any time during its term.</p> <p>3.3 The parties will on an annual basis, in terms of the provisions of section 57(2)(a) of the Systems Act conclude a new Performance Agreement and Performance Plan that replaces this Agreement by not later than one month after the beginning of each successive financial year.</p> <p>3.4 If at any time during the term of this agreement the work environment alters (whether as a result of Government or Council or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents will immediately be revised.</p>
<p>4. Performance Objectives</p>	<p>4.1 The Performance Plan (Annexure A) sets out:</p> <p>4.1.1 Key Performance Areas that the employee should focus on;</p> <p>4.1.2 Core competencies required from employees;</p>



- 4.1.3 The strategic objectives, key performance indicators and targets that must be met by the Employee;
- 4.1.4 The time frames within which those performance objectives and targets must be met.
- 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 strategic objectives; key performance indicators; targets and weightings. A description of these elements follows:
- 4.2.1 The strategic objectives describe the strategic intent of the organisation that needs to be achieved;
- 4.2.2 The key performance indicators provide the measurements on how a strategic objective needs to be achieved;
- 4.2.3 The target dates describe the timeframe in which the work must be achieved;
- 4.2.4 The weightings show the relative importance of the key performance areas, key objectives and key performance indicators to each other.

5. Performance Management System

- 5.1 The Employee agrees to participate in the performance management system that the employer adopts or introduces for the employee, management and municipal staff.
- 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 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 KPA's, (including special projects relevant to the employees responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the Employee shall be assessed consist of two components, Key Performance Areas and Core Competency Requirements, both of which shall be contained in the Performance Agreement:
- 5.5.1 The Employee shall be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Competency requirements respectively.
- 5.5.2 Each area of assessment shall be weighted and will contribute a specific part to the total score.
- 5.6 The Employee's assessment will be based on his/her performance in terms of the key performance indicators and projects deliverables identified as per the Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.
Refer example below.

Key Performance Areas (KPA's)	Number of KPIs	Weighting
Basic Service Delivery	0	0%
Municipal Institutional Development and Transformation	5	12%
Local Economic Development (LED)	0	0%
Municipal Financial Viability and Management	2	4%
Good Governance and Public Participation	36	84%
	43	100%

- 5.7 A 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 Leading Managerial Competencies (LMCs) will make up the other 20% of the Employee's assessment score. Core Competencies (CCs) that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee.

CORE COMPETENCY REQUIREMENTS (CCR)			
Core Managerial and Occupational Competencies		Indicate choice	Weight
Core Managerial Competencies (CMCs)			
1.	Strategic capability and leadership		5,88
2.	Programme and project management		5,88
3.	Financial management	Compulsory	5,88
4.	Change management		5,88
5.	Knowledge management		5,88
6.	Service delivery innovation		5,88
7.	Problem solving and analysis		5,88
8.	People management and empowerment	Compulsory	5,88
9.	Client orientation and customer focus	Compulsory	5,88
10.	Communication		5,88
11.	Honesty and integrity		5,88
Core Occupational Competencies			
12.	Competencies in self-management		5,88
13.	Interpretation of and implementation within the legislative and national policy frameworks		5,88
14.	Knowledge of performance management and reporting		5,88
15.	Knowledge of global and South African specific political, social and economic contexts		5,88
16.	Competencies in policy conceptualisation, analysis and implementation		5,88
17.	Knowledge of more than one functional municipal field/discipline		5,88
Total percentage			100%

1. Evaluating Performance

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out :
- 6.1.1 The standards and procedures for evaluating the Employee's performance;
- 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 timeframes.
- 6.4 The Employee's performance shall be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP.
- 6.5 The Annual Performance Appraisal will involve:
- 6.5.1 Assessment of the achievement of results as outlined in the Performance Plan

- (a) Each KPA shall 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) Actuals are supplied for KPIs 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. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance.
- (c) The applicable assessment rating calculator shall be used to calculate a final KPA score.

6.5.2 Assessment of the competencies

- (a) Each competency shall be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale shall be provided for each competency.
- (c) This rating shall be multiplied by the weighting given to each competency during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator is then used to calculate a final competency score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcomes of the various weighted ratings contained in the Performance Plan, which represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPAs and Competency requirements:

Rating	Terminology	Description
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 Performance Agreement 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	Performance 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 Performance Agreement and Performance Plan.
2	Performance 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 Performance Agreement and Performance Plan.

8.1

ME

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 Performance Agreement and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.
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6.7 The CCRs will be assessed using a 5-point rating scale tabled below:

Rating	Core competency	Description
5	Superior	Sought out the deep, specialized expertise. Leads the direction of the department. Defines model/theories for best practice.
4	Advanced	Understands and applies more complex concepts and methods. Leads and directs people or group of recognized specialists. Able to perform in-depth analysis.
3	Competent	Independently develops and applies more advance concept and methods.
2	Basic competent	Applies basic concepts and methods bet requires supervision and coaching.
1	Not yet competent	Demonstrates none of the guideline's components of the core competency.

6.8 For the purpose of evaluating the performance of the section 56 manager reporting to the municipal manager, an evaluation panel constituted of the following persons must be established -

6.8.1	Executive Mayor (Chairperson);
6.8.2	Chairperson of the Performance Audit Committee;
6.8.3	Member of the Mayoral Executive Committee;
6.8.4	Municipal Manager from another municipality

6.8 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in Section 6.7.

7 Schedule for Performance Reviews

7.1 The performance of each Employee in relation to his/her Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Period	Date
First quarter	July - September	(October 2022)
Second quarter	October - December	(January 2023)
Third quarter	January - March	(April 2023)
Fourth quarter	April - June	(July 2023)

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

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

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

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

8 Developmental Requirements	8.1 The Personal Development Plan (PDP) for addressing developmental gaps shall be documented as identified during any performance review discussions.						
9 Obligations of the Employer	9.1 The Employer shall: <ul style="list-style-type: none"> 9.1.1 Create an enabling environment to facilitate effective performance by the employee; 9.1.2 Provide access to skills development and capacity building opportunities; 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee; 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in terms of this Agreement; 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement. 						
10 Consultation	10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others: <ul style="list-style-type: none"> 10.1.1 A direct effect on the performance of any of the Employee's functions; 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; 10.1.3 A substantial financial effect on the Employer. 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.						
11 Management of Evaluation Outcomes	11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance. 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows: <ul style="list-style-type: none"> 11.2.1 A score of 130% to 167% is awarded a performance bonus ranging from 5% to 14% in increments as follows: <table data-bbox="552 1420 1412 1541"> <tr> <th>% Rating over Performance</th><th>% Bonus</th></tr> <tr> <td>130% - 149%</td><td>5% - 9%</td></tr> <tr> <td>150% and above</td><td>10% - 14%</td></tr> </table> 11.3 In the case of unacceptable performance, the Employer shall: <ul style="list-style-type: none"> 11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; 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 instituting disciplinary action, which may ultimately result in the termination of the contract of employment. 	% Rating over Performance	% Bonus	130% - 149%	5% - 9%	150% and above	10% - 14%
% Rating over Performance	% Bonus						
130% - 149%	5% - 9%						
150% and above	10% - 14%						
12 Dispute Resolution	12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by: <ul style="list-style-type: none"> 12.1.1 In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee 						

	<p>12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by:</p> <p>12.2.1 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.</p>
13 Amendment to Agreement	<p>13.1 Amendments to the agreement will be in writing and can only be effected after discussion and agreement.</p>
14 General	<p>14.1 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.</p> <p>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.</p> <p>14.3 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.</p>

Thus done and signed at CAROLINA on this the 28 day of July 2022

AS WITNESSES:

1. _____

2. _____

AS WITNESSES:

1. _____

2. _____


 EMPLOYEE SS SIBEKO
 CORPORATE SERVICES


 EMPLOYER: ME ME THABETHE
 MUNICIPAL MANAGER

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PERFORMANCE PLAN

Name: Steven Sibusiso Sibeko
Position: Director: Corporate Services
Accountable to: The Municipal Manager
Period: 31 July 2022 to 30 June 2023

1. Overview

1.1 Purpose

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 (2003), 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.

1.2 Objectives of Local Government

The following objectives of local government will inform the Municipal Manager's performance against set performance indicators:

- 2.1 Basic service delivery.
- 2.2 Municipal Institutional Development and Transformation.
- 2.3 Local Economic Development (LED).
- 2.4 Ensuring Good Governance
- 2.5 Municipal Financial Viability and Management.

2. The Position

2.1 Purpose of the Position

To create and render effective and efficient administrative support and financial services.

2.2 The Accounting Officer is accountable and responsible for amongst others:

2.2.1 Municipal Institutional Development and Transformation

- Economic repositioning

2.2.2 Municipal Financial Viability and Management

- Revenue management
- Expenditure management

2.2.3 Good Governance and Public Participation

- Governance practice that are in line with the law, that are responsive to the needs of the people and ethical
- Economic repositioning

STRATEGIC OBJECTIVES AS PER THE 2022-2023 SDBIP

STRATEGIC OBJECTIVE 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

No	Key Performance Indicator	Department	Baseline	Quarterly targets 2022-2023					Annual Target
				Quarter 1	Quarter 2	Quarter 3	Quarter 4		
KPA: ECONOMIC REPOSITIONING									
1.	Number of critical positions filled	Corporate Services	52	5	5	5	5	5	20
2.	Number of women, youth, racial groups and people with disability appointed	Corporate Services	20	5	5	5	5	5	20
3.	Number of female appointments in Senior Management positions (To be in line with Employment Equity Plan)	Corporate Services	0	0	0	0	0	1	1
4.	Number of female appointments in Middle Management positions (To be in line with Employment Equity Plan)	Corporate Services	0	0	0	0	0	1	1
5.	Percentage of staff turnover rate	Corporate Services	5%	5%	5%	5%	5%	5%	5%

STRATEGIC OBJECTIVE 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

No	Key Performance Indicator	Department	Baseline	Quarterly targets 2022-2023					Annual Target
				Quarter 1	Quarter 2	Quarter 3	Quarter 4		
KPA: REVENUE MANAGEMENT									
6.	Number of additional allocation and grants sourced	All departments	3	0	1	1	1	3	
7.	Revenue collected from leasing of community	Corporate Services	New	10 000	10 000	10 000	10 000	40 000	
KPA: EXPENDITURE MANAGEMENT									
8.	Percentage of budget spent on training	Corporate Services	100%	25%	50%	75%	100%	100%	
STRATEGIC OBJECTIVE 5: TO ENSURE GOOD LEADERSHIP AND GOVERNANCE									
KPA: GOVERNANCE PRACTICE THAT ARE IN LINE WITH THE LAW, THAT ARE RESPONSIVE TO THE NEEDS OF PEOPLE AND ETHICAL									
9.	Number of Policies reviewed	All Departments	51	0	0	0	39	39	
10.	Number of Policies developed	All Departments	New	2	0	0	2	4	

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No	Key Performance Indicator	Department	Baseline	Quarterly targets 2022-2023					
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Target	
11.	Number of by-laws reviewed	All Departments	5	0	0	0	5	5	
12.	Number of By-laws developed	All Departments	New	0	0	0	1	1	
13.	Number of departmental service charters reviewed	All Departments	2	0	0	1	0	1	
14.	Number of departmental strategies and departmental plans approved	All Departments	2	0	0	0	1	1	
15.	Number of Meetings held with Section 79 Committees	All Departments	8	8	8	8	8	32	
16.	Number of Meetings held with Section 80 Portfolio Committees	Corporate Services	New	3	3	3	3	12	
17.	Number of Meetings held with Mayoral	Corporate Services	New	3	3	3	3	12	
18.	Number of Meetings held with Council	Corporate services	8	3	2	3	3	11	
19.	Number of Meetings held with Management	Corporate services	New	1	1	1	1	4	
20.	Number of Meetings held with Local Labour Forum	Corporate services	New	2	2	3	3	10	
KPA: CLEAN AUDT									
21.	Number of clean audit opinion received	All Departments	0	0	1	0	0	1	
KPA: ECONOMIC REPOSITIONING									
22.	Number of management reports submitted.	Corporate Services	12	3	3	3	3	12	
23.	% of forum meetings attended as per invitation	All departments	100%	100%	100%	100%	100%	100%	
24.	Percentage Legal advice given	Corporate Services	New	100%	100%	100%	100%	100%	

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No	Key Performance Indicator	Department	Baseline	Quarterly targets 2022-2023					
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Target	
25.	Number of Notices to the Public, internal and external communication.	Corporate Services	New	3	3	3	3	12	
26.	Marketing and communicating the institution	Corporate Services	New	1	1	1	1	4	
27.	Compliance with Bathopele principles and national symbols	Corporate Services	New	9	9	9	9	9	
28.	Number of Municipal Buildings with proper signage	Corporate Services	20	9	9	9	9	9	
29.	Number of Community meetings held	Corporate Services	New	3	3	3	3	12	
30.	Number of Customer satisfaction surveys conducted	Corporate Services	0	1	1	1	1	4	
31.	Percentage of municipal structures minutes filed	Corporate Services	New	100%	100%	100%	100%	100%	
32.	Number of fire wall installed.	Corporate Services	1	0	0	1	0	1	
33.	Number of anti-virus installed.	Corporate Services	1	0	0	1	0	1	
34.	Number of offsite backup conducted	Corporate Services	12	3	3	3	3	12	
35.	Number of monthly compliance to MFMA section 75	Corporate Services	12	3	3	3	3	12	
36.	Percentage of ICT related devises maintained	Corporate Services	100%	100%	100%	100%	100%	100%	
37.	Number of submission of the WSP and ATR	Corporate Services	1	0	0	0	1	1	
38.	Number of trained employees as per the WSP	Corporate Services	24	25	0	0	0	25	
39.	Number of trained Councillors as per the WSP	Corporate Services	16	49	0	0	0	49	
40.	Percentage of leave approved on time on the system	Corporate Services	New	100%	100%	100%	100%	100%	
41.	Number of monthly Occupational Health and Safety (OHS) reports submitted to the Office of the Municipal Manager	Corporate Services	10	3	2	2	3	10	
42.	Number of quarterly health and safety inspections and awareness's conducted	Corporate Services	4	1	1	1	1	4	

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No	Key Performance Indicator	Department	Baseline	Quarterly targets 2022-2023				Annual Target
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	
43.	Number of employee wellness programmes conducted	Corporate Services	4	1	1	1	1	4
44.	Number of awareness conducted for pandemics	Corporate Services	4	1	1	1	1	4



STEVEN SIBUSISO SIBEKO
DIRECTOR
Chief Albert Luthuli Local Municipality

28 July 2022

Date



MR ME THABETHE (Pt. Tech. Eng)
ACCOUNTING OFFICER
Chief Albert Luthuli Local Municipality

28 July 2022

Date

ANNEXURE B

PERSONAL DEVELOPMENT PLAN (PDP)

entered into by and between

THE CHIEF ALBERT LUTHULI MUNICIPALITY
herein represented by the Municipal Manager

MR ME THABETHE (Pr.Tech.Eng)
and

THE DIRECTOR: CORPORATE SERVICES

STEVEN SIBUSISO SIBEKO

SJ ME

1. Personal Development Plan

1.1 A municipality should be committed to –

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


1.2 A municipality should follow an integrated approach to Human Resource 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

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

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.

Two handwritten signatures are present at the bottom right of the page. The first signature is in dark ink and appears to be 'S.J.'. The second signature is in a lighter, possibly blue or grey, ink and appears to be 'ME'.

- (b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his or 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:**

- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
- The competency requirements of individual jobs.
- The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
- Specific competency gaps as identified during the probation period and performance appraisal of the employee.


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

- (c) Next, the prioritisation of the training needs [1 to ...] should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis.

This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

- (d) Consideration must then be given to the expected outcomes, **to be listed in Column 2 of Appendix 1**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

- (d) An appropriate intervention should be identified to address training needs /skills gaps and the outcome to be achieved but with due regard to cost effectiveness. **These should be listed in Column 3 of Appendix 1** entitled: Suggested training and / or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.
- (e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) The suggested mode of delivery (**Column 4 of Appendix 1**) 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 or her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The suggested time frames (**Column 5 of Appendix 1**) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) Work opportunity created to practice skill / development areas, in **Column 6 of Appendix 1**, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).
- (i) The final column, **Column 7 of Appendix 1**, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.



Personal Development Plan of the Director: Corporate Services, S SIBEKO

Skills/Performance Gap (in order of priority)	Outcomes Expected (measurable indicators: quantity, quality and time frames)	Suggested Training and/or Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development Area	Support Person
	1.					Municipal Manager



Signed by Employee

28/07/2022

Date:

Signed by Municipal Manager for Council

Date:

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