

Dr. Beyers Naudé Local Municipality



**PERFORMANCE AGREEMENT**

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

**THE MUNICIPALITY OF DR. BEYERS NAUDE  
AS REPRESENTED BY THE MAYOR**

**Cllr. D. De Vos**

**AND**

**Dr. E.M. Rankwana**

**THE EMPLOYEE OF THE MUNICIPALITY  
AS MUNICIPAL MANAGER**

**FOR THE**

**FINANCIAL YEAR: 01 JULY 2021 - 30 JUNE 2022**

Performance Agreement – Dr. E.M. Rankwana

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K.T.  
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**PERFORMANCE AGREEMENT**

**ENTERED INTO BY AND BETWEEN**

**The Municipality of Dr. Beyers Naude herein represented by Cllr. D. De Vos in his capacity as Mayor (hereinafter referred to as the Employer)**

**and**

**Dr. E.M. Rankwana as Employee of the Dr. Beyer's Naude Municipality (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 as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

**2. PURPOSE OF THIS AGREEMENT**

- 2.1 Comply with the provisions of Section 57(1)(b),(4A) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;

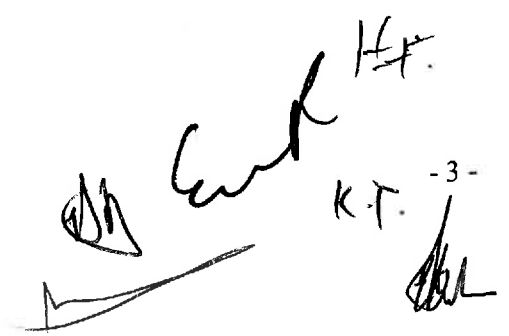
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Dr. Beyers Naudé Local Municipality

- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

**3. DELIVERY**

- 3.1 This Agreement will commence on the 01 July 2021 and will remain in force until 30 June 2022, where after 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 abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.



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#### 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 The performance objectives 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 key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the 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 with the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

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

- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CCRs) respectively.
- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.2.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 6.3 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

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KEY PERFORMANCE AREAS
Infrastructure Planning & Service Delivery
Community Development
Organisational Transformation & Institutional Development
Local Economic Development
Back to Basics – Good Governance & Public Participation
Back to Basics – Sound Financial Management

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

## 7. PERFORMANCE MANAGEMENT SYSTEM

7.1 The Performance Plan (Annexure A) to this Agreement sets out –

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

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

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

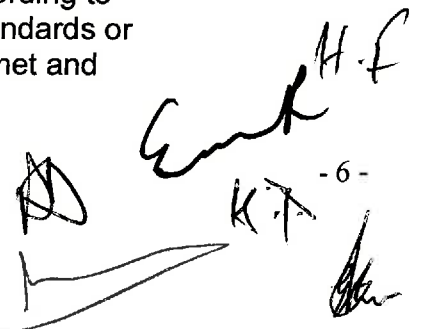
7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

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

7.5 The annual performance appraisal will involve:

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

7.5.1.1. Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and

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-6-

Dr. Beyers Naudé Local Municipality

with due regard to ad hoc tasks that had to be performed under the KPA.

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

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

7.5.2 Assessment of the CCRs

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

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

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

7.5.3 Overall rating

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


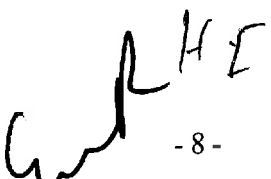


7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPAs and CCRs:

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.					

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-7-

Dr. Beyers Naudé Local Municipality

4	<b>Performance significantly above expectations</b>	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	<b>Fully effective</b>	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	<b>Not fully effective</b>	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	<b>Unacceptable performance</b>	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	



  

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Dr. Beyers Naudé Local Municipality

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

7.7.1 Honourable Mayor;

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

7.7.3 Member of a Ward committee as nominated by the Executive Mayor or Mayor;

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

7.7.5 Mayor and/or Municipal Manager from another Municipality.

**8. SCHEDULE FOR PERFORMANCE REVIEWS**

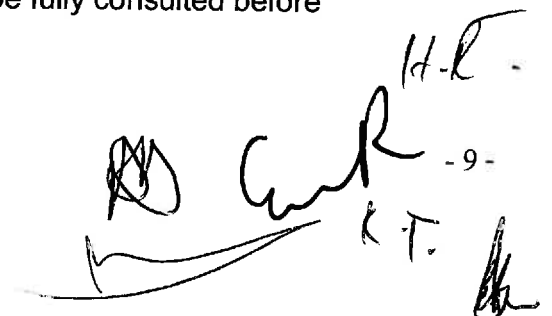
8.1 The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates

Quarter	Review Period	Review to be completed by
1	July – September 2021	29 <sup>th</sup> October 2021
2	October – December 2020	31 <sup>st</sup> January 2022
3	January - March 2021	29 <sup>th</sup> April 2022
4	April - June 2021	29 <sup>th</sup> July 2022

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

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

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

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- 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.

## 9. DEVELOPMENTAL REQUIREMENTS

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

## 10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall-

- 10.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;
- 10.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 10.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of this Agreement.

## 11. CONSULTATION

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

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Dr. Beyers Naudé Local Municipality

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

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

11.1.3 A substantial financial effect on the Employer.

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

**12. MANAGEMENT OF EVALUATION OUTCOMES**

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

12.2 The employee must achieve 50% of his or her duties. Failure to do that, the Mayor may institute disciplinary hearings against the employee.

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

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

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

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

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

**13. DISPUTE RESOLUTION**

- 13.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by –

Whose decision shall be final and binding on both parties.

- 13.2 In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within (30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding to both parties.

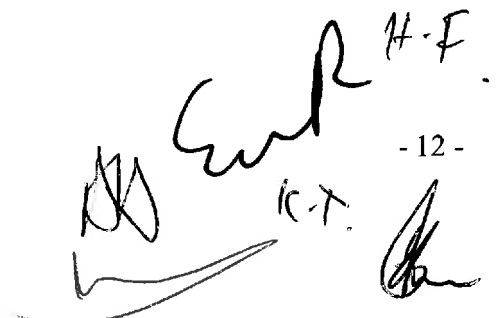
Any dispute about the employees performance evaluation, must be mediated by-

- 13.3 In the case 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), within thirty(30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding to both parties

**14. GENERAL**

- 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.
- 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.

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Dr. Beyers Naudé Local Municipality

Thus done and signed at Graaff-Reinet on the 29 day  
July of 2021.

AS WITNESSES:

1. [Signature]
2. [Signature]

[Signature]  
MUNICIPAL MANAGER

Thus done and signed at Graaff-Reinet on the 29 day of  
July 2021.

AS WITNESSES:

1. [Signature]
2. [Signature]

[Signature]  
MAYOR

MUNICIPAL MANAGER  
DR BEYERS NAUDÉ LOCAL MUNICIPALITY  
29 JUL 2021  
MUNISIPALE BESTUURDER  
DR BEYERS NAUDÉ PLAASLIKE MUNISIPALITEIT



**PERFORMANCE PLAN**

Entered into by and between

**THE MUNICIPALITY OF DR. BEYERS NAUDE  
AS REPRESENTED BY THE MAYOR**

**CLLR. D. DE VOS**

**AND**

**DR.E.M. RANKWANA**

**THE EMPLOYEE OF THE MUNICIPALITY  
AS MUNICIPAL MANAGER**

**FOR THE PERIOD: 01 JULY 2021 – 30 JUNE 2022**

## **1. PURPOSE**

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

## **2. KEY RESPONSIBILITIES**

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

1. Infrastructure Planning & Service Delivery
2. Community Development
3. Organizational Transformation & Institutional Development
4. Local Economic Development
5. Back to Basics – Good Governance
6. Back to Basics – Sound Financial Management

### 3. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPA's) as, outlined in the Local Government: Municipal Planning and Performance Management Regulations (2006) and set in consultation with the employee, inform the strategic objectives listed in the table below:

KEY PERFORMANCE AREAS
Infrastructure Planning & Service Delivery
Community Development
Organizational Transformation & Institutional Development
Local Economic Development
Back to Basics – Good Governance
Back to Basics – Sound Financial Management



#### 4. KEY PERFORMANCE INDICATORS

The following Key Performance Indicators (KPIs) provide the details of the evidence that must be provided to show that a key objective has been obtained. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other

- SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

PERFORMANCE PLAN - MUNICIPAL MANAGER									
KPA	KPI	Weight %	Portfolio Evidence	Unit of Measurement	Performance Milestones				
					Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Infrastructure Planning & Basic Service Delivery	Effective Management and supervision of Infrastructure Directorate.	8	Quarterly SDBIP reports	70% of the KPI's of the Directorate have been met	70%	70%	70%	70%	70%
Infrastructure Planning & Basic Service Delivery	Percentage of a municipality's capital budget spent on capital projects identified for 2020/2021 in terms of the Municipality's IDP (Actual amount spent on projects as identified for the year in IDP/ Total amount budgeted on capital projects)x100	8	Monthly 71 Reports Quarterly SDBIP and S52 reports.	% Capital budget spent	90%	15%	30%	55%	90%

Dr. Beyers Naudé Local Municipality

Community Development	Effective Management and supervision of Community Service Directorate	8	Quarterly SDBIP reports	70% of the KPI's of the Directorate have been met	70%	70%	70%	70%	70%
Organizational transformation & institutional development	Review organizational structure and table before council by 31 <sup>st</sup> December 2021.	5	Staff Establishment and Council Minutes	Revised organizational structure	1	Review organizational structure.	Workshop, and table before council for adoption.	n/a	n/a
Organizational transformation & institutional development	Effective Management and supervision of Corporate Service Directorate	8	Quarterly SDBIP reports	70% of the KPI's of the Directorate have been met	70%	70%	70%	70%	70%
Organizational transformation & institutional development	4 quarterly SDBIP Performance reports submitted to Council by 30 June 2022, to inform Council of Institutional Performance.	5	Quarterly PM reports with Council minutes	Quarterly SDBIP dashboard reports.	4	1 SDBIP Performance report submitted to Council By October 2021.	1 SDBIP Performance report submitted to Council By January 2022.	1 SDBIP Performance report submitted to Council By April 2022.	1 SDBIP Performance report submitted to Council By July 2022.
Organizational transformation & institutional development	Monitor Council resolutions by providing 4 quarterly reports on the implementation of council resolutions.	4	Resolution Register and quarterly implementation reports	Resolution register	1	Updated resolution register and quarterly council implementation report	Updated resolution register and quarterly council implementation report	Updated resolution register and quarterly council implementation report	Updated resolution register and quarterly council implementation report

Dr. Beyers Naudé Local Municipality

Organizational transformation & institutional development	% Compliance with the implementation of Covid-19 risk mitigation measures	3	Monthly reports	COVID-19 compliance risk register implementation	100%	100%	100%	100%	100%
Local Economic Development	Number of jobs created through capital projects and LED initiatives by 30 <sup>th</sup> June 2021.	3	Quarterly reports on amount of people employed	Quarterly reports on Job Creation	200	50 people employed	50 people employed	50 people employed	50 people employed
Local Economic Development	Effective Management and supervision of LED unit	4	Quarterly LED reports to Exco and Council.	60% of the KPI's of the unit have been met	60%	60%	60%	60%	60%
Back to Basics – Good Governance	Development of a new 5-year credible IDP and Ward-based Plans for 2022 – 2027, by 30 June 2022.	6	Minutes of meetings/public participation. Council resolution on approved IDP.	Adopted credible IDP	1	(a) Prepare interim 2022 – 2027 IDP Process Plan, (b) Adopted Interim Process Plan by 31 <sup>st</sup> August 2021.  NB : Process for drafting a new 5-year IDP can only commence after the LG Elections, when the incoming Council is ready	Directly after the LG Elections on 27 October 2021: (a) Prepare final 2022/23 IDP & Budget Process Plan, (b) Adopted IDP & Budget Process Plan, (c) 1 x IDP RF meeting (launch of new 5-yr IDP process).	(a) 12 x Ward-based workshops, (b) 12 x prelim. Draft Ward Development Plans, (c) Consolidated Draft CBP Report, (d) 2 x IDP SC meetings, (e) 1 x IDP RF meeting, (f) 1 x Draft IDP Project Register, (g) 1 x Draft 2022 – 2027 IDP adopted by	(a) 12 x Mayoral Outreach / PP meetings, (b) 1 x IDP SC meeting, (c) 1 x IDP RF meeting, (d) 1 x Final 2022 – 2027 IDP approved by Council (1 <sup>st</sup> Edition for 2022/23).  NB : Due to the shortened timeline for the process, the new

Dr. Beyers Naudé Local Municipality

Back to Basics – Good Governance	Submit final annual report and oversight report to Council By 31 March 2022.	5	Council Minutes on approved annual and oversight reports.	Final Annual and Oversight report submitted to council.	1		to take ownership of the process and the relevant structures are in place.	Public participation on annual Report.	Council (1 <sup>st</sup> Edition for 2022/23).	Council may have to extend the drafting process into the 1 <sup>st</sup> review of the new IDP.
Back to Basics – Good Governance	Number of reports on the Implementation of Communication Strategy and Action plan by 30 <sup>th</sup> June 2022	4	Council Minutes. Implementation of Communication Action Plan.	Quarterly implementation reports.	4		Quarterly report on implementation of Communication Action Plan.	Quarterly report on implementation of Communication Action Plan.	Quarterly report on implementation of Communication Action Plan.	Quarterly report on implementation of Communication Action Plan.
Back to Basics – Good Governance	Risk based audit action plan approved by audit committee by 30 <sup>th</sup> June 2022.	5	Minutes of Audit committee meeting.	Plan approved.	1		n/a	n/a	Draft audit action plan	Approve audit action plan
Back to Basics – Sound Financial Management.	Effective Management and supervision of Budget & Treasury Directorate	8	Quarterly SDBIP reports	70% of the KPI's of the Directorate have been met	70%		70%	70%	70%	70%

Dr. Beyers Naudé Local Municipality

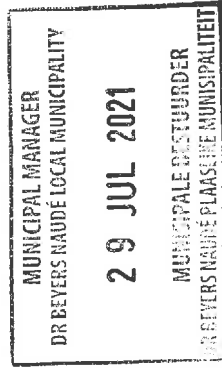
Back to Basics – Sound Financial Management.	8	Audit action plan, Internal audit action plan, audit report	Unqualified audit report	1	n/a	1	n/a	n/a
Back to Basics – Sound Financial Management.	8	2022/2023 Budget approved by Council by 30 June 2021.	Council Resolution	Final budget adopted by Council.	Process Plan adopted	Budget priorities developed	Draft by 30 March 2022.	Approved by Council on the 30 June 2022.

CCR No	Core Competency Requirement	Weight
<b>Core Managerial Competencies</b>		
1	Strategic Capability	20
2	Programme and Project Management	
3	Financial Management	10
4	Change Management	
5	Knowledge Management	
6	Service Delivery Innovation	10
7	Problem Solving and Analytical Thinking	
8	People and Diversity Management	10
9	Client Orientation and Customer Focus	10
10	Communication	10
11	Accountability and Ethical Conduct	10
12	Policy Conceptualisation and implementation	
13	Mediation skills	10
14	Advanced negotiation skills	
15	Advanced influencing skills	
16	Partnership and Stakeholder Relations	10
17	Supply Chain Management	
<b>Total (Cannot exceed 100%)</b>		<b>100</b>

Signed and accepted by the Municipal Manager



Signed and accepted by the Mayor





**PRO FORMA  
PERSONAL DEVELOPMENT PLAN (PDP)**

**Entered into by and between**

**THE DR. BEYER'S NAUDE MUNICIPALITY  
AS REPRESENTED BY THE MAYOR**

**CLLR. D. DE VOS  
[THE EMPLOYER]**

**AND**

**DR. E. M. RANKWANA  
AS MUNICIPAL MANAGER  
[THE EMPLOYEE]**

**PERIOD: 01 JULY 2021 – 30 JUNE 2022**



# **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 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:**

- 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 find 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 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.
- (e) 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 2 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.
- (f) 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.
- (g) 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.
- (h) The suggested time frames (column 5 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.
- (i) 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).
- (j) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as coach or mentor with regards to the area of learning.

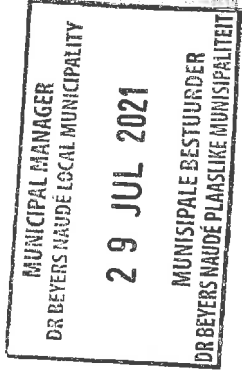
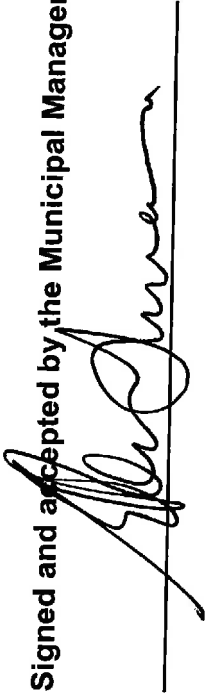
APPENDIX 1

Personal Development Plan of: Dr. E. M. Rankwana

Compiled on: 22/07/2021

1. Skills Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and /or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
E.g. 1. Appraise Performance of Managers	The Manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames.	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?].	External provider, in line with identified unit standard and not exceeding R6000.	March 2021 ...	Appraisal of managers reporting to him / her.	Senior Manager: Training.
2.						
3.						
4.						
5						

Signed and accepted by the Municipal Manager



Signed by the Mayor on behalf of the Municipality

