




## 15. CORE MANAGEMENT COMPETENCIES – ANNEXURE B

The competency level will be assessed according to the extent to which specified standards have been met.

Competency	Definition	Standard
Strategic Capability and Leadership	Must be able to provide a vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate.	<ul style="list-style-type: none"> <li>• Evaluates all activities to determine value added and alignment with the organizations' strategic goals</li> <li>• Displays and contributes in-depth knowledge to strategic planning at the organizational level.</li> <li>• Ensure alignment of strategies across various functional areas to the organization strategy</li> <li>• Defines performance measures to evaluate the success of organization's strategy</li> <li>• Monitors and review strategic plans consistently and takes corrective action to keep plans on track in light of new challenges in the environment</li> <li>• Promotes organization's mission and vision to all relevant stakeholders</li> <li>• Empowers others to deal with complex and ambiguous situations.</li> <li>• Develops and implements risk management.</li> <li>• Achieves agreement or consensus in an adversarial environment</li> </ul>
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved.	<ul style="list-style-type: none"> <li>• Manages multiple projects and balances priorities and conflicts between projects based on broader organizational goals.</li> <li>• Manages risks across multiple projects by examining total resource requirements and assessing impact of projects on the day-to-day operations.</li> <li>• Modifies project approach and budget without compromising the quality of outcomes and the desired results</li> </ul>
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003	<ul style="list-style-type: none"> <li>• Takes ownership of key planning, budgeting and forecasting processes and answers questions related to topics within own responsibility.</li> <li>• Formulates long term financial plans and resource allocations.</li> <li>• Develops and implements systems, procedures and processes in order to improve financial management</li> <li>• Advises on policies and procedures regarding asset control.</li> <li>• Dynamically allocate resources according to internal and external objectives.</li> </ul>
Service Delivery	Must be able to explore and	<ul style="list-style-type: none"> <li>• Formulates and implements new ideas throughout the organization.</li> </ul>

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Innovation	implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goal	<ul style="list-style-type: none"> <li>• Ensures buy-in from key stakeholders</li> <li>• Consults and utilizes international best practices in SDI/</li> <li>• Coaches others on innovation techniques</li> <li>• Inspires service providers to improve delivery of services</li> </ul>
People Management and Empowerment	Must be able to manage and encourage people, optimize their outputs and Effectively manage relationships in order to achieve the municipality's goals.	<ul style="list-style-type: none"> <li>• Analyses ineffective team and work processes and recommends improvement</li> <li>• Recognizes and rewards desired behaviours and results</li> <li>• Mentors and counsels others</li> <li>• Addresses balance between individual career expectations and organizational needs.</li> <li>• Considers developmental needs of personnel when building teams and assigning tasks.</li> <li>• Establishes an environment in which personnel can maximize their potential.</li> </ul>
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> <li>• Coaches others about the importance and application of customer and client knowledge.</li> <li>• Fosters an environment in which customer satisfaction is valued and delivered.</li> <li>• Addresses and resolves high risk high profile stakeholder issues.</li> <li>• Takes advantage of opportunities to learn about stakeholders and brings this information to own functional area.</li> </ul>
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence other to achieve the desired outcomes.	<ul style="list-style-type: none"> <li>• Communicates high risk sensitive matters to all relevant stakeholders</li> <li>• Develops well defined communication strategy</li> <li>• Balances political views with organizational needs which communicating differing view points on complex issues.</li> <li>• Communicates with the media without compromising the integrity of the organization</li> </ul>


  
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## CORE OCCUPATIONAL COMPETENCIES

<p>Knowledge of Performance Management and Reporting</p>	<p>The ability to support the implementation of performance management and reporting in the municipality.</p>	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the legislative framework governing performance management in local government.</li> <li>• Supporting and contributing to the timely preparation, submission and publication of statutory reports including annual report, in-year reporting.</li> <li>• Ability to interpret the performance information.</li> <li>• Advanced knowledge of performance management issues and concepts.</li> <li>• Thorough understanding of reporting requirements</li> </ul>
<p>Competence in policy conceptualization and implementation</p>	<p>Ability to support and contribute to the formulation of policy and by laws as well as ability to implement, manage and oversee the implementation of policy with the area of responsibility</p>	<ul style="list-style-type: none"> <li>• Ability to analyse regulatory frameworks and various models of policy processes.</li> </ul>







16. ANNEXURE C

**PERSONAL DEVELOPMENT PLAN (PDP)**

made and entered into by and between

**KAROO HOOGLAND LOCAL MUNICIPALITY**  
("the employer")

herein represented by

**JAN JOHANNES FORTUIN**  
in his capacity as MUNICIPAL MANAGER

And

**SAREL JACOBUS MYBURGH**

(In his capacity as the DFS)

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## 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 integrated to 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



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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 Annexure C.

(a) Competency assessment instruments, which are dealt with more specifically in Annexure C, 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 Annexure C, 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.

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(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 Plan and the Workplace Skills Plan.
- (d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Annexure C, 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 3 of Annexure C, 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 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 Annexure C: 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.

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legislation]; internal or external training provision, coaching and / or mentoring and exchange programmes, etc.

- (h) The suggested time frames (column 5 of Annexure C) 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 Annexure C, further ensures internalization 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 Annexure C, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.



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17. ANNEXURE C2 : Personal Development Plan of the DFS

SAREL JACOBUS MYBURGH

1 JULY 2021 to 30 JUNE 2022

Skills / Performance Gap ( in order of Priority)	Outcomes Expected (measurable indicators, quantity, quality and time frames)	Suggested training and development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill / development area	Support Person
Financial management	GRAP AFS	GRAP Training				
People management	/					
Communication	/					
Project Management	MSCOA COMPLIANT	PROJECT PRACTICE TRAINING				

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