ANNEXURE E

DEPARTMENTAL HUMAN RESOURCE PLAN

Human Resource Planning means ensuring that the RIGHT NUMBERS and the TYPES OF PEOPLE are available to apply the RIGHT SKILLS AND COMPETENCIES needed to realize Strategic Business Plans.

This process depends on the availability of well formulated strategic plan and well designed organisational structure. Without these two important instruments, Human Resource Planning becomes very difficult if not totally impossible.

Human Resource Planning ensures that:-

- A department's quality and quantity staff required is obtained.
- Optimum use of its human resource is maintained.
- The department is enable to anticipate and manage surpluses and shortages of staff.
- The development of a multi-skilled representatives and flexible workforce that will enable the department to adapt rapidly to changing operational environment is attained.

Furthermore, the success of Human Resource Planning will also depends on the establishment/ development of JOB PROFILES (i.e. clearly defined tasks, competencies and skills required by a particular job) as well as WORKFORCE PROFILES (i.e. the competencies and skills as possessed by the current workforce).

Job profiles as well as workforce profiles enables any organisation to determine gaps relating to skills, undersupply and over supply of staff.

Such gaps will therefore be addressed through the development of Workplace Skills Plan, Recruitment/EE Plan and Succession Plan.

In the light of a brief synopsis given above, the department has therefore conducted an audit with a view to obtain information that will facilitate the development of a comprehensive HRP. The outcome of the survey are as follows:-

DEPARTMENTAL JOB PROFILES

			COMPETENCY PROFILE	
JOB CATEGORY	JOB LEVEL	JOB OUTPUTS	KEY COMPETENCIES	APPOINTMENT REQUIREMENT
Superintendent General	16	Provide support for Cabinet processesFacilitate	KNOWLEDGE Expert in more than one functional	QUALIFICATIONS Tertiary qualification plus training and courses in
		interdepartmental/ inter provincial co-ordination	field/discipline such as:	Management practices depending on the area of utilisation.
		of policy making and the resolution of policy conflict	TrainingHR mattersFinance	EXPERIENCE
		 Advise Minister/Premier/ MEC on policy matters 	 Technical standards/procedures 	- Tertiary qualifications: More than ten years.
		Responsive to the Minister/ Premier/ MEC		
		policy, information support requirements and priority	Planning and organizingComputerManagerial functions	
		 Consult other departments/ provincial administration in respect of strategic initiatives, resource management 	❖ GAAP	
		and service delivery Contribute to a	Expert skills such as:	
		constructive relationship between depart- ments/provincial administra-	 Analytical thinking Research Computer utilization Policy formulation and 	
		tions	implementation	
		 Ensure intergration among key resource strategies and their alignment with medium 	that Performance standards remains adequate and that responsibilities are adhered to	
		term expenditure framework	within budget limits Adaptability during changes to	
		Accountable for departments/	meet the Goals ❖ Strategic management	

Senior General Manager:	15	provincial administrations conduct and performance and ensure that: Accountabilities are clearly specified and formally delegated Appropriate internal controls and reporting systems are established and maintained Management of information systems Provide timely and accurate information Assurance arrangements appropriate to the depart-ments/provincial administration systems that are implemented Usable information on the business and functions of the department provincial admini-stration is available to clients and public All lawful requirements i.t.o ministerial directives, cabinet decisions, etc. are compiled with	COMMUNICATION Provide/obtain sensitive information requiring tact and diplomacy Public appearances and debating Complex notes/memos/ letters Cabinet memoranda Management reports Complex financial reports Sensitive press releases Complex legal documents Advanced presentation/ public speaking skills Advanced motivation skills Advanced influencing skills Advanced influencing skills CREATIVITY Exceptional creativity is required to develop completely new methods policies/understanding	QUALIFICATIONS
Tourism and Environment	13	Cabinet processes Facilitate interdepartmental/ inter provincial co-ordination of policy making and the resolution of policy	Expert in more than one functional field/discipline such as: Training HR matters	Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE

fl: -+	• Finance	
conflict	❖ Finance	Tartiana analisiantiana Manathan tan mana
 Advise Minister/Premier/ 	❖ Technical	- Tertiary qualifications: More than ten years.
MEC on Tourism and	standards/procedures	
Environmental Affairs	 Needs and priorities of 	
Responsive to the	stakeholders	
Minister/Premier/ MEC	Planning and organizing	
policy, information	❖ Computer	
support requirements	Managerial functions	
and priority	❖ GAAP	
Consult other		
departments/ provincial	<u>SKILLS</u>	
administration in respect	Expert skills such as:	
of strategic initiatives,		
resource management	Analytical thinking	
and service delivery	Research	
Contribute to a	 Computer utilization 	
constructive relationship	 Policy formulation and 	
between depart-	implementation	
ments/provincial	 Conflict management to ensure 	
administra-	that Performance standards	
tions	remains adequate and that	
Ensure intergration	responsibilities are adhered to	
among key resource	within budget limits	
strategies and their	 Adaptability during changes to 	
alignment with medium	meet the Goals	
term expenditure	 Strategic management 	
framework	· · · · · · · · · · · · · · · · · · ·	
❖ Accountable for		
departments/ provincial	COMMUNICATION	
administration conduct	<u> </u>	
and performance and	 Provide/obtain sensitive 	
ensure that:	information requiring tact and	
Accountabilities are	diplomacy	
clearly	 Public appearances and 	
specified and formally	debating	
delegated	 Complex notes/memos/ letters 	
Appropriate internal	 Complex notes/memos/ letters Cabinet memoranda 	
controls	Cabillet memorandaManagement reports	
and reporting systems are	Complex financial reports	
established and	 Complex infancial reports Sensitive press releases 	
maintained	 Complex legal documents 	
Management of	 Advanced presentation/ public 	

		information systems Provide timely and accurate information Assurance arrangements appropriate to the depart-ments/provincial administration systems are implemented Usable information on the business and functions of the department/ provincial administration is available to clients and public All lawful requirements i.t.o ministerial directives, cabinet decisions, etc. are compiled with Develop strategies for	
Senior General Manager: Economic Develop- ment	15	Tourism and Environmental Management Provide support for Cabinet processes Facilitate interdepartmental/ inter provincial co-ordination of policy making and the resolution of policy conflict Advise Minister/Premier/ MEC policy, information support requirements and priority Consult other departments/ provincial Tertiary qualification plus training and command management practices depending on the utilisation. Tertiary qualification plus training and command management practices depending on the utilisation. Tertiary qualification plus training and command management practices depending on the utilisation. Tertiary qualification plus training and command management practices depending on the utilisation. Tertiary qualification plus training and command management practices depending on the utilisation. * Training * HR matters * Finance * Technical standards/procedures * Needs and priorities of stakeholders * Planning and organizing * Computer * Managerial functions * GAAP	e area of

	administration in respect	SKILLS
	of strategic initiatives,	Expert skills such as:
	resource management and service delivery	 Analytical thinking
	Contribute to a	• Research
	constructive relationship	 Computer utilization
	between depart-	 Policy formulation and
	ments/provincial	implementation
	administra-	 Conflict management to ensure
	tions tions intergration	that Performance standards
	Ensure intergration among key resource	remains adequate and that responsibilities are adhered to
	strategies and their	within budget limits
	alignment with medium	 Adaptability during changes to
	term expenditure	meet the Goals
	framework	 Strategic management
'	Accountable for	COMMUNICATION
	departments/ provincial administrations conduct	COMMUNICATION
	and performance and	 Provide/obtain sensitive
	ensure that:	information requiring tact and
	 Accountabilities are 	diplomacy

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provincial

clearly specified formally delegated

controls and reporting systems are established

timely

to

Appropriate

Management

appropriate

administra-

implemented

functions

department/

Provide

tion

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and maintained

information systems

accurate informationAssurance arrangements

depart-ments/provincial

systems

Usable information on

business

of

CREATIVITY

and Public appearances and

Cabinet memoranda

Management reports

speaking skills

Complex financial reportsSensitive press releases

Complex legal documents

Advanced motivation skillsAdvanced negotiation skills

Advanced influencing skills

❖ Advanced presentation/ public

Complex notes/memos/ letters

debating

 Exceptional creativity is required to develop completely new methods policies/understanding

		administration is available to clients and public All lawful requirements i.t.o ministerial directives, cabinet decisions, etc. are compiled with Tourism Management		
		Environmental Management		
Senior General Manager:	15	Provide support for	KNOWLEDGE	QUALIFICATIONS
Provincial Treasury		Cabinet processes Facilitate interdepartmental/ inter provincial co-ordination of policy making and the resolution of policy conflict Advise Minister/Premier/ MEC on Treasury matters Responsive to the Minister/ Premier/ MEC policy, information support requirements and priority Consult other departments/ provincial administration in respect of strategic initiatives, resource management and service delivery Contribute to a constructive relationship between depart- ments/provincial administra- tion Intergration among key resource strategies and their alignment with medium	Expert in more than one functional field/discipline such as: Training HR matters Finance Technical standards/procedures Needs and priorities of stakeholders Planning and organizing Computer Managerial functions GAAP SKILLS Expert skills such as: Analytical thinking Research Computer utilization Policy formulation and implementation Conflict management to ensure that Performance standards remains adequate and that responsibilities are adhered to within budget limits Adaptability during changes to	Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE - Tertiary qualifications: More than ten years. STATUTORY REQUIREMENTS Registration with the institute for Chartered Accountants of SA, where applicable.

term expenditure	meet the Goals
framework	❖ Strategic management
❖ Accountable for	
departments/ provincial	COMMUNICATION
administration conduct	
and performance and	❖ Provide/obtain sensitive
ensure that:	information requiring tact and
Accountabilities are	
clearly	 Public appearances and
specified and formally	debating
delegated	❖ Complex notes/memos/ letters
Appropriate internal	
controls	 Management reports
and reporting systems are	 ❖ Complex financial reports
established and	
maintained	 Complex legal documents
→ Management of	
Provincial financial	
systems	 ❖ Advanced motivation skills
⇒ Provide timely and	
accurate information	 ❖ Advanced negotiation skills ❖ Advanced influencing skills
	=
appropriate to the	
depart-ments/provincial	CREATIVITY
	A Eventional creativity is
administration systems	
are implemented	required to develop completely
❖ Usable information on	
the business and	
functions of the	
department/ provincial	
administration is	
available to clients and	
public	
❖ All lawful requirements	
i.t.o ministerial	
directives, cabinet	
decisions, etc. are	
compiled with	
❖ Advise provincial	
departments on the	
implementation of PFMA	
Ensure closure of books	

		in the Province		
Senior General Manager:	15	❖ Provide support for	KNOWLEDGE	QUALIFICATIONS
(Chief Financial Officer)		Cabinet processes		
,		❖ Facilitate departmental	Expert in more than one functional	Tertiary qualification plus training and courses in
		co- ordination of policy	field/discipline such as:	Management practices depending on the area of
		making and the		utilisation.
		resolution of policy	❖ Training	
		conflict	❖ HR matters	EXPERIENCE
		❖ Advise MEC/HOD on	❖ Finance	
		financial matters	 Technical standards/proce- 	- Tertiary qualifications: More than ten years.
		Responsive to the	dures	
		Minister/ Premier/ MEC	 Needs and priorities of 	
		policy, information	stakeholders	STATUTORY PROVISION
		support requirements	 Planning and organizing 	
		and priority	 Computer 	Registration with the Institute for Chartered
		Consult other	 Managerial functions 	Accountants SA, where applicable.
		departments/ provincial	❖ GAAP	
		administration in respect		
		of strategic initiatives,	<u>SKILLS</u>	
		resource management	Expert skills such as:	
		and service delivery		
		❖ Contribute to a		
		constructive relationship		
		between depart-	 Computer utilization 	
		ment and Treasury	 Policy formulation and 	
		Ensure intergration	•	
		among key resource		
		strategies and their		
		alignment with medium	remains adequate and that	
		term expenditure	responsibilities are adhered to	
		framework	within budget limits	
		❖ Accountable for the	 Adaptability during changes to 	
		department's conduct		
		and performance and	 Strategic management 	
		ensure that:		
		Accountabilities are	COMMUNICATION	
		clearly	• Duraida/aldais sees 22	
		specified and formally	❖ Provide/obtain sensitive	
		delegated	information requiring tact and	
		Appropriate internal	diplomacy	
		controls	 Public appearances and 	
		and reporting systems are	debating	

	established and	 Complex notes/memos/ letters 	
	maintained	 Cabinet memoranda 	
	Management of	 Management reports 	
	departmental Financial	 Complex financial reports 	
	Systems	 Sensitive press releases 	
	Provide timely and	 Complex legal documents 	
	accurate information on	 Advanced presentation/ public 	
	departmental budget	speaking skills	
	 Assurance arrangements 	 Advanced motivation skills 	
	appropriate to the	 Advanced negotiation skills 	
	depart-ments/provincial	 Advanced influencing skills 	
	administra-	j	
	tion systems are	CREATIVITY	
	implemented		
	Usable information on	 Exceptional creativity is 	
	the business and	required to develop completely	
	functions of the	new methods	
	department/ is available	policies/understanding	
	to clients and public	pondies, and erstanding	
	❖ All lawful requirements		
	i.t.o ministerial		
	directives, cabinet		
	decisions, etc. are		
	compiled with		
	· 2010.0p/aage aa		
	co-ordinate departmental		
	budget ❖ Ensure closure of books		
Caraval Managan 14	in the department	WHOW! FROF	OUAL TETCATTONIC
General Manager 14	Manage all activities in	KNOWLEDGE	QUALIFICATIONS
Corporate Services	such a way that all	We have been belonged at	To the constraint of the control of
	organizational goals are	Very deep knowledge of a wide	Tertiary qualification plus training and courses in
	achieved in the most	range of activities are such as:	Management practices depending on the area of
	effective manner		utilisation.
	including redirecting	❖ Training	
	resources if necessary	❖ HR matters	EXPERIENCE
	 Determine all types of 	❖ Finance	
	policy in the organization	 Technical standards/proce- 	- Tertiary qualifications: More than ten years.
	within his/her power of	dures	
	authority	 Needs and priorities of 	
	Executive advisory	stakeholders	
	commit-ments	Planning and organizing	

		 Formulate policies which windepartment successfully fulfill in delivering ser the community Determine the effective procedures and to achieve organ 	I enable to to its role vices to most work, methods	 Computer Managerial functions GAAP SKILLS Advanced skills such as: Analytical thinking Research Computer utilization 	
		goals Compile budge manage p activities respons but within bu constraints The	ersonnel sible for udgetary	 Conflict management Financial management to ensure that performance standards remain adequate and that those responsibilities are adhered to within budget limits 	
		provisioning utilization of p by means of and fair labour p in order to organizational go Represent	ersonnel effective oractices achieve	 Adaptability during changes to meet the Goals Strategic management Change/diversity management 	
		_	ormation		
General Manager:	14	services Organise all acti	vities in	KNOWLEDGE	QUALIFICATIONS
Environmental Affairs		such a way organizational go achieved in th effective	that all value and the most remainer directing sary	Very deep knowledge of a wide range of activities are such as: Training HR matters Finance	Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE
		policy in the orga within his/her p	nization 🕴	 Trimance Technical standards/procedures 	- Tertiary qualifications: More than ten years.

authority	❖ Needs and priorities of
Liaise with other	stakeholders
institutions and	❖ Planning and organizing
individuals and execute	★ Computer
commitments with	❖ Managerial functions
regard to environmental	◆ GAAP
affairs	
Executive advisory	SKILLS
commit-ments	Advanced skills such as:
Formulate strategic	
policies which will enable	❖ Analytical thinking
department/	Research
Province to successful	Computer utilization
fulfill	Conflict management
its role in delivering	❖ Financial management to
services to the	ensure that performance
	standards remain adequate
community Determine the most	and that those responsibilities
effective work,	are adhered to within budget
procedures and methods	limits
to achieve organizational	❖ Adaptability during changes to
goals	meet the Goals
Compile budget and	❖ Strategic management
manage personnel	❖ Change/diversity management
activities responsible for	
but within budgetary	
constraints	
The effective	
provisioning and	
utilization of personnel	
by means of effective	
and fair labour practices	
in order to achieve	
organizational goals	
• Represent the	
department/	
administration in high	
level committees	
 Manage regulatory 	
Environmental Affairs	
Biodiversity management	

	 Environmental I Management Intergrated Pollution Waste Management 	and	
General Manager: Tourism	including redir resources if necessary. Determine all type policy in the organic within his/her power authority. Liaise with institutions individuals and excommitments regard to to matters. Executive accommitments. Formulate strepolicies which will department/Province to successfulfill its role in delivering services to community. Determine the effective procedures and meto achieve organization goals. Compile budget manage per activities responsible but within bud constraints.	Very deep knowledge of a wide range of activities are such as: Training HR matters Finance Technical Standards/procedures Needs and priorities of stakeholders Planning and organizing Computer Managerial functions GAAP SKILLS Advanced skills such as: Analytical thinking Research Computer utilization Conflict management Financial management to ensure that performance standards remain adequate and that those responsibilities are adhered to within budget limits Adaptability during changes to meet the Goals Strategic management Change/diversity management	QUALIFICATIONS Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE - Tertiary qualifications: More than ten years.

		provisioning and utilization of personnel by means of effective and fair labour practices in order to achieve organizational goals Represent the department/ administration in high level committees Management of Provincial Parks Promote tourism development		
General Manager: Economic Advisory	14	 Organise all activities in such a way that all organizational goals are achieved in the most effective manner including redirecting resources if necessary Determine all types of policy in the organization within his/her power of authority Liaise with other institutions and individuals and execute commitments with regard to economic matters Executive advisory commit-ments Formulate strategic policies which will enable departments to successfully fulfill their role in delivering of services to the community Determine the most effective work, 	Very deep knowledge of a wide range of activities are such as: Training HR matters Finance Technical standards/procedures Needs and priorities of stakeholders Planning and organizing Computer Managerial functions GAAP SKILLS Advanced skills such as: Analytical thinking Research Computer utilization Conflict management to ensure that performance standards remain adequate	QUALIFICATIONS Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE - Tertiary qualifications: More than ten years.

		procedures and methods to achieve organizational goals Compile budget and manage personnel activities responsible for but within budgetary constraints The effective provisioning and utilization of personnel by means of effective and fair labour practices in order to achieve organizational goals Represent the department/ administration in high level committees Manage the implementation of PGDS	and that those responsibilities are adhered to within budget limits Adaptability during changes to meet the Goals Strategic management Change/diversity management Economics	
General Manager: Provincial Treasury	14	 ❖ Organise all activities in such a way that all organizational goals are achieved in the most effective manner including redirecting resources if necessary ❖ Determine all types of policy in the organization within his/her power of authority ❖ Liaise with other institutions and individuals and execute commitments with regard to Treasury matters ❖ Executive advisory commitments ❖ Formulate strategic 	 KNOWLEDGE Very deep knowledge of a wide range of activities are such as: Training HR matters Finance Technical standards/procedures Needs and priorities of stakeholders Planning and organizing Computer Managerial functions GAAP SKILLS Advanced skills such as: 	QUALIFICATIONS Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE - Tertiary qualifications: More than ten years. STATUTORY REQUIREMENTS Registration with the Institute for Chartered Accountants SA, where applicable

		policies which will enable provincial departments to successfully fulfill their role in delivering services to the community Determine the most effective work, procedures and methods to achieve organizational goals Compile and manage provincial budget The effective provisioning and utilization of personnel by means of effective and fair labour practices in order to achieve organizational goals Represent the department/ administration in high level committees Advise provincial departments on the implementation of PFMA Ensure closure of books in the Province	 Analytical thinking Research Computer utilization Conflict management Financial management to ensure that performance standards remain adequate and that those responsibilities are adhered to within budget limits Adaptability during changes to meet the Goals Strategic management Change/diversity management 	
General Manager: Procurement Services	14	 Organise all activities in such a way that all organizational goals are achieved in the most effective manner including redirecting resources if necessary Determine all types of policy in the organization within his/her power of authority Liaise with other institutions and individuals and execute 	Very deep knowledge of a wide range of activities are such as: ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Managerial functions	QUALIFICATIONS Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE - Tertiary qualifications: More than ten years. STATUTORY REQUIREMENTS Registration with the Institute for Chartered

Conjor Managory		commitments with regard to Tender Board matters Executive advisory commitments Formulate strategic policies which will enable provincial departments to successfully fulfill their role in delivering a services to the community Determine the most effective work, procedures and methods to achieve organizational goals Compile and manage the Directorate's Budget The effective provisioning and utilization of personnel by means of effective and fair labour practices in order to achieve organizational goals Represent the department/ administration in high level committees Provide support for Cabinet process. Manage evaluation and awarding of tenders in the province.	 ❖ GAAP SKILLS Advanced skills such as: ❖ Analytical thinking ❖ Research ❖ Computer utilization ❖ Financial management to ensure that performance standards remain adequate and that those responsibilities are adhered to within budget limits ❖ Adaptability during changes to meet the Goals ❖ Strategic management ❖ Change/diversity management ❖ Law of contracts 	Accountants SA, where applicable.
Senior Manager: Corporate and	13	 Organise all activities in such a way that all 	KNOWLEDGE	QUALIFICATIONS
Transformation Services		organizational goals are achieved in the most effective manner including redirecting	Very deep knowledge of a wide range of activities are such as: Training	Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.
		resources if necessary	❖ HR matters	EXPERIENCE

*	 Determine all types of 	❖ Finance	
	policy in the organization		- Tertiary qualifications: More than ten years.
	within his/her power of	dures	,
	authority	 Needs and priorities of 	
	•	stakeholders	STATUTORY REQUIREMENTS
	institutions and	 Planning and organizing 	-
	individuals and execute	❖ Managerial functions	Registration with the Institute for Chartered
	commitments with	❖ GAAP	Accountants SA, where applicable
	regard to Corporate		
	Services	SKILLS	
*	Executive advisory commitments	Advanced skills such as:	
•	 Formulate strategic 	 Analytical thinking 	
	policies which will enable	❖ Research	
	the department to	 Computer utilization 	
	successfully fulfill its role	❖ Conflict management	
	in delivering services to		
	the community	ensure that performance	
	Determine the most	standards remain adequate	
	effective work,	and that those responsibilities	
	procedures and methods	are adhered to within budget	
	to achieve organizational	limits	
	goals	 Adaptability during changes to 	
	 Compile and manage 	meet the Goals	
	provincial	 Strategic management 	
	• The effective	 Change/diversity management 	
	provisioning and		
	utilization of personnel		
	by means of effective		
	and fair labour practices		
	in order to achieve		
	organizational goals		
*			
	department in high level		
	committees		
*			
	transformation		
	programmes in the		
	department		
*			
	HR		
	 Manage and co-ordinate 		

	*	Labour Relation matters Provide legal services to the department		
Senior Manager: Security and Risk Management Services	13 *	such a way that all organizational goals are achieved in the most effective manner including redirecting resources if necessary Determine all types of policy in the organization within his/her power of authority Liaise with other institutions and individuals and execute commitments with regard to Security and Risk Management Services Executive advisory commit-ments Formulate strategic policies which will enable the department to successfully fulfill its role in delivering services to the community Determine the most effective work, procedures and methods to achieve organizational goals Compile and manage the Directorate's Budget.	Very deep knowledge of a wide range of activities are such as: Training HR matters Finance Technical standards/procedures Needs and priorities of stakeholders Planning and organizing Computer Managerial functions GAAP SKILLS Advanced skills such as: Analytical thinking Research Computer utilization Conflict management Financial management to ensure that performance standards remain adequate and that those responsibilities are adhered to within budget limits Adaptability during changes to meet the Goals Strategic management Change/diversity management	QUALIFICATIONS Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE - Tertiary qualifications: More than ten years. STATUTORY REQUIREMENTS Registration with the Institute for Chartered Accountants SA, where applicable.

		in order to achieve organizational goals Represent the department/ administration in high level committees Provide security management on Information Technology Physical security management Provide investigation services		
Senior Manager: Communication Services	13	 ❖ Organise all activities in such a way that all organizational goals are achieved in the most effective manner including redirecting resources if necessary ❖ Determine all types of policy in the organization within his/her power of authority ❖ Liaise with other institutions and individuals and execute commitments with regard to Communication Services 	Very deep knowledge of a wide range of activities are such as: Training HR matters Finance Technical standards/procedures Needs and priorities of stakeholders Planning and organizing Computer Managerial functions GAAP	QUALIFICATIONS Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE - Tertiary qualifications: More than ten years. STATUTORY REQUIREMENTS Registration with the Institute for Chartered Accountants SA, where applicable.
		 Executive advisory commit-ments Communicate strategic policies which will enable the department to successful fulfill its role Determine the most effective work, procedures and methods to achieve organizational 	SKILLS Advanced skills such as: ❖ Analytical thinking ❖ Research ❖ Computer utilization ❖ Conflict management ❖ Financial management to ensure that performance standards remain adequate	

	Direct The proviutilize by and in orga Repridepation comitions in the comments of the comments	pile and manage the ctorate's Budget. effective risioning and ration of personnel means of effective fair labour practices order to achieve inizational goals resent the artment in high level mittees ride public relations see department	and that those responsibilities are adhered to within budget limits Adaptability during changes to meet the Goals Strategic management Change/diversity management	
Senior Manager: Strategic Operations	such orga achie effect inclu resort vithi auth Liaise instit indivicomi regal plant Form polici the succe in determined the control of the co	eved in the most ctive manner uding redirecting urces if necessary ermine all types of cy in the organization in his/her power of nority ewith other tutions and viduals and execute mitments with ord to strategic ning cutive advisory mit-ments nulate strategic cies which will enable department to ressfully fulfill its role lelivering services to community ermine the most	 KNOWLEDGE Very deep knowledge of a wide range of activities are such as: Training HR matters Finance Technical standards/procedures Needs and priorities of stakeholders Planning and organizing Computer Managerial functions GAAP SKILLS Advanced skills such as: Analytical thinking Research Computer utilization Conflict management to ensure that performance standards remain adequate 	QUALIFICATIONS Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE - Tertiary qualifications: More than ten years. STATUTORY REQUIREMENTS Registration with the Institute for Chartered Accountants SA, where applicable

	procedures and methods	and that those responsibilities	
	to achieve organizational	are adhered to within budget limits	
	goals		
	❖ Compile budget and		
	manage personnel	meet the Goals	
	activities responsible for		
	but within budgetary	 Change/diversity management 	
	constraints		
	 Exercise control over all 		
	functions and personnel		
	uder his/her supervision,		
	in order to determine if		
	organizational goals are		
	achieved and taking		
	corrective actions if		
	deemed necessary		
	The effective		
	provisioning and		
	utilization of personnel		
	by means of effective		
	and fair labour practices		
	in order to achieve		
	organizational goals		
	Represent the		
	department in high level		
	committees		
	 Develop, facilitate, 		
	monitor and evaluate		
	departmental		
	management plan		
	❖ Prepare departmental		
	annual report		
	❖ Facilitate Economic		
	Cluster programmes		
Senior Manager: MEC's 13	 Organise all activities in 	KNOWLEDGE	QUALIFICATIONS
Office	such a way that all		(
	organizational goals are		Tertiary qualification plus training and courses in
	achieved in the most		Management practices depending on the area of
	effective manner	J	utilisation.
	including redirecting	❖ Training	
	resources if necessary	❖ HR matters	EXPERIENCE
	❖ Determine all types of		
	v Determine all types of	. ★ Linguce	

policy in the organization	❖ Technical	- Tertiary qualifications: More than ten years.
		- reruary qualifications. More triair terr years.
within his/her power of		
authority	❖ Needs and priorities of	CTATUTORY REQUIREMENTS
Liaise with other		STATUTORY REQUIREMENTS
institutions and	Planning and organizing	
individuals and execute		Registration with the Institute for Chartered
commitments with	 Managerial functions 	Accountants SA, where applicable
regard to public	❖ GAAP	
appearance		
Executive advisory	<u>SKILLS</u>	
commitments	Advanced skills such as:	
❖ Formulate strategic		
policies which will enable	 Analytical thinking 	
the MEC's Office to		
successfully fulfill its role		
in delivering services to	 Conflict management 	
the community	 Financial management to 	
Determine the most	ensure that performance	
effective work,	standards remain adequate	
procedures and methods	and that those responsibilities	
to achieve organizational	are adhered to within budget	
goals	limits	
 Compile budget and 	 Adaptability during changes to 	
manage personnel	meet the Goals	
activities responsible for		
but within budgetary	 Change/diversity management 	
constraints	change, arrender, management	
 Exercise control over all 		
functions and personnel		
under his/her		
supervision, in order to		
determine if		
organizational goals are		
achieved and taking		
corrective actions if		
deemed necessary		
The effective		
provisioning and		
utilization of personnel		
by means of effective		
and fair labour practices		
in order to achieve		

	organizational goals Represent the department in high level committees Manage appointments of the MEC Co-ordinate Parliamentary work in the MEC's Office. Provide communication		
	 services		
Senior Manager: Financial Management	 Organise all activities in such a way that all organizational goals are achieved in the most effective manner including redirecting resources if necessary Determine all types of policy in the organization within his/her power of authority Liaise with other institutions and individuals and execute commitments with regard to financial management Executive advisory commitments Formulate strategic policies which will enable the department/Province to successfully fulfill its role in delivering services to the community Determine the most effective work, procedures and methods 	Very deep knowledge of a wide range of activities are such as: Training HR matters Finance Technical standards/procedures Needs and priorities of stakeholders Planning and organizing Computer Managerial functions GAAP SKILLS Advanced skills such as: Analytical thinking Research Computer utilization Conflict management Financial management to ensure that performance standards remain adequate and that those responsibilities are adhered to within budget	QUALIFICATIONS Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE - Tertiary qualifications: More than ten years. STATUTORY REQUIREMENTS Registration with the Institute for Chartered Accountants SA, where applicable
	to achieve organizational goals	limits Adaptability during changes to	

	❖ Compile budget	meet the Goals	
		 Strategic management 	
		 Change/diversity management 	
	under his/her	anange, an ereit, management	
	supervision, in order to		
	determine if		
	organizational goals are		
	achieved and taking		
	corrective actions if		
	deemed necessary		
	provisioning and		
	utilization of personnel		
	by means of effective		
	and fair labour practices		
	in order to achieve		
	organizational goals		
	❖ Represent the		
	department in high level		
	committees		
	Monitor revenue		
	collection		
	❖ Provide asset		
	management and		
	internal audit		
	 Monitor and co-ordinate 		
	taxation policy		
	 Cash flow management 		
	❖ Public Dept.		
	Management		
	 Monitor compliance with 		
	PFMA		
	 Reconciliation 		
	Banking and cash		
	management		
	 Bookkeeping 		
	 Systems Development 		
	and management		
	PPP and restructuring		
	capital appraisal		
Senior Manager: 13	 Organise all activities in 	KNOWLEDGE	QUALIFICATIONS
Environmental :	such a way that all		

(Regulatory Services)	organizational goals are achieved in the most effective manner including redirecting resources if necessary Determine all types of policy in the organization within his/her power of authority Liaise with other	Very deep knowledge of a wide range of activities are such as: Training HR matters Finance Technical standards/procedures Needs and priorities of stakeholders	Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE - Tertiary qualifications: More than ten years.
	institutions and individuals and execute commitments with regard to Regulatory Services	 Planning and organizing Computer Managerial functions GAAP 	STATUTORY REQUIREMENTS Registration with the Institute for Chartered Accountants SA, where applicable
	Executive advisory commit-mentsFormulate strategic	SKILLS Advanced skills such as:	
	policies which will enable the department/Province to successfully fulfill its role in delivering services to the community	 Analytical thinking Research Computer utilization Conflict management Financial management to ensure that performance 	
	 Determine the most effective work, procedures and methods to achieve organizational goals 	standards remain adequate and that those responsibilities are adhered to within budget limits Adaptability during changes to	
	 Compile budget and mange personnel activities responsible for but within budgetary constraints 	meet the Goals ❖ Strategic management ❖ Change/diversity management	
	Exercise control over all functions and personnel under his/her supervision, in order to determine if organizational goals are achieved and taking corrective actions if		

		deemed necessary The effective provisioning and utilization of personnel by means of effective		
		and fair labour practices in order to achieve organizational goals		
		 Represent the department in high level committees 		
		Cites and permits managementHunting regulations		
		Manage regulatory enforcement		
Senior Manager: Environmental	13	 Organise all activities in such a way that all 	KNOWLEDGE	QUALIFICATIONS
(Biodiversity)		organizational goals are achieved in the most effective manner including redirecting		Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.
		resources if necessary	 HR matters 	EXPERIENCE
		Determine all types of policy in the organization within his/her power of authority	Technical standards/proceduresNeeds and priorities of	- Tertiary qualifications: More than ten years.
		Liaise with other institutions and	stakeholders • Planning and organizing	STATUTORY REQUIREMENTS
		individuals and execute commitments with regard to Biodiversity management	ComputerManagerial functions	Registration with the Institute for Chartered Accountants SA, where applicable
		Executive advisory		
		commitments • Formulate strategic	Advanced skills such as:	
		policies which will enable	 Analytical thinking 	
		the department/Province to	ResearchComputer utilization	
		successfully fulfill its role	 Conflict management 	
		in delivering services to the community	 Financial management to ensure that performance 	

	*	Determine the most effective work, procedures and methods to achieve organizational goals Compile budget and mange personnel	standards remain adequate and that those responsibilities are adhered to within budget limits Adaptability during changes to meet the Goals Strategic management	
	*	activities responsible for but within budgetary constraints Exercise control over all functions and personnel under his/her supervision, in order to	Change/diversity management	
	*	determine if organizational goals are achieved and taking corrective actions if deemed necessary The effective		
		provisioning and utilization of personnel by means of effective and fair labour practices in order to achieve organizational goals		
		Represent the department in high level committees		
	*	Biodiversity planning and development Biodiversity monitoring		
Senior Manager:	13 *	Organise all activities in	KNOWLEDGE	QUALIFICATIONS
Environmental		such a way that all	Von doop knowledge of a wide	Tortion, qualification plus training and courses in
(Environmental Impact)		organizational goals are achieved in the most effective manner	Very deep knowledge of a wide range of activities are such as:	Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.
		including redirecting resources if necessary	TrainingHR matters	EXPERIENCE
		Determine all types of	• Finance	LAFERILINGE
	•	policy in the organization	❖ Technical	- Tertiary qualifications: More than ten years.
		within his/her power of	standards/procedures	·

and and	A Nacida and auto 1915 co. C	<u> </u>
authority	 Needs and priorities of 	CTATUTODY DEGUTDENCE
Liaise with other	stakeholders	STATUTORY REQUIREMENTS
institutions and	Planning and organizing	
individuals and execute	❖ Computer	Registration with the Institute for Chartered
commitments with	 Managerial functions 	Accountants SA, where applicable
regard to Environment	❖ GAAP	
Impact assessment		
Executive advisory	<u>SKILLS</u>	
commitments	Advanced skills such as:	
❖ Formulate strategic		
policies which will enable	 Analytical thinking 	
the	❖ Research	
department/Province to	 Computer utilization 	
successfully fulfill its role		
in delivering services to	❖ Financial management to	
the community	ensure that performance	
❖ Determine the most		
effective work,	and that those responsibilities	
procedures and methods	are adhered to within budget	
to achieve organizational	limits	
goals	 Adaptability during changes to 	
❖ Compile budget and	meet the Goals	
mange personnel	 Strategic management 	
activities responsible for	 Change/diversity management 	
but within budgetary		
constraints		
 Exercise control over all 		
functions and personnel		
under his/her		
supervision, in order to		
determine if		
organizational goals are		
achieved and taking		
corrective actions if		
deemed necessary		
❖ The effective		
provisioning and		
utilization of personnel		
by means of effective		
and fair labour practices		
in order to achieve		
organizational goals		

	d c c * M ir * M e * M s s * M g b	Represent the department in high level committees Manage environmental mpact assessment Manage intergrated environmental planning Manage environmental special projects Manage environmental governance and capacity building		
Senior Manager: Environment (Pollution and Waste)	s o o a a e ir re c p w a a s L ir c re c p M s E c c s ir d d s ir d d s ir d d e e e e e e e e e e e e e e e e e	Organise all activities in such a way that all organizational goals are achieved in the most effective manner including redirecting resources if necessary. Determine all types of colicy in the organization within his/her power of authority claise with other institutions and individuals and execute commitments with regard to Environmental collution and Waste Management executive advisory commitments. Formulate strategic colicies which will enable the department/Province to successfully fulfill its role in delivering services to the community of	Very deep knowledge of a wide range of activities are such as: Training HR matters Finance Technical standards/procedures Needs and priorities of stakeholders Planning and organizing Computer Managerial functions GAAP SKILLS Advanced skills such as: Analytical thinking Research Computer utilization Conflict management Financial management to ensure that performance standards remain adequate and that those responsibilities are adhered to within budget limits	QUALIFICATIONS Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE - Tertiary qualifications: More than ten years. STATUTORY REQUIREMENTS Registration with the Institute for Chartered Accountants SA, where applicable.

Senior Manager:	* * * * * * * * * * * * * * * * * * * *	mange personnel activities responsible for but within budgetary constraints Exercise control over all functions and personnel under his/her supervision, in order to determine if organizational goals are achieved and taking corrective actions if deemed necessary The effective provisioning and utilization of personnel by means of effective and fair labour practices in order to achieve organizational goals Represent the department in high level committees Environmental quality management Waste planning and systems management	 Adaptability during changes to meet the Goals Strategic management Change/diversity management 	QUALIFICATIONS
Procurement	13 *	such a way that all organizational goals are achieved in the most effective manner including redirecting resources if necessary	Very deep knowledge of a wide range of activities are such as: Training HR matters Finance Technical standards/procedures	Tertiary qualification plus training and courses in Management practices depending on the area of utilisation. EXPERIENCE - Tertiary qualifications: More than ten years.

auth auth	• Needs and missibles of	
authority	 Needs and priorities of 	CTATUTORY REQUIREMENTS
❖ Liaise with other	stakeholders	STATUTORY REQUIREMENTS
institutions and	Planning and organizing	
individuals and execute	❖ Computer	Registration with the Institute for Chartered
commitments with	 Managerial functions 	Accountants SA, where applicable
regard to Provincial	❖ GAAP	
Procurement Services		
Executive advisory	<u>SKILLS</u>	
commitments	Advanced skills such as:	
 Formulate strategic 		
policies which will enable	 Analytical thinking 	
the	❖ Research	
department/Provincial to	 Computer utilization 	
successfully fulfill its role	❖ Conflict management	
in delivering services to	❖ Financial management to	
the community	ensure that performance	
❖ Determine the most	standards remain adequate	
effective work,	and that those responsibilities	
procedures and methods	are adhered to within budget	
to achieve organizational	limits	
goals	 Adaptability during changes to 	
	meet the Goals	
mange personnel	 Strategic management 	
activities responsible for	Change/diversity management	
but within budgetary	❖ Law of contracts	
constraints		
 Exercise control over all 		
functions and personnel		
under his/her		
supervision, in order to		
determine if		
organizational goals are		
achieved and taking		
corrective actions if		
deemed necessary		
❖ The effective		
provisioning and		
utilization of personnel		
by means of effective		
and fair labour practices		
in order to achieve		
organizational goals		
organizational goals		

				T
		Represent the		
		department in high level		
		committees		
		Manage provincial		
		procure-ment services		
		Manage tender and		
		contract administration		
Senior Manager: Tourism	13	 Organise all activities in 	KNOWLEDGE	QUALIFICATIONS
		such a way that all		
		organizational goals are	Very deep knowledge of a wide	Tertiary qualification plus training and courses in
		achieved in the most	range of activities are such as:	Management practices depending on the area of
		effective manner		utilisation.
		including redirecting	❖ Training	
		resources if necessary	 HR matters 	EXPERIENCE
		Determine all types of	❖ Finance	
		policy in the organization	❖ Technical	- Tertiary qualifications: More than ten years.
		within his/her power of	standards/procedures	, .
		authority	 Needs and priorities of 	
		❖ Liaise with other	·	STATUTORY REQUIREMENTS
		institutions and	 Planning and organizing 	
		individuals and execute		Registration with the Institute for Chartered
		commitments with	•	Accountants SA, where applicable
		regard to tourism	❖ GAAP	, таки
		Executive advisory		
		commitments	<u>SKILLS</u>	
		❖ Formulate strategic		
		policies which will enable	7.4.7.4.7.6.4.6.4.4.6.4.4.4.4.4.4.4.4.4.	
		the	 Analytical thinking 	
		department/Provincial to		
		successfully fulfill its role		
		in delivering services to		
		the community	 Financial management to 	
		❖ Determine the most	_	
		effective work,	standards remain adequate	
		procedures and methods	and that those responsibilities	
		to achieve organizational	are adhered to within budget	
		goals	limits	
		Compile budget and		
		mange personnel		
		activities responsible for		
		but within budgetary		
		constraints	• Change/diversity management	
		CONSTIANTS		

	I	T	T 1
	* Exercise control over all		
	functions and personnel		
	under his/her		
	supervision, in order to		
	determine if		
	organizational goals are		
	achieved and taking		
	corrective actions if		
	deemed necessary		
	❖ The effective		
	provisioning and		
	utilization of personnel		
	by means of effective		
	and fair labour practices		
	in order to achieve		
	organizational goals		
	❖ Represent the		
	department in high level		
	committees		
	Manage parks regulatory		
	services		
	Manage parks		
	development		
	❖ Facilitate intergrated		
	tourism		
	development		
Senior Manager: 13	 Organise all activities in 	KNOWLEDGE	QUALIFICATIONS
Economic Development	such a way that all		
·	organizational goals are	Very deep knowledge of a wide	Tertiary qualification plus training and courses in
	achieved in the most	range of activities are such as:	Management practices depending on the area of
	effective manner		utilisation.
	including redirecting	❖ Training	
	resources if necessary	❖ HR matters	EXPERIENCE
	❖ Determine all types of	❖ Finance	
	policy in the organization	❖ Technical	- Tertiary qualifications: More than ten years.
	within his/her power of	standards/procedures	
	authority	 Needs and priorities of 	
	Liaise with other	stakeholders	STATUTORY REQUIREMENTS
	institutions and	 Planning and organizing 	
	individuals and execute	❖ Computer	Registration with the Institute for Chartered
	commitments with	 Managerial functions 	Accountants SA, where applicable
	regard to economic	❖ GAAP	

development
❖ Executive advisory SKILLS
commitments Advanced skills such as:
❖ Formulate strategic
policies which will enable * Analytical thinking
the
department/Provincial to
successfully fulfill its role
in delivering services to
the community ensure that performance
❖ Determine the most standards remain adequate
effective work, and that those responsibilities
procedures and methods are adhered to within budget
goals
, ,
mange personnel
activities responsible for
but within budgetary
constraints
❖ Exercise control over all
functions and personnel
under his/her
supervision, in order to
determine if
organizational goals are
achieved and taking
corrective actions if
deemed necessary
❖ The effective
provisioning and
utilization of personnel
by means of effective
and fair labour practices
in order to achieve
organizational goals
❖ Represent the
department in high level
committees
❖ Commerce
❖ Consumer affairs
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	Ī		*	Co-operatives		
				Economic Planning and		
				Research		
			*	Industry		
Senior Manager:	Legal	13	*	Organise all activities in	KNOWLEDGE	QUALIFICATIONS
Services				such a way that all		-
				organizational goals are achieved in the most effective manner including redirecting	range of activities are such as: Training	Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.
				resources if necessary	HR matters	EXPERIENCE
			*	Determine all types of	Finance	
				policy in the organization within his/her power of authority	Technical standards/proceduresNeeds and priorities of	- Tertiary qualifications: More than ten years.
			*	Liaise with other	stakeholders	STATUTORY REQUIREMENTS
				institutions and	 Planning and organizing 	
				individuals and execute	❖ Computer	Admittance as Advocate or Attorney, where
				commitments with	 Managerial functions 	applicable.
				regard to legal matters	❖ GAAP	
			*	Executive advisory		
				commitments	SKILLS	
			*	Formulate strategic policies which will enable	Advanced skills such as:	
				the department to successfully fulfill its role in delivering services to the community	 Analytical thinking Research Computer utilization Conflict management 	
			*	Determine the most effective work, procedures and methods to achieve organizational goals	 Financial management to ensure that performance standards remain adequate and that those responsibilities are adhered to within budget 	
			*	Compile budget and mange personnel activities responsible for but within budgetary constraints	limits ❖ Adaptability during changes to meet the Goals ❖ Strategic management ❖ Change/diversity management	
			*	Exercise control over all functions and personnel under his/her supervision, in order to		

- 3	* * * * * * * * * * * * * * * * * * *	determine if organizational goals are achieved and taking corrective actions if deemed necessary The effective provisioning and utilization of personnel by means of effective and fair labour practices in order to achieve organizational goals Represent the department in high level committees Litigation Draft bills Manage Labour relations Administrative planning	KNOWLEDGE	QUALIFICATIONS A. Tortion 4 qualification
Organisational Development	*	Setting objectives Monitor budget expenditure Research advancements Presentations Ensure implementation of AA strategies Supervise and train subordinates Provide advice to other directorates and management Research, formulate results and implement personnel practices Determine and develop training policy Monitor and evaluate policy/programme development and implementation Develop human	Knowledge of a variety of work ranges and procedures such as: Finance HR matters Training Planning and organizing Administration procedures relating to specific working environment including norms and standards Compilation of management reports Reporting procedures Research/analyzing Programme/project planning Strategic planning Career management Manage sub-directorate independently Computer Job evaluation system	 ❖ Tertiary qualification EXPERIENCE ❖ Tertiary qualification: More that 10 years TRAINING

		1 .	
Manager: Auxiliary 11 – 12	relations/OD strategies * Formulate and submit	 Mathematics Organizing Ability to operate computer (both hardware and software) CREATIVITY Develop new ideas that result in major changes on existing understanding KNOWLEDGE 	QUALIFICATIONS
Services	policy for approval Conduct research in respect of the relevant working field Report on and ensure efficient application of	HR mattersPlanning and organizingTraining	 Grade 10 (or equivalent) Grade 12 (or equivalent) Appropriate tertiary qualification or equivalent (where required) EXPERIENCE
	legislation and policies Compile budget Handle transport matters Handle departmental stores Provide office services	regulating Act/measures Knowledge of prosecuting procedures Computer Finance	 ❖ Grade 10: More than 10 years ❖ Grade 12: More that 10 years ❖ Tertiary qualification: More that 10 years
	 Provide departmental Registry services Provide office accommodation 	 SKILLS Policy formulation Project management Financial management Analytical Research Conflict resolution 	
		 COMMUNICATION Provide or obtain information requiring difficult explanation Written financial/project reports Negotiations Presentations 	
		CREATIVITY Development of new ideas that impact on existing	

			mathods/policies/ under	
			methods/policies/ under-	
			standing/programmes	
Manager: Inform	mation 11 – 12	❖ Plan and co-ordinate the	KNOWLEDGE	QUAIFICATIONS
Technology	nadon 11 – 12	training of users on	Knowledge of a wide range of work	❖ Tertiary qualification
recrinology		generic software	procedures such as:	❖ Grade 12 or equivalent
		packages	♦ Finance	♦ Grade 12 or equivalent
			◆ HR matters	EXPERIENCE
		problems	Training	❖ Tertiary qualification:
		 Control and monitor the 		More that 10 years
		LAN, WAN and/or Data	• Computer	❖ Grade 12 or equivalent:
		Base	• Networks	More that 10 years
		planning/implementation	• Programming	Tiore true to years
		support and maintenance	 Computer systems analyzing 	TRAINING
		 Advice management on 	 Certified Novel Administrator 	Specialised functional and management courses
		future Data Base	System Administrator	
		strategies and	 Microsoft product specialist 	
		implementation	 Compilation of management 	
		❖ Monitor/control computer	reports	
		assets	❖ Research/analysis	
		❖ Compile budget	❖ Programme/planning	
		❖ Budget control as far as	 Procurement directives and 	
		computer operation is	procedures	
		concerned	·	
			SKILLS	
			Mathematics	
			 Organizing 	
			 Ability to work indepen-dently 	
			 Ability to operate computer 	
			(hardware and software)	
			 Problem solving 	
			 Interpersonal relationship 	
			 Conflict management 	
			 Strategic planning 	
			❖ Facilitation	
			 Policy analysis and 	
			development	
M		A C	❖ Training	OUAL TETCATTON'S
Manager: Procuren	nent 11 – 12	❖ Cost and Management	KNOWLEDGE	QUALIFICATIONS
		accounting	A . Financia	To the configuration
		❖ Research ★ Manifest	❖ Finance	Tertiary qualification.
		❖ Monitor budget	❖ HR matters	

			r	T
		expenditure	Training	EXPERIENCE
		 Co-ordinate and execute 	 Statistics/Economics 	
		policy strategy	 Information systems 	- Tertiary qualifications: More than ten years.
		 Serve on Committees 	 Reporting procedures 	
		where procurement	Research	
		administration plays a	 Procurement procedures 	
		role	 Planning and organizing 	
		 Advice top Management 	 Management reports 	
		regarding the full	❖ GAAP	
		spectrum of procurement	❖ Computer	
		Manage	·	
		provincial/departmental	SKILLS	
		Procurement Services	❖ Mathematics	
		Manage tender and	❖ Organizing	
		contract administration	❖ Computer	
		❖ Implement PFMA	❖ Problem solving	
		❖ Compliance with	❖ Conflict resolution	
		departmental financial	 Project management 	
		systems	❖ Facilitation	
		 Asset management 	❖ Budgeting	
		· · · · · · · · · · · · · · · · · · ·	❖ Research	
			 Analytical thinking 	
			 Law of contracts 	
			v Eavi or contracts	
			COMMUNICATION	
			• Presentation	
			• Motivation	
			Monagement reports	
Manager: Tourism	11 – 12	❖ Research	KNOWLEDGE	QUALIFICATIONS
Hanager. Tourism	11 12	ResearchMonitor budget	MITOTILLOGE	ANYTHIONITOMS
		expenditure	❖ Finance	Tertiary qualification.
		 Co-ordinate and execute 	❖ HR matters	Terdary qualification.
		policy strategy	❖ Training	EXPERIENCE
		Serve on Committees	l .	LAFERILINGE
		where tourism matters	Statistics/EconomicsInformation systems	- Tertiary qualifications: More than ten years.
				- Tertiary qualifications. Profession territed years.
		plays a role Manage parks regulators	Reporting procedures	
		 Manage parks regulatory 	Research	
		services	 Procurement procedures 	
		Manage parks	 Planning and organizing 	
		development	 Management reports 	

		La esternista de la	A CAAD	
		❖ Facilitate intergrated	❖ GAAP	
		tourism development	❖ Computer	
		❖ Eco-tourism		
			SKILLS	
			 Mathematics 	
			Organizing	
			❖ Computer	
			 Problem solving 	
			 Conflict resolution 	
			 Project management 	
			❖ Facilitation	
			❖ Budgeting	
			❖ Research	
			❖ Analytical thinking	
			❖ Law of contracts	
			COMMUNICATION	
			❖ Presentation	
			❖ Team building	
			❖ Motivation	
			 Management reports 	
Manager: Environmental	11 - 12	❖ Research	KNOWLEDGE	QUALIFICATIONS
Affairs Related		 Monitor budget 		
		expenditure	❖ Finance	Tertiary qualification.
		 Co-ordinate and execute 	❖ HR matters	, , , ,
		policy strategy	❖ Training	EXPERIENCE
		❖ Serve on Committees	❖ Statistics/Economics	
		where environmental	 ❖ Information systems 	- Tertiary qualifications: More than ten years.
		affairs plays a role	Reporting procedures	, , , , , , , , , , , , , , , , , , , ,
		 Cite and permits 	Research	
		management	 Procurement procedures 	
		 Hunting regulatory 	 Planning and organizing 	
		 Manage regulatory 	 Management reports 	
		enforcement	❖ GAAP	
		 ❖ Biodiversity planning and 	• Computer	
		development	- Compacer	
		 ❖ Biodiversity monitoring 	SKILLS	
		 Manage environmental 	❖ Organizing	
		impact assessment	• Computer	
		 Manage intergrated 	❖ Problem solving	
		environ-mental planning	Conflict resolution	

		 Manage environmental special projects Manage environment governance and capacity building 	 Project management Facilitation Budgeting Research Analytical thinking Law of contracts 	
			COMMUNICATION	
			 Presentation 	
			 Team building 	
			Motivation	
			 Management reports 	
Manager: Econor	nic 11 – 12	 Cost and Management 	KNOWLEDGE	QUALIFICATIONS
Related		accounting		
		 Research 	❖ Finance	Tertiary qualification.
		 Monitor budget 	❖ HR matters	
		expenditure	❖ Training	EXPERIENCE
		 Co-ordinate and execute 	 Statistics/Economics 	
		policy strategy	 Information systems 	- Tertiary qualifications: More than ten years.
		 Serve on Committees 	 Reporting procedures 	
		where economic matters	❖ Research	
		plays a role	 Procurement procedures 	
		 Monitor and evaluate 	 Planning and organizing 	
		policy development and	 Management reports 	
		implementation	❖ GAAP	
		 Determine and formulate 	❖ Computer	
		provincial economic		
		policy	SKILLS	
		 Advice on provincial 	mathematics	
		economic policy	Organizing	
		 Develop strategies for 	❖ Computer	
		economic development	 Problem solving 	
			 Conflict resolution 	
			 Project management 	
			❖ Facilitation	
			❖ Budgeting	
			❖ Research	
			 Analytical thinking 	
			COMMUNICATION	
			COMMUNICATION ❖ Presentation	
			PresentationTeam building	
	1		▼ Team bulluing	

	1		T	T	
				Motivation	
				Management reports	
Manager:	Financial	12	 Cost and Management 	KNOWLEDGE	QUALIFICATIONS
Management			accounting		 Tertiary qualification
			 Chartered accountancy 	❖ Finance	TRAINING
			Monitor and evaluate	HR matters	
			policy development and	 Training 	EXPERIENCE
			implementation	 Statistics/Economics 	Tertiary qualification:
			 Develop financial 	 Information systems 	More that 10 years
			strategies	 Reporting procedures 	Registration as CA:
			 Cost and management 	❖ Research	Between 5 to 10 years
			accounting	 Procurement procedures 	
			❖ Conduct research	 Planning and organizing 	STATUTORY REQUIREMENTS
			 Monitor budget 	 Management reports 	Registration with the Institute for Chartered
			expenditure	❖ GAAP	Accountants of SA as a Chartered Accountant
			❖ Advice decision makers	❖ Computer	where applicable
			on economic policy goals	·	тисте аррисавте
			and public expenditure	SKILLS	
			guidelines	★ mathematics	
			*	❖ Organizing	
			❖ Co-ordinate and execute	❖ Computer	
			policy strategy	❖ Problem solving	
			 Judge articles, thesises 	❖ Conflict resolution	
			or papers	❖ Project management	
			o. papers	❖ Facilitation	
				 ❖ Budgeting 	
				• Research	
				 Analytical thinking 	
				* Analytical trilliang	
				COMMUNICATION	
				❖ Presentation	
				Team building	
				❖ Motivation	
				Management reports	
System	Analyst	7 – 8	❖ System development and		QUALIFICATIONS
/Programmer	and	7 – 0	maintenance	(Also see Annexure A)	 Tertiary qualification
Network Contro			Research to determine	Deep knowledge of a narrow range	 ❖ Grade 12 or equivalent
INCLINOIR COILLO	nici		needs on the whole	of activities such as:	• Grade 12 Or Equivalent
			spectrum of computation	♦ Finance	EXPERIENCE
				❖ Findice❖ HR matters	
			 Inspection with a view of identifying projects 		 Tertiary qualification: Between 0 and 2 years
			identifying projects	❖ Training ❖ Planning and organizing	•
			Identify resources and	Planning and organizing	❖ Grade 12 or equivalent:

	a h L r o N V o N S C P p	negotiate the obtaining and installation of nardware and software liaise with programmers regarding the capturing of data Maintain and monitor WAN Design and implement data base Regotiate/liaise with stake-holders Dotain mandates Plan and implement projects Manage reports	 Computer Networks Programming Computer systems analyzing Project management Database design Program testing Develop information systems Maintain information systems How to do research/gather information Administration procedures relating to specific work environment Procurement directives and procedures Compilation of management reports Programme/project planning Research/analysis 	Between 5 and 10 years TRAINING Advanced/specialized programming course Advanced System Administration course
Business Economist	 A B C C<	dentify problems and deficiencies in practices Research/inputs about improvement to policy and procedures Advice institutions on economic matters. Provide management information Maintain and construct information systems. Monitor policy outcomes obtain mandates. Formulate and manage work/programme and project objectives Negotiate/liaise with stake-holders. Advice on cost and control measures obtain need for statistic use of projects.	KNOWLEDGE (Also see Annexure A) Knowledge of a variety of work ranges and procedures such as: Finance HR matters Training Statistics/Economics Information systems Reporting procedures How to do research/gather information Administration procedures relating to specific working environment including norms and standards Procurement directives and procedures Client's needs Compilation of management procedures Planning and organizing	QUALIFICATIONS ❖ Tertiary qualification TRAINING EXPERIENCE ❖ Tertiary qualification: Between 0 and 2 years

		 Provide aid and advice to scientists in application of statistical methods/systems Conduct viability studies 	 Generally Accepted Accounting Practices (GAAP) Computer 	
Administration/ Senior Admin. Officer (Tourism)	7 – 8	 Routine administrative outputs within given parameters such as: Overall co-ordination and control of allocated tasks resources Gather and process information Interpret statistics Editorial services Supervise subordinates Guidance and advice to clients on tourism matters Tourism awareness Eco-tourism Perform administrative matters Prepare submission related to tourism management Facilitate parks management programmes Hospitality management 	KNOWLEDGE (Also see Annexure A) Knowledge of a wide ranges of work procedures and/or such as: Finance (category B/C) HR matters (category B/C) Safety (category B) Training(category B/C) Stores (category B) Reporting procedures Procurement directives and procedures Planning and organizing(category C) Computer(category B)	QUALIFICATIONS ❖ Tertiary qualification TRAINING EXPERIENCE ❖ Tertiary qualification: Between 2 and 5 years
Administration/Senior Administration Officer	7 – 8	 Routine administrative outputs within given parameters such as: Overall co-ordination and control of allocated tasks resources Gather and process information Interpret statistics Supervise subordinates Guidance and advice to 	KNOWLEDGE (Also see Annexure A) Knowledge of a wide ranges of work procedures and/or such as: Finance HR matters Safety Training Stores Reporting procedures Procurement directives and	QUALIFICATIONS ❖ Grade 10 or equivalent ❖ Grade 12 or equivalent ❖ Tertiary qualification TRAINING EXPERIENCE ❖ Grade 12 or equivalent

Financial (Capias Financial	7. 0	matters - Prepare submission and memos - Handles stores - Handle requisitions for goods - Handle transport matters	 Computer (category B) SKILLS Mathematics Organizing Ability to operate computer (both hardware and software) Problem solving Interpersonal relationship Formulation and editing Conflict resolution Research Analytical thinking 	More than 10 years ❖ Tertiary qualification: Between 2 and 5 years
Financial/Senior Financial Administration Officer	7 – 8	 Ensure that all purveyances, service and claims are properly confirmed Maintain debtors' and Paymaster General accounts within the organizational unit Reconcile accounts and report deviations Bookkeeping Accounting Working in accordance with financial systems 	 Finance(category B/C) HR matters(category B) Training(category B) Statistics/Economics Information systems Reporting procedures How to do research/gather information Administration procedures relating to specific working environment including norms and standards Procurement directives and procedures Client's needs Planning and organizing (category B) Generally Accepted Accounting Practices (GAAP) Computer (category B) 	QUALIFICATIONS ❖ Grade 10 or equivalent ❖ Grade 12 or equivalent TRAINING EXPERIENCE ❖ Grade 10 or equivalent: More than 10 years ❖ Grade 12 or equivalent: More than 10 years

	1			
			 Organizing Ability to operate computer (both hardware and software) Basic interpersonal relationship 	
Chief Financial Administration Officer	10	 Chartered accountancy Formulate policies/objectives Liaise with economic/financial institutions and other stakeholders Determine cost accounting practices Complex investigations and consultation with role players Balance books for financial year Interpret business information Determine budgetary requirements and effectiveness of economic activities Provide the Secretary to the Treasury and the Minister for Finance with information Manage the horizontal control function of the Treasury Advise the Treasury Budget Committee on departmental aims and programs Administer and coordinate the annual budgetary cycle 	Knowledge of a variety of work ranges and procedures such as: Finance HR matters Training Statistics/Economics Information systems Reporting procedures Research/analysing Administration procedures relating to specific working environment including norms and standards Procurement directives and procedures Planning and organizing Compilation of management reports GAAP Computer SKILLS mathematics Organizing Computer (both hardware and software) Interpersonal relationship Problem solving	
Senior Provisioning	7 – 8	❖ Routine administrative	KNOWLEDGE	QUALIFICATIONS
Administration Officer	, ,	outputs within given	(Also see Annexure A)	❖ Grade 10 or equivalent
Auministration Officer	<u> </u>	outputs within given	(AISO SEE ATTREXUTE A)	* Grade 10 Or edativateur

		I	IX I. I C	A C . I. 12
		parameters such as:	Knowledge of a widerange of work	❖ Grade 12 or equivalent
		- Procurement and	procedures and/or processes such	❖ Tertiary qualification
		enquiries	as:	
		- Overall co-ordination and	❖ Finance	TRAINING
		control of allocated	 HR matters 	
		tasks	Safety	
		resources	Training	
		- Gather and process	 Reporting procedures 	EXPERIENCE
		info-	 Procurement directives and 	❖ Grade 12 or equivalent
		mation	procedures	More than 10 years
		 Interpret statistics 	 Planning and organizing 	❖ Grade 10 or equivalent
		-Manage stores	Computer	More than 10 years
		administration		Tertiary qualification:
		 Maintain asset required 		Between 2 and 5 years
		- Processing of orders and	SKILLS	
		requisitions	mathematics	
		·	Organizing	
			 Ability to operate computer 	
			(both hardware and	
			software)	
			 Problem solving 	
			 Interpersonal relationship 	
			 Formulation and editing 	
			 Conflict resolution 	
			❖ Research	
			 Analytical thinking 	
Senior/Security Officer	7 – 8	❖ Control work	KNOWLEDGE	QUALIFICATIONS
		performance against	(Also see Annexure A)	❖ Grade 10 or equivalent
		strategic objectives	Knowledge of a variety of work	❖ Grade 12 or equivalent
		 Maintain security/security 	procedures such as:	❖ Tertiary qualification
		risk assessments	Safety (category C)	Tordary quantication
		★ Executive risk control	Planning and organizing	TRAINING
		sub-elements	(category C)	 ❖ Personnel evaluation course
		 ❖ Compile security 	Analysis of security risks	★ Labour relations course
		investigation manuals	Arranjas of security risksTraining (category B)	Safety management course
		 Conduct investigations 	Catering (category B)Catering (category B/C)	 Safety management course Catering course
		and write reports	catering (category b)Fire fighting (category B)	 Fire arm training
		 ❖ Safekeeping of keys 	Health and safety measures	Safety, Health and environmental risks
		 Control emergency plans 	Electronic security system	 Occupational Health and Safety (NOSA)
		 Plan security tasks 	Emergency planning	V Occupational Ficultification Surety (1105A)
		 ♣ Handling of volatile 	+ Emergency planning	EXPERIENCE
		incidents/crowd control	SKILLS	❖ Grade 12 or equivalent
	1	inclucins/crowd control	OILIUU	Grade 12 or equivalent

			 Organizing Interpersonal relationship Problem solving Maintaining discipline Conflict resolution Skills on security matters Cooking Research Analytical thinking Handling fire arms Verbal exchange of information requiring difficult explanation Routine notes, memo's, letters and reports Teambuilding Negotiations 	More than 10 years ❖ Grade 10 or equivalent More than 10 years ❖ Tertiary qualification: Between 2 and 5 years
Training Officer	6 – 8	 Create training material Compile annual reports Present training programmes Handle bursary matters Research on HR policies Facilitate training programmes offered by outside training providers Evaluate training Arrange departmental workshops Manage the Resource Centre Budgeting Collect statistics 	* Regulations KNOWLEDGE * Finance	QUALIFICATIONS Tertiary qualification. TRAINING - Train the Trainers curse - Facilitation Skills EXPERIENCE Tertiary qualification: between 2 and 5 years.

Librarian	6 – 8	 Provide library services Subscriptions with outside providers Provide editorial services Undertake investigation Research Handle requisitions and purchases Keep library registers 	 KNOWLEDGE Computer Finance Library services Journalism Training Compilation of management reports Interpret policies SKILLS Organizing Ability to perform routine tasks Ability to operate computer Presentation 	QUALIFICATIONS Tertiary qualification. EXPERIENCE - Tertiary qualifications between 2 and 5 years.
Survey Statistician	6 - 8	 Research/inputs about improvement to policy and procedures Advice institutions Monitor policy outcomes Formulate and manage work/programmes and projects objectives Negotiate/Liaise with stake-holders Determine need for statistical use of projects Maintain the departmental GIS Data capturing Represent the department in high level 	* Research * Research * KNOWLEDGE * Finance * HR matters * Training * Statistics/Economics * Information Systems * Research * Procurement directives * Clients needs * Management reports * Planning and organizing * GAAP * Computer * Mathematics * computer * Interpersonal relationship	QUALIFICATIONS Tertiary qualification. EXPERIENCE - Tertiary qualifications between 2 and 5 years.

	<u> </u>		COMMUNICATION	
			<u> </u>	
			• Negotiation	
			❖ Team building	
M. I. C. I. O.C /1-1-	6 0	A Desire and Leader	❖ Presentation	OUAL TETCATTONIC
Work Study Officer/Job	6 – 8	Design and develop	KNOWLEDGE	QUALIFICATIONS
Analyst		organizational structure	❖ HR matters	T 115
		 Conduct investigation 	❖ Finance	Tertiary qualification.
		related to the	❖ OD processes	
		organizational structure	 Organizational design 	EXPERIENCE
		 Design prescribed forms 	❖ Job evaluation system	T .: 1:5 .: 1 . 5 .15
		 Advice directorates 	❖ Computer	- Tertiary qualifications between 2 and 5 years.
		 Interpret statistics 	 Planning and organizing 	
		Keep charts and record		
		 Design filing systems 	SKILLS	
		 Evaluate jobs 	❖ Organizing	
		 Design job descriptions 	 Ability to perform routine tasks 	
			 Ability to operate computer 	
Cleaners/Messenger/Farm	1	Clean and create an	KNOWLEDGE	QUALIFICATION
Aid/General Worker/		orderly working		❖ ABET
Foreman/Security Guard		environment	Knowledge of a few repetitive tasks	
		Operate cleaning	such as:	EXPERIENCE
		machines and basic		❖ ABET:
		maintenance thereof	Cleaning	No experience
		Elementary support to	Equipment	
		higher level work outputs	Stores	TRAINING
		Deliver messages /	 Courier Services 	
		goods		
		 Distribute documents 	SKILLS	
		❖ Ancillary: Cleaning	❖ Literacy	
		equipment	 Ability to operate machines 	
		Co-workers		
		Supervisors	COMMUNICATION	
			Routine verbal exchange of	
			information requiring	
			helpfulness and politeness	
- 100				
Personnel Officer	3	 Obtain exhibits 	<u>KNOWLEDGE</u>	
		 Check documents 		
		 Undertake investigations 	Knowledge of a limited range of	
		 Maintain registers and 	work procedures such as:	
		records	 HR matters 	

		 Assist with collection of statistical data Check advertisements in newspapers, etc. to ensure compliance with Act on Trade Practises 	 Finance Norms and standards Planning and organizing Knowledge of applicable regulating Act/measures Knowledge of prosecuting procedures Computer Basic knowledge of the Constitution SKILLS Basic investigation Numeracy Literacy Interpersonal relationship COMMUNICATION Provide or obtain information requiring simple explanation Routine written notes/memos/letters 	OUALIFICATION ❖ Grade 10 (or equivalent) ❖ Grade 12 (or equivalent) TRAINING ❖ Departmental training course EXPERIENCE ❖ Grade 10: Between 0 and 2 years ❖ Grade 12: No experience
Administration Clerk I/ Registry Clerk I	3	 Check documents Maintain registers and records Assist with collection of statistical data Office: PC, photocopier, etc. Opening and maintenance of files Perform general clerical work 	KNOWLEDGE (Also see annexure A) Knowledge of a limited range of work procedures such as: HR matters Finance Safety Norms and standards Planning and organizing Knowledge of applicable regulating Act/measures Knowledge of prosecuting procedures Computer Basic knowledge of the Constitution Machinery	 QUALIFICATIONS ❖ Grade 10 (or equivalent) ❖ Grade 12 (or equivalent) TRAINING ❖ Departmental training course EXPERIENCE ❖ Grade 10: Between 0 and 2 years ❖ Grade 12: No experience

			 Basic investigation Numeracy Literacy Conflict resolution Interpersonal relationship COMMUNICATION Provide or obtain information requiring simple explanation Routine written notes/memos/letters 	
Personnel Officer II	4	 Process statistics Guidance and advice to clients Manage a personnel information system Typing and processing of information Keep personnel records Supervise subordinates Perform administrative functions Office: PC's, photocopier, etc. Stationary 	KNOWLEDGE Knowledge of a limited range of work procedures and elementary clerical duties such as: Finance HR matters Training Administration procedures relating to specific working environment including norms and standards Planning and organizing Reporting procedures How to gather information Knowledge of statistics Record keeping procedures Computer	QUALIFICATIONS ❖ Grade 10 or equivalent ❖ Grade 12 or equivalent EXPERIENCE ❖ Grade 10 or equivalent: Between 2 and 5 years ❖ Grade 12 or equivalent Between 0 and 2 years TRAINING
Administration Clerk II		 Process statistics Guidance and advice to clients Typing and processing of information Handle stores matters Perform administrative functions Supervise subordinates Keep registers related to work Office: PC's, photocopier,etc. Stationary 	KNOWLEDGE Knowledge of a limited range of work procedures and elementary clerical duties such as: ❖ Finance HR matters ❖ Training ❖ Administration procedures relating to specific working environment including norms and standards ❖ Planning and organizing Reporting procedures ❖ How to gather information ❖ Knowledge of statistics ❖ Record keeping procedures	QUALIFICATIONS ❖ Grade 10 or equivalent ❖ Grade 12 or equivalent EXPERIENCE ❖ Grade 10 or equivalent: Between 2 and 5 years ❖ Grade 12 or equivalent Between 0 and 2 years TRAINING

			❖ Computer	
Provisioning Admin. Clerk II	4	 Handle less complicated routine correspondence enquiries Mentoring including in service person to person training of new appointees/other personnel Oversee work performance Issue resources Inspect work Allocate tasks Guide and advice clients Obtain resources Process statistics Update data bank Counter services (which may also include e.g. the payment of pensions) Office: PC, photocopier, etc. 	 KNOWLEDGE Knowledge of a limited range of work procedures and elementary clerical duties such as: Finance HR matters Training Data capturing Administration procedures relating to specific working environment including norms and standards Planning and organising Reporting procedures How to gather information Procurement directives and procedures Knowledge of statistics Computer SKILLS Mathematics Literacy Organizing Ability to perform routine tasks Ability to operate computer (hardware and software) Basic interpersonal relationship. Problem solving 	QUALIFICATIONS ❖ Grade 10 or equivalent ❖ Grade 12 or equivalent EXPERIENCE ❖ Grade 10 or equivalent: Between 2 and 5 years ❖ Grade 12 or equivalent Between 0 and 2 years TRAINING
Provisioning Admin. Clerk I	3	 Check documents Perform inspections Undertake investigations Maintain registers and records Assist with collection of statistical data Process requisitions/orders Capture data 	KNOWLEDGE Knowledge of a limited range of work procedures and elementary clerical duties such as: HR matters Finance Safety Norms and standards Planning and organising Knowledge of applicable regulating Act/measures	QUALIFICATIONS ❖ Grade 10 or equivalent ❖ Grade 12 or equivalent TRAINING ❖ Departmental training course EXPERIENCE ❖ Grade 10 Between 0 and 2 years ❖ Grade 12

			 Computer Basic knowledge of the Constitution Machinery SKILLS Basic investigation Inspection Numeracy Literacy Conflict resolution Interpersonal relationship Procurement Directives and procedures COMMUNICATION 	No experience
			 Provide or obtain information requiring simple explanation Routine written notes/ 	
			memo/letters	
Environmental Officer/Nature Conservator	7 – 8	 Co-ordinate and control inspection service Compile and submit reports Investigate work procedures and methods Deal/manage administrative tasks/actions Plan work programs Provide training Serve on committees and attend meetings Compile regional budget Compile training programmes 	(Also see annexure A) Deep knowledge of a wide range of activities such as: HR matters Finance Safety Training Planning and organizing Norms and standards Knowledge of applicable regulatory Act/measures Knowledge of prosecuting procedures Computer (category B)	QUALIFICATION ❖ Grade 10 (or equivalent) ❖ Grade 12 (or equivalent) ❖ Appropriate tertiary qualification or equivalent (where required) ❖ Traffic Diploma TRAINING ❖ Diploma: Examiner of driver's licence/vehicles ❖ Certificate of instructional techniques EXPERIENCE ❖ Grade 10: More than 10 years ❖ Grade 12: More that 10 years
		 Handle ministerial investi-gations 	SKILLS ❖ Planning skills	 Tertiary qualification: Between 2 and 5 years
		 Executive office and on the spot investigations 	Training skillsData analysis	STATUTORY REQUIREMENTS
		Guidance servicesVisitor's services	ResearchConflict resolution	Valid driver's licence (where required)

		 District services Support services Specialist services such as game captures Animal control 	 Policy administering Interpersonal relationships COMMUNICATION Provide or obtain information requiring difficult information 	
			 Written reports/letters, etc. Cabinet memoranda CREATIVITY Development of new ideas that impact on existing methods and policies 	
Environmental Scientist/ Nature Conservation Scientist	7 – 8	 Perform technical functions of a complex nature Plan resource requirements Overall control and coordination Budget inputs/compilation Support research actions through the creation, organization and extension of data banks for environmental research Undertake appropriate activities aimed at the development of communities Develop biodiversity conservation policy and measures, and control, promote and conduct nature conservation research Compile informative and educational on nature 	KNOWLEDGE Sound knowledge of field of work and wide range of work processes and/or procedures such as: Safety Planning and organizing Machinery Norms/standards Equipment HR matters Training Computer Finance SKILLS Intermediate skills which include: Organising Training Problem solving Research Planning Analytical Presentation	QUALIFICATION ❖ Appropriate tertiary qualification TRAINING EXPERIENCE ❖ Tertiary qualification Between 2 and 5 years STATUTORY REQUIREMENTS

DEPARTMENTAL WORKFORCE PROFILES

COMPETENCIES AND SKILLS

SENIOR MANAGEMENT LEVEL	INHERENT JOB REQUIREMENTS	SKILLS AVAILABLE	SKILLS GAP
Senior Manager General Manager Senior General Manager Superintendent General	 Finance Human Resource Matters. Performance Management Policy analysis and development. Strategic Planning and Management. Conflict Management. Project Management. Risk Management Impact analysis and judgement. Stress Management. Planning and Organising. Ability to delegate authority Communication skills Innovation and creativity Decision-making Computer 	 Finance Performance Management Ability to delegate authority. HR matters. Decision-making Innovation and creativity Planning and organising Impact a analysis and judgement. Computer 	 Policy analysis and development. Strategic Planning and Management. Conflict Management. Project Management. Risk Management. Stress Management. Communication Skills
MIDDLE MANAGEMENT LEVEL	INHERENT JOB REQUIREMENTS	SKILLS AVAILABLE	SKILLS GAP
Manager (various) Deputy Manager (various)	- Finance - Reporting procedures - Research - Management functions - Strategic Planning and Management - HR Matters - Stress Management - Computer - Delegating - Facilitation	- HR matters - Computer - Reporting procedures - Finance	 Management functions Strategic Planning and Management Stress Management. Delegating Facilitation Policy analysis and development Conflict Management Project Management

	 Policy analysis and development Conflict Management Problem solving Project Management 		
OPERATIONAL LEVEL	INHERENT JOB REQUIREMENTS	SKILLS AVAILABLE	SKILLS GAP
Administration Officer Financial Admin Officer Nature Conservation Environmental Officer Personnel Officer Survey Statistics Labour Relation Officer	 Hospitality Management Ecological Management Report writing Counselling HR Matters Finance GIS Environmental Management General Administration Computer Animal Control Database design Stress Management Interpretation of Acts and regulations Conflict Management 	 General Administration Finance GIS Interpretation of Act and regulations 	- HR Matters - Report writing - Counselling - Ecological Management - Hospitality Management - Environmental - Computer - Animal control - Database design - Stress Management - Conflict Management
Admin Clerk Registry Clerk Accounting Clerk Typist Secretary	- General Administration - Typing - Computer - Stores - Registry functions - Finance - HR matters	- General Administration - Typing - Stores	 Computer Registry functions Finance HR matters Report writing
Cleaner Messenger Driver Farm Aid General Foreman Security Guard	- Report writing - Maintenance of building Messenger services Fire fighting - Cleaning services Firearm training - Littering control Bush Encroachment Security services	- Cleaning Services - Messenger Services	 Maintenance of building Fire fighting Firearm Training Littering control Bush Encroachment Security Services

The above information is based on competencies and skills profile for only fifteen (15) percent of the whole staff complement. We are still awaiting submission of the remaining 85 % in order to conclude our survey.

POPULATION DISTRIBUTION

African	Male	1414
	Female	537
Coloured	Male	0
	Female	0
Asian	Male	1
	Female	2
White	Male	45
	Female	20

TOTAL = 2019

AGE DISTRIBUTION

AGE	NUMBER OF EMPLOYEES
16 19	1
20 – 29	45
30 – 39	489
40 – 49	824
50 – 59	462
60 – 65	182
66+	16

DISTRIBUTION ACCORDING TO GENDER AT MANAGEMENT LEVEL

BRANCH: PROVINCIAL TREASURY

POST DESIGNATION	NO. OF POSTS			NO OF POSTS FILLED
Senior General Manager	1 (0ne)	African	Male	0
_			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
General Manager	2	African	Male	2
-			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Senior Manager	10	African	Male	3
			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Manager	32	African	Male	10
			Female	3
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0

BRANCH: ECONOMIC DEVELOPMENT

POST DESIGNATION	NO. OF POSTS			NO OF POSTS FILLED
Senior General Manager	1	African	Male	0
_			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
General Manager	2	African	Male	2
-			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Senior Manager 6		African	Male	2
			Female	1
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Manager	13	African	Male	6
			Female	2
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Deputy Manager	22	African	Male	9
			Female	5
		Coloured	Male	0

	Female	0
Asian	Male	0
	Female	0
Whites	Male	0
	Female	0

BRANCH: ENVIRONMENTAL AFFARIS AND TOURISM SENIOR AND MIDDLE MANAGEMENT

POST DESIGNATION	NO. OF POSTS			NO OF POSTS FILLED
Senior General Manager	1	African	Male	1
_			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
General Manager	2	African	Male	0
			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	1
			Female	0
Senior Manager	7	African	Male	1
			Female	1
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	2
			Female	0
Manager	16	African	Male	2
			Female	1
		Coloured	Male	0
			Female	0
		Asian	Male	0

			Female	1
		Whites	Male	1
			Female	2
Deputy Manager	27	African	Male	1
			Female	2
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	1
			Female	0

CHIEF DIRECTORATE: PROCUREMENT ADMINISTRATION

POST DESIGNATION	NO. OF POSTS			NO OF POSTS FILLED
General Manager	1	African	Male	1
_			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
Senior Manager	2	African	Male	
			Female	0
	Coloured	Male	0	
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Manager	4	African	Male	1
			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0

Deputy Manager	8	African	Male	4
			Female	1
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0

BRANCH: FINANCIAL MANAGEMENT (CFO)
SENIOR AND MIDDLE MANAGEMENT

POST DESIGNATION	NO. OF POSTS			NO OF POSTS FILLED
Senior General Manager	1	African	Male	0
			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Senior Manager	3	African	Male	0
			Female	1
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Manager	8	African	Male	3
			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Deputy Manager	7	African	Male	2

	Female	1
Coloured	Male	0
	Female	0
Asian	Male	0
	Female	0
Whites	Male	0
	Female	0

CHIEF DIRECTORATE: CORPORATE AND TRANSFORMATION SERVICES

POST DESIGNATION	NO. OF POSTS			NO OF POSTS FILLED
General Manager	1	African	Male	0
			Female	1
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Senior Manager	6	African	Male	1
		Female	0	
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Manager	12	African	Male	4
			Female	2
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Deputy Managers	24	African	Male	9

	Female	3
Coloured	Male	0
	Female	0
Asian	Male	0
	Female	0
Whites	Male	0
	Female	1

HOD OFFICE

POST DESIGNATION	NO. OF POSTS			NO OF POSTS FILLED
Superintendent General	1	African	Male	1
-			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Senior Manager	1	African	Male	
			Female	0
	Colou	Coloured	Male	0
			Female	0
		Asian Whites	Male	0
			Female	0
			Male	0
			Female	0
Manager	2	African	Male	0
			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Deputy Manager	2	African	Male	0
			Female	1

Coloured	Male	0
	Female	0
Asian	Male	0
	Female	0
Whites	Male	0
	Female	0

DIRECTORATE: COMMUNCIATION SERVICES

POST DESIGNATION	NO. OF POSTS			NO OF POSTS FILLED
Manager	2	African	Male	0
			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Senior Manager	Senior Manager 1	African	Male	0
			Female	1
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Deputy Manager	2	African	Male	0
			Female	0
		Coloured	Male	0

	Female	0
Asian	Male	0
	Female	0
Whites	Male	0
	Female	0

DIRECTORATE: SECURITY AND RISK MANAGEMENT

POST DESIGNATION	NO. OF POSTS			NO OF POSTS FILLED
Senior Manager	1	African	Male	0
_			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	1
			Female	0
Manager	3	African	Male	0
			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Deputy Manager	4	African	Male	0
			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0

			Female	0	
MEC	1	African	Male	1	
			Female	0	
		Coloured	Male	0	
			Female	0	
		Asian	Male	0	
			Female	0	
		Whites	Male	0	
			Female	0	
Senior Manager	1	African	Male	0	
			Female	0	
		Coloured	Male	0	
			Female	0	
		Asian	Male	0	
			Female	0	
		Whites	Male	0	
			Female	0	
Manager	3	African	Male	1	
			Female	1	
		Coloured	Male	0	
			Female	0	
		Asian	Male	0	
			Female	0	
		Whites	Male	0	
			Female	0	

SUMMARY OF EMPLOYMENT STATISTICS AT MANAGEMET LEVEL

POST DESIGNATION	NO. OF POSTS			NO OF POSTS FILLED
Superintendent General	1	African	Male	1
			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Senior General Manager	4	African	Male	1
			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
General Manager	8	African	Male	5
			Female	1
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	1
			Female	0
Senior Manager	34	African	Male	7
_			Female	3
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	2
			Female	0
Manager	75	African	Male	26
			Female	8
		Coloured	Male	0
			Female	0

		Asian	Male	0
			Female	1
		Whites	Male	1
			Female	2
Deputy Manager	Deputy Manager 88	African	Male	25
			Female	12
	Coloured	Male	0	
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	1
			Female	1

WORKPLACE SKILLS PLAN: 2003/04

SENIOR MANAGEMENT	PLANNED TRAINING PROGRAMMES	NO. OF EMPLOYEES AT THIS LEVEL	TARGETTED NO OF EMPLOYEES FOR TRAINING	ESTIMATED COSTS
Senior Manager General Manager Senior General Manager Superintendent General	 Policy analysis and development. Strategic Planning and Management. Project Management Risk Management Stress Management Communication 	24	24	R1 038 025
MIDDLE MANAGEMENT	PLANNED TRAINING PROGRAMMES	NO. OF EMPLOYEES AT THIS LEVEL	TARGETTED NO OF EMPLOYEES FOR TRAINING	ESTIMATED COSTS
Manager (Various) Deputy Manager (various)	 Management functions. Strategic Planning and Management Stress Management Delegating Facilitation Policy analysis and development Conflict management Problem solving Project Management 	77	50	R738 025
OPERATIONAL LEVEL	PLANNED TRAINING PROGRAMMES	NO. OF EMPLOYEES AT THIS LEVEL	TARGETTED NO OF EMPLOYEES FOR TRAINING	ESTIMATED COSTS
Admin Officer Financial Admin Officer Nature Conservation Environment Officer Personnel Officer	 HR matters Report writing Counselling Ecological Management 	718	300	R1 338 025

Survey Statistication Labour Relation Officer	 Hospitality Management Environmental Management Computer Animal control Database design Stress Management Conflict Management 			
Admin Officer	- Computer	490	250	R1 538 025
Registry Clerk	- Registry functions			
Accounting Clerk	- Finance			
Typist	- HR matter			
Secretary	 Report writing 			
Cleaner	 Maintenance of 	710	500	R538 025
Messenger	building			
Driver	 Fire fighting 			
Farm Aid	 Fire arm training 			
General Foreman	 Littering control 			
Security Guard	 Bush Encroachment 			
·	 Security Services 			
	- ABET			

RECRUITMENT PLAN

Recruitment is a process of forecasting the human resource needs, the specification of individual job requirements and the identification and use of appropriate recruitment channels. It is important to take note of the fact that this process will always be influenced by political, demographic and economic factors.

In order for the department to comply with legislation on Employment Equity, the following plan is therefore presented.

The current state of affairs on the position of designated groups at management level

POST DESIGNATION	NO. OF POSTS			NO OF POSTS FILLED
Superintendent General	1	African	Male	1
-			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
Senior General Manager	enior General Manager 4 African	Male	1	
			Female	0
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	0
			Female	0
General Manager	8	African	Male	5
			Female	1
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	1
			Female	0
Senior Manager	34	African	Male	7
_			Female	3
		Coloured	Male	0
			Female	0

		Asian	Male	0
		/ Glai i		
			Female	0
		Whites	Male	2
			Female	0
Manager	75	African	Male	26
			Female	8
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	1
		Whites	Male	1
			Female	2
Deputy Manager 88	88	3 African	Male	25
			Female	12
		Coloured	Male	0
			Female	0
		Asian	Male	0
			Female	0
		Whites	Male	1
			Female	1