

# **PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND BETWEEN**

**THE CHIEF ALBERT LUTHULI MUNICIPALITY**  
**REPRESENTED BY THE MUNICIPAL MANAGER**

**VUSUMUZI NELSON MPILA**

**DULY AUTHORISED BY RESOLUTION OF  
THE CHIEF ALBERT LUTHULI MUNICIPALITY**

**AND**

**ZEPH FUFU MKHWANAZI**  
**THE DIRECTOR: COMMUNITY SERVICES**

**FOR THE FINANCIAL YEAR  
1 JULY 2016 - 30 JUNE 2017**

*PM 24*

*ES*

## **PERFORMANCE AGREEMENT**

**ENTERED INTO BY AND BETWEEN:**

**The Municipal Manager**

**VUSUMUZI NELSON MPILA**

**(Hereinafter referred to as the Employer or Supervisor)  
And**

**Zeph Fufu Mkhwanazi,**

**The Director Community Services**

**(Hereinafter referred to as the Employee).**

**WHEREBY IT IS AGREED AS FOLLOWS:**

### **1. INTRODUCTION**

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) 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**

The purpose of this Agreement is to –

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

PA ZF

ES

- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1<sup>st</sup> of July 2016 and will remain in force until the 31<sup>st</sup> of March 2017; thereafter a new Performance Agreement, Performance Plan, and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government of council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.

- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

## 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
  - 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CR)s 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 SMCFs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the

overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	35
Municipal Institutional Development and Transformation	20
Local Economic Development	15
Municipal Financial Viability and Management	15
Good Governance and Public Participation	15
<b>Total</b>	<b>100%</b>

- 5.7 In the case of managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the Municipal manager and the relevant manager.
- 5.8 The CRs will make up the other 20% of the **Employee's** assessment score. (CR)s that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the (CR)s are compulsory for Municipal Managers:

#### LOCAL GOVERNMENT COMPETENCY FRAME WORK FOR SENIOR MANAGEMENT

LEADING COMPETENCIES		Weight
Strategic Directions And Leadership		8
People management		8
Programme and project management		8
Financial management		8
Change leadership		8
Governance leadership		8
CORE COMPETENCY MANAGEMENT		
Moral Competency		8
Planning And Organizing		8
Analysis And Innovation		8
Knowledge And Information Management		8
Communication		8

LEADING COMPETENCIES	Weight
Results And Quality Focus	8
Total	100

## 6. EVALUATING PERFORMANCE

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

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

6.1.2 the intervals for the evaluation of the **Employee's** performance.

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

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

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

6.5 The annual performance appraisal will involve:

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

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 **Assessment of the CRs**

- (a) Each CR should be assessed according to the extent to which the specified standards have been met.

*pvf 2f*

*ES*

- (b) An indicative rating on the five-point scale should be provided for each CRs.
- (c) This rating should be multiplied by the weighting given to each CRs during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CRs score.

### 6.5.3 Overall rating

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

### 6.6

CLUSTER	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.					

CLUSTER	Terminology	Description	Rating				
			1	2	3	4	5
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.					

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

6.7.1 Executive Mayor

6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;

6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;

6.7.4 Mayor and/or municipal manager from another municipality; and

6.7.5 Member of a ward committee as nominated by the Executive Mayor.

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

6.8.1 Municipal Manager;

6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;

6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and

6.8.4 Municipal manager from another municipality.

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

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	July 2016 – September 2016
Second Quarter	:	October 2016 – December 2016
3 <sup>rd</sup> Quarter	:	January 2017 – March 2017
Fourth quarter	:	April 2017 – June 2017

*PH 2F*



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

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

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

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

## 8. DEVELOPMENTAL REQUIREMENTS

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

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

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

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
- 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 10.1.3 a substantial financial effect on the **Employer**.

- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% and 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
- 11.2.1 a score of 130 to 149 is awarded a performance bonus ranging from 5% to 9%; and
  - 11.2.2 a score of 150 and above is awarded a performance bonus ranging from 10% to 14%.
- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
  - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
  - 12.1.2 any other person appointed by the MEC.
  - 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.


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

### 13. GENERAL

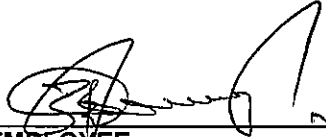
- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the municipal manager 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.

Thus done and signed at Carolina on this the 3<sup>rd</sup> day of June 2016.

AS WITNESSES:

1. 

2. 

  
EMPLOYEE

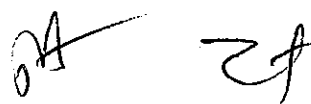
AS WITNESSES:

1. \_\_\_\_\_

2. 

  
MUNICIPAL MANAGER

## **ANNEXURE A: PERFORMANCE PLAN**

Handwritten signature and initials, possibly 'JA' and '2A', in black ink.

Priority Area	Strategic Objective	Key Performance Indicators				2016/17 Budget / Vote No	2015/16 Baseline	2016/17 Target	Frequency	2016/17 Quarterly Targets				Data Source	Evidence
		Performance Indicator	Outcome	Impact	Output Measure					Q1	Q2	Q3	Q4		
		KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (20%)													
Culture, Sport and Recreation	To promote of sports and culture development in the community	Number of sports and cultural events organised for the community	Sport and culture promoted	Physically active youth	Number of sports and cultural events organised for the community	R180,000 Vote No 0401	2	2	Quarterly	1	1	None	None		Reports
	To provide library services daily	Library services available from Monday to Friday in all 6 libraries	Available library services	Literate community	Library services available from Monday to Friday in all 6 libraries	R1,284,624 Vote No 0403	Service available daily from 08:00 to 16:00	Service available daily from 08:00 to 16:00	Available service daily from 08:00 to 16:00	Service available daily from 08:00 to 16:00	Service available daily from 08:00 to 16:00	Service available daily from 08:00 to 16:00	Service available daily from 08:00 to 16:00		Records
KPA : GOOD GOVERNANCE AND PUBLIC PARTICIPATION (15%)															
Portfolio Committee Meetings	Hold regular portfolio comm meetings	Number of portfolio meetings	Good governance	Good governance	Number of portfolio meetings	R0	12	12	monthly	3	3	3	3	MSA	Records

22

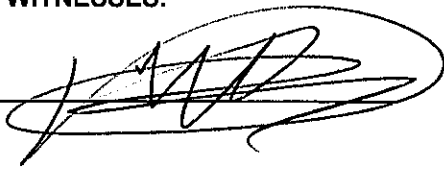
Priority Area	Strategic Objective	Key Performance Indicators				2016/17 Budget / Vote No	2015/16 Baseline	2016/17 Annual Target	Frequency	2016/17 Quarterly Targets				Data Source	Evidence
		Performance Indicator	Outcome	Impact	Output Measure					Q1	Q2	Q3	Q4		
		KPA: BASIC SERVICE DELIVERY (35%)													
Waste Management	To provide refuse removal services per week	Number of refuse bins/bags collected weekly	Refuse removal service provided	Clean environment	Number of households receiving the refuse removal service per week	R9,200,440.00 Vote no 0450	12853 households received weekly waste removal in 5 units	Weekly refuse removal to all 12853 households	Weekly	Weekly refuse removal to all 12853 households	Weekly refuse removal to all 12853 households	Weekly refuse removal to all 12853 households	Weekly refuse removal to all 12853 households	Council resolution Refuse collection timetable	Signed trip authority and truck collection register and timetable
	To provide refuse removal service at a discounted rate to indigent households (households earning less than R2300 per month)	Number of indigent households with access to the discounted refuse removal services	Provision of Refuse Removal to Indigent Households	Approved and updated indigent register	Number of indigent households with access to the discounted refuse removal service		3225 households	3500 households	Weekly	3500 households	3500 households	3500 households	3500 households	Council resolution	Hard copies of reports
Disposal Sites	To maintain disposal sites	Number of disposal sites maintained	Compliant landfill sites	Clean environment Waste Act (2008), National Domestic Waste Collection Standard (2011)	% of disposal sites maintained		5 disposal sites weekly	5 disposal sites weekly	Quarterly	5 disposal sites weekly	5 disposal sites weekly	5 disposal sites weekly	5 disposal sites weekly	Council resolution Refuse collection timetable	Hard copies of reports Hard copy of timetable
	To provide cemetery services	Number of cemeteries developed and maintained	Number of spatially defined areas where the remains of dead people are buried or interred	Dignified cemeteries	Number of cemeteries	R1,928,911 Vote 0405	5 cemeteries	5 cemeteries	Quarterly? Weekly	5 cemeteries	5 cemeteries	5 cemeteries	5 cemeteries	Council resolution	Hard copies of reports

f2

Priority Area	Strategic Objective	Key Performance Indicators				2016/17 Budget / Vote No	2015/16 Baseline	2016/17 Annual Target	Frequency	2016/17 Quarterly Targets				Data Source	Evidence
		Performance Indicator	Outcome	Impact	Output Measure					Q1	Q2	Q3	Q4		
Environmental Health	Provision of graves in municipal cemeteries	Number of available graves for burial	Available graves	Respectable burials	No of burials		Per need (Average of 60 per month)	Per need (Average of 60 per month)	Per need	Per need	Per need	Per need	Per need	Council resolution	Interment report
	To enforce environmental health laws / by-laws	Number of health / hygiene inspections conducted at food outlets and shops	Outcome 10 : Protect and enhance environment assets and natural resources	Clean environment, reduced health hazards, diseases	Number of inspections / enforcement s conducted at various facilities	R0	240 inspections	240 inspections	Monthly	60 inspections	60 inspections	60 inspections	60 inspections	Council resolution Refuse collection timetable	Hard copies of reports Hard copy of timetable
<b>KPA3: LOCAL ECONOMIC DEVELOPMENT (15%)</b>															
Creation of job opportunities	Creation of jobs through provision of Basic Service Delivery	Number of jobs created	Available job opportunities	Working community	Number of job opportunities created		10	10	Annually	10	0	0	0	Records	Records
<b>KPA : ENSURE MUNICIPAL FINANCIAL VIABILITY (15%)</b>															
Finance management	Proper management of the departmental finance	Manage departmental finance in line with the Budget	Proper management of finances	Healthy finances	Sound financial management		R22,052,949.	Sound financial management	Monthly	R5,169,485.00	R5,169,485.00	R5,169,485.00	R5,169,485.00	Performance contract	Records

AS WITNESSES:

1.



2.

\_\_\_\_\_

AS WITNESSES:

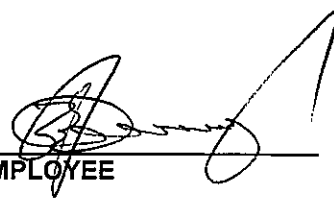
1.

\_\_\_\_\_

2.

\_\_\_\_\_

EMPLOYEE



MUNICIPAL MANAGER





# **ANNEXURE B: PERSONAL DEVELOPMENT PLAN**

## **PERSONAL DEVELOPMENT PLAN (PDP)**

**Entered into by and between**

**THE MUNICIPAL MANAGER**

**MR. VUSUMUZI NELSON MPILA**

**And**

**ZEPH FUFU MKHWANAZI**

**THE DIRECTOR COMMUNITY SERVICES**

*Zf*

## **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.
  - o 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.
  - o 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 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) 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.

(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.

Appendix 1  
Personal Development Plan of  
Compiled on: 3 June 2016

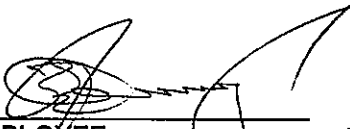
1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
Advanced management skills	MBA	Higher learning institutions	Long distance studies	24 months	Workplace	Municipal Manager

2

**AS WITNESSES:**

1. \_\_\_\_\_

2. \_\_\_\_\_

  
\_\_\_\_\_  
EMPLOYEE

**AS WITNESSES:**

1. \_\_\_\_\_

2. \_\_\_\_\_

  
\_\_\_\_\_  
MUNICIPAL MANAGER