

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

KOPANONG LOCAL MUNICIPALITY

X T MATWA

(MAYOR)

AND

ME. LEBOHANG YVONNE MOLETSANE

(MUNICIPAL MANAGER)

FOR

FINANCIAL YEAR: 1 JULY 2013 - 30 JUNE 2014

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PERFORMANCE AGREEMENT

ENTERED INTO AND BETWEEN:

The **Kopanong Local Municipality** herein represented by **Hon. X T Matwa** in his capacity as the **Mayor** hereinafter referred to as the Employer or Reporting Officer and **Me. Lebohang Yvonne Moletsane** in her capacity as the **Municipal Manager** Employee of Kopanong Local Municipality

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 Acts 32 of 2000 ("the System 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 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), 4(A), (4B) and (5) of the Systems Acts 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;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;

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- 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. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01 July 2013** and will remain in force until **30 June 2014** 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 anytime 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.

4. PERFORMANCE OBJECTIVES

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

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- 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 and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weighting
- 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 the Employee about the specific performance standard that will be included in the Performance Management System as applicable to the Employee.

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 KPA's (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 (KPA's) and the Core Managerial Competencies (CMC's) respectively.

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- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.2.3 KPA's covering the main areas of work will account for 80% and CMC's will account 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 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 (KPAs) | WEIGHTING % |
|--|-------------|
| Basic Service Delivery | |
| Municipal Institute Development and Transformation | |
| Local Economic Development (LED) | |
| Municipal Financial Viability and Management | |
| Good Governance and Public Participation | |
| Community & Social Development Services | |
| Total | 100% |

- 6.4 The CMCs will make the other 20% of the Employee's assessment score. CMC'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:

| CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES | | |
|---|--|----------|
| CORE MANAGEMENT CRITERIA (CMC) | | WEIGHT % |
| 1. Strategic Capability & Leadership | | |
| 2. Programme & Project Management | | |
| 3. Financial Management (Compulsory) | | |
| 4. Change Management | | |
| 5. Knowledge Management | | |
| 6. Service Delivery Innovation | | |
| 7. Problem Solving & Analysis | | |
| 8. People Management & Empowerment (Compulsory) | | |
| 9. Client Orientation & Customer Focus (Compulsory) | | |
| 10. Communication | | |

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| | | |
|--|----------|---------------------------|
| 11. Honesty & Integrity | | |
| TOTAL | | 100% |
| CORE OCCUPATIONAL COMPETENCY (COC) | ✓ | WEIGHT % |
| 1. Competence in Self Management | | |
| 2. Interpretation of and implementation within the legislation and national policy framework | | |
| 3. Knowledge of developmental local government | | |
| 4. Knowledge of Performance Management & Reporting | | |
| 5. Knowledge of global & South African specific political, social and economic contexts | | |
| 6. Competency on policy conceptualisation, analysis and implementation | | |
| 7. Knowledge of more than one functional municipal fields/discipline | | |
| 8. Skills in mediation | | |
| 9. Skills in governance | | |
| 10. Competence as required by other national line sector departments | | |
| 11. Exceptional and dynamic creativity to improve the functioning of the municipality | | |
| TOTAL | | 100% |

7. EVALUATING PERFORMANCE

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

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

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

7.2 Despite the establishment of 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 IDP.

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7.5 The annual performance appraisal will involve:

7.5.1 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.

7.5.2 Assessment of the CMC's

- (a) Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CMC.
- (c) The applicable assessment rating calculator (refer to Paragraph 6.5.1) must then be used to add the scores and calculate a final CMC score.

7.5.3 Overall Rating

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

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's, CMC's and COC's:

| LEVEL | TERMINOLOGY | DESCRIPTION | RATING |
|-------|--|--|--------|
| 5 | Outstanding Performance | Performance far exceeds the standard expected of an employee at this level. The appraisal indicate 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 | Fully effective | Performance fully meets the standards expected in all | |

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| LEVEL | TERMINOLOGY | DESCRIPTION | RATING |
|-------|--------------------------|--|--------|
| | | 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 | 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 indicate 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. | |
| 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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7.7 For purpose of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established-

- 7.7.1 Executive Mayor / Mayor;
- 7.7.2 Chairperson of the Audit Committee;
- 7.7.3 Ward Committee Member (on a rotational basis), where applicable;
- 7.7.4 Member of the Mayoral Committee; 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 with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

| | |
|----------------|-----------------------------|
| First quarter | : July – September (year) |
| Second quarter | : October – December (year) |
| Third quarter | : January – March (year) |
| Fourth quarter | : April – June (year) |

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.

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.

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9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing development gaps is attached as Annexure A.

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 delegates such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in term of this Agreement; and
- 10.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

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

- 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
- 11.1.4 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 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

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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 A performance bonus of 5% to 14% of inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of least twelve months (12) service at current remuneration package 30 June (end of financial year) subject to a fully effective assessment.
- 12.4 In the case of unacceptable performance, the Employer shall-
 - 12.4.1 Provide systematic remedial of development support to assist the Employee to improve his or her performance; and
 - 12.4.2 After appropriate performance and 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 –
 - 13.1.1 The MEC for Local Government and the Province within thirty (30) days of receipt of a formal dispute from the Employee; or
 - 13.1.2 Any other person appointed by the MEC.
 - 13.1.3 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

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14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be 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.

Thus done and signed at Troupsburg on this the 28 day of 06 (Month) 2013

AS WITNESSES:

1. [Signature]

[Signature]

EMPLOYEE

2. P. Vishwakum

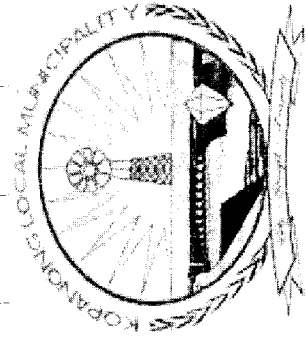
AS WITNESSES:

1. [Signature]

[Signature]

EMPLOYER

2. [Signature]



PERFORMANCE PLAN
MADE AND ENTERED INTO BY AND BETWEEN
KOPANONG LOCAL MUNICIPALITY AS REPRESENTED BY THE
MAYOR
XOLILE THOMAS MATWA
AND
LEBOHANG YVONNE MOLETSANE
MUNICIPAL MANAGER
OF KOPANONG LOCAL MUNICIPALITY FOR
FINANCIAL YEAR 2013 / 2014

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 objects of local government will inform the Municipal Manager performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT

| No | Key performance indicator (Objective/ planned result) | Evidence of performance/ achievement | Target (Date) | Rating (1 – 5) |
|----|--|---|---------------|-------------------|
| 1 | The Mayor has entered into performance agreement with the Municipal Manager | Signed performance agreement. | 31 July 2013 | |
| 2 | The Municipality's should develop OPMS. | Approval of OPMS systems | 30 Sept 2013 | |
| | | Development of PMS policy | Quarterly | |
| | | Review of performance evaluation of Section 56 who are accountable to the Municipal Manager | | |
| | | Mid-year budget and performance assessment report for 2013/2014 submitted to the Mayor. | 25 Jan 2014 | |
| 6 | Municipal Manager should monitor that the Resolution taken by Council and committees are implemented within 10 working days. | Council Resolution register submitted to relevant directors. | Quarterly | |
| 7 | Incoming correspondence and enquiries regarding the Department are attended to within 5 working days | Routine departmental report of the Office of the Municipal Manager. | On going | |

| | | | |
|--------|---|--|-------------|
| 8 | The municipality has an effective internal audit function | Internal Audit charter approved by the Council | 30 Jun 2013 |
| | | Risk based Audit plan for the year approved by the Audit Committee | 31 Dec 2012 |
| | | Internal Audit reports submitted to the Audit Committee. | Quarterly |
| Weight | 20 | Total score achieved for KPA | |

KEY PERFORMANCE AREA: BASIC SERVICE-DELIVERY

| No | Key performance indicator (Objective/planned result) | Evidence of performance/ achievement | Target (date) | Rating (1 – 5) |
|---------------|---|---|-------------------------------------|-------------------|
| 1 | To provide access to water and sanitation in a sustainable manner | Submission of quarterly report to Council on provision of access to basic services. | Quarterly | |
| Weight | | 10 | Total score achieved for KPA | |

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

| No | Key performance indicator (Objective/planned result) | Evidence of performance/ achievement | Rating (1 – 5) | Rating (1 – 5) |
|---------------|--|--|-------------------|-------------------|
| 1 | Promotion of local economic development and create job opportunities | Development of incentive and investment policy | 31 Dec 2013 | |
| 2 | Involvement of local SMME's when awarding contract | Report be submitted through EPWP projects | Quarterly | |
| Weight | | 10 | | |

KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT

| No | Key performance indicator (Objective/planned result) | Evidence of performance/ achievement | Target (date) | Rating (1 – 5) |
|----|---|---|-------------------------------------|-------------------|
| 1 | To improve financial management | <ul style="list-style-type: none"> Monthly unauthorized expenditure Submission of AFS to AG that are GRAP compliance Unbundling of assets Approval of Fraud and anti- corruption strategy | On- going | |
| 3 | Preparation and submission of budget | Approval of Budget to Council | 31 May 2013 | |
| | Weight | 15 | Total Score Achieved per KPA | |

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

| No | Key performance indicator (Objective/planned result) | Evidence of performance/achievement | Target (date) | Rating (1 – 5) |
|---------------|--|--|----------------------------|----------------|
| 1 | Implementation of risk of management policy and strategy | Submission of risk assessment report to Risk Committee. 4 risk committee meetings | Quarterly Quarterly | |
| 2 | Implementation of Anti-corruption strategy | Fraud awareness Campaign | 31 September 2013 | |
| 3 | To provide an oversight on the affairs of the municipality | 1 Oversight committee meeting held and report submitted to Council | 31 March 2013 | |
| 4 | Submission of Annual report to Council AG and Council | Council resolution Acknowledgement letter from AG | 25 Jan 2014 31 Aug 2013 | |
| 5 | Facilitation of IDP processes and to ensure compliance with relevant legislations and policies | Process plan submitted to Council for adoption Alignment of SDBIP, IDP and Budget | 31 August 2013 | |
| Weight | 25 | Total score achieved for KPA | | |

CORE COMPETENCY REQUIREMENTS

| No | Core managerial competency | Weight | Description/definition | Rating (1 – 5) |
|------------------------|---------------------------------------|-----------|--|----------------|
| 1 | Financial management | 20 | Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices | |
| 2 | People management and empowerment | 15 | Manages and encourages people, optimises their outputs and effectively manages relationships | |
| 3 | Client orientation and customer focus | 15 | Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice | |
| 4 | Strategic capability and leadership | 10 | Provides a vision, sets the direction for the administration and inspires others to deliver on the Municipality's mandate. | |
| 5 | Problem solving and analysis | 10 | Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions | |
| 6 | Communication | 5 | Keeps subordinates and superiors and external stakeholders informed of all matters relevant to them, informs them of the reasons for decisions and sets the example by “walking the talk”. | |
| 7 | Honesty and integrity | 5 | Displays and builds the highest standards of ethical and moral conduct | |
| Total weighting | | 80 | Total score achieved for managerial competencies | |

| No | Core occupational competency | Weight | Description/definition | Rating (1 – 5) |
|-----------------|---|--------|---|----------------|
| 8 | Interpretation of and implementation of legislation | 5 | Knowledge of the legislation and policies applicable to local government and the position and the ability to apply such legislation and policies to the work situation. | |
| 9 | Competence in policy conceptualization, analysis and implementation | 5 | The ability to draft and implement a policy due to the arriving at a concept or a generalization as a result of seeing things, experiencing things, being informed of something as well as the ability to analyse, comprehend and implement a policy drafted by somebody else. | |
| 10 | Skills in mediation/conflict resolution | 5 | The ability to assist two (or more) disputants in reaching an agreement | |
| 11 | Skills in governance | 5 | Consistent application of the principles of good governance (including honesty, integrity, openness, transparency, performance orientation, accountability, mutual respect and commitment to the Municipality) in management practice, policies, processes and decision-making. | |
| Total weighting | | 25 | Total score achieved for occupational competencies | |

AGREEMENT ON PERFORMANCE PLAN FOR THE PERIOD 2013 TO 2014



Signed and accepted by: Municipal Manager

Name: LEBONHANGA YONNE MAFESANE

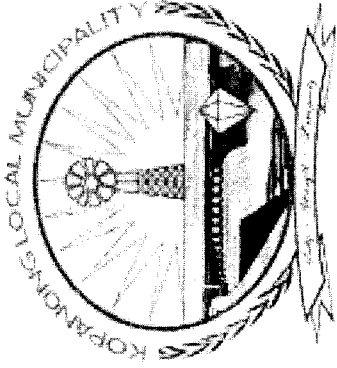
Date: 22/06/2013



Signed by: The Mayor on behalf of the Council

Name: XOLILE THOMAS MAFELA

Date: 22/06/2013



PERSONAL DEVELOPMENT PLAN

MADE AND ENTERED INTO BY AND BETWEEN:

KOPANONG LOCAL MUNICIPALITY:

AS REPRESENTED BY THE MAYOR

XOLILE THOMAS MATWA

AND

LEBOHANG YVONNE MOLETSANE

MUNICIPAL MANAGER

FOR THE

FINANCIAL YEAR : (1 JULY 2013-30 JUNE 2014)

| 1.Skill/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 | March | Appraisal of managers reporting to him/her | Senior Manager: Training |

LEARNING AREA

| <u>Nr</u> | <u>Learning Area</u> |
|-----------|---|
| 1. | Language, Literacy and Communication |
| 2. | Mathematical Literacy, Mathematics and Mathematical Science |
| 3. | Human and Social Sciences |
| 4. | Natural Sciences |
| 5. | Technology |
| 6. | Arts and Culture |
| 7. | Economic and Management Sciences |
| 8. | Life Orientation |

DEFINITIONS:

“Higher, further and General Education and Training” refers to:

| National Qualification Framework level | Levels | <u>TYPES OF QUALIFICATIONS AND CERTIFICATES</u> |
|--|---|---|
| 8 | HIGHER EDUCATION AND TRAINING | Doctorates |
| 7 | | Further Research Degree |
| | | Higher Degrees |
| 6 | | Professional Qualifications |
| | | First Degrees |
| | | Higher Diplomas |
| 5 | | Diplomas |
| | | Occupational Certificates |
| FURTHER EDUCATION AND TRAINING CERTIFICATES | | |
| 4 | FURTHER EDUCATION AND TRAINING | School/College/Training Certificates |
| | | Mix of units from all |
| 3 | | School/College/Training Certificates |
| | | Mix of units from all |
| 2 | | School/College/Training Certificates |
| | | Mix of units from all |

GENERAL EDUCATION AND TRAINING CERTIFICATES

| 1 | GENERAL EDUCATION AND TRAINING | Phase Phase Senior Phase Intermediate Foundation | ABET level 4 ABET level 3 ABET level 2 ABET level 1 |
|---|--------------------------------------|--|--|
|---|--------------------------------------|--|--|

Employee's Signature: W. Weber

Signature: Supervisor: G. G. G.