

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

| JOB CATEGORY | JOB LEVEL | JOB OUTPUTS | COMPETENCY PROFILE | |
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| | | | KEY COMPETENCIES | APPOINTMENT REQUIREMENT |
| Superintendent General | 16 | <ul style="list-style-type: none"> ❖ Provide support for Cabinet processes ❖ Facilitate interdepartmental/ inter provincial co-ordination of policy making and the resolution of policy conflict ❖ Advise Minister/Premier/ MEC on policy 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 departments/provincial administrations ❖ Ensure intergration among key resource strategies and their alignment with medium term expenditure framework ❖ Accountable for departments/ | <p align="center">KNOWLEDGE</p> <p>Expert in more than one functional field/discipline such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p>SKILLS</p> <p>Expert skills such as:</p> <ul style="list-style-type: none"> ❖ 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 meet the Goals ❖ Strategic management | <p align="center">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> |

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| | | <p>provincial administrations conduct and performance and ensure that:</p> <p>Accountabilities are clearly specified and formally delegated</p> <p>Appropriate internal controls and reporting systems are established and maintained</p> <ul style="list-style-type: none"> ❖ Management of information systems ❖ Provide timely and accurate information ❖ Assurance arrangements appropriate to the departments/provincial administration systems that 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 | <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ 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 negotiation skills ❖ Advanced influencing skills <p><u>CREATIVITY</u></p> <ul style="list-style-type: none"> ❖ Exceptional creativity is required to develop completely new methods policies/understanding | |
| Senior General Manager: Tourism and Environment | 15 | <ul style="list-style-type: none"> ❖ Provide support for Cabinet processes ❖ Facilitate interdepartmental/ inter provincial co-ordination of policy making and the resolution of policy | <p>KNOWLEDGE</p> <p>Expert in more than one functional field/discipline such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters | <p>QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> |

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| | | <p>conflict</p> <ul style="list-style-type: none"> ❖ Advise Minister/Premier/ MEC on Tourism and Environmental Affairs ❖ 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 departments/provincial administrations ❖ Ensure intergration among key resource strategies and their alignment with medium term expenditure framework ❖ Accountable for departments/ provincial administration conduct and performance and ensure that: <ul style="list-style-type: none"> Accountabilities are clearly specified and formally delegated Appropriate internal controls and reporting systems are established and maintained ❖ Management of | <ul style="list-style-type: none"> ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p><u>SKILLS</u> Expert skills such as:</p> <ul style="list-style-type: none"> ❖ 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 meet the Goals ❖ Strategic management <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ 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 | <p>- Tertiary qualifications: More than ten years.</p> |
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| | | <p>information systems</p> <ul style="list-style-type: none"> ❖ Provide timely and accurate information ❖ Assurance arrangements appropriate to the departments/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 Tourism and Environmental Management | <p>speaking skills</p> <ul style="list-style-type: none"> ❖ Advanced motivation skills ❖ Advanced negotiation skills ❖ Advanced influencing skills <p><u>CREATIVITY</u></p> <ul style="list-style-type: none"> ❖ Exceptional creativity is required to develop completely new methods policies/understanding | |
| Senior General Manager: Economic Development | 15 | <ul style="list-style-type: none"> ❖ Provide support for Cabinet processes ❖ Facilitate interdepartmental/ inter provincial co-ordination of policy making and the resolution of policy conflict ❖ Advise Minister/Premier/ MEC on Economic Policy ❖ Responsive to the Minister/Premier/ MEC policy, information support requirements and priority ❖ Consult other departments/ provincial | <p>KNOWLEDGE</p> <p>Expert in more than one functional field/discipline such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP | <p>QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> |

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| | | <p>administration in respect of strategic initiatives, resource management and service delivery</p> <ul style="list-style-type: none"> ❖ Contribute to a constructive relationship between departments/provincial administrations ❖ Ensure intergration among key resource strategies and their alignment with medium term expenditure framework ❖ Accountable for departments/ 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 departments/provincial administration systems are implemented ❖ Usable information on the business and functions of the department/ provincial | <p><u>SKILLS</u> Expert skills such as:</p> <ul style="list-style-type: none"> ❖ 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 meet the Goals ❖ Strategic management <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ 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 negotiation skills ❖ Advanced influencing skills <p><u>CREATIVITY</u></p> <ul style="list-style-type: none"> ❖ Exceptional creativity is required to develop completely new methods policies/understanding | |
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| | | <p>administration is available to clients and public</p> <ul style="list-style-type: none"> ❖ All lawful requirements i.t.o ministerial directives, cabinet decisions, etc. are compiled with ❖ Tourism Management ❖ Environmental Management | | |
| Senior General Manager: Provincial Treasury | 15 | <ul style="list-style-type: none"> ❖ Provide support for 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 departments/provincial administration ❖ Ensure intergration among key resource strategies and their alignment with medium | <p style="text-align: center;">KNOWLEDGE</p> <p>Expert in more than one functional field/discipline such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p>SKILLS</p> <p>Expert skills such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p style="text-align: center;">EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p style="text-align: center;">STATUTORY REQUIREMENTS</p> <p>Registration with the institute for Chartered Accountants of SA, where applicable.</p> |

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| | | <p>term expenditure framework</p> <ul style="list-style-type: none"> ❖ Accountable for departments/ provincial administration 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 Provincial financial systems ❖ Provide timely and accurate information ❖ Assurance arrangements appropriate to the departments/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 ❖ Advise provincial departments on the implementation of PFMA ❖ Ensure closure of books | <p>meet the Goals</p> <ul style="list-style-type: none"> ❖ Strategic management <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ 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 negotiation skills ❖ Advanced influencing skills <p><u>CREATIVITY</u></p> <ul style="list-style-type: none"> ❖ Exceptional creativity is required to develop completely new methods policies/understanding | |
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| Senior General Manager: (Chief Financial Officer) | 15 | <p>in the Province</p> <ul style="list-style-type: none"> ❖ Provide support for Cabinet processes ❖ Facilitate departmental co-ordination of policy making and the resolution of policy conflict ❖ Advise MEC/HOD on financial 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 department and Treasury ❖ Ensure intergration among key resource strategies and their alignment with medium term expenditure framework ❖ Accountable for the department's conduct and performance and ensure that: <ul style="list-style-type: none"> Accountabilities are clearly specified and formally delegated Appropriate internal controls and reporting systems are | <p style="text-align: center;">KNOWLEDGE</p> <p>Expert in more than one functional field/discipline such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p><u>SKILLS</u></p> <p>Expert skills such as:</p> <ul style="list-style-type: none"> ❖ 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 meet the Goals ❖ Strategic management <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Provide/obtain sensitive information requiring tact and diplomacy ❖ Public appearances and debating | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p>STATUTORY PROVISION</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable.</p> |
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| | | <p>established and maintained</p> <ul style="list-style-type: none"> ❖ Management of departmental Financial Systems ❖ Provide timely and accurate information on departmental budget ❖ Assurance arrangements appropriate to the departments/provincial administration systems are implemented ❖ Usable information on the business and functions of the department/ is available to clients and public ❖ All lawful requirements i.t.o ministerial directives, cabinet decisions, etc. are compiled with ❖ Develop, manage and co-ordinate departmental budget ❖ Ensure closure of books in the department | <ul style="list-style-type: none"> ❖ 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 negotiation skills ❖ Advanced influencing skills <p><u>CREATIVITY</u></p> <ul style="list-style-type: none"> ❖ Exceptional creativity is required to develop completely new methods policies/understanding | |
| General Manager Corporate Services | 14 | <ul style="list-style-type: none"> ❖ Manage 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 ❖ Executive advisory commitments | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p style="text-align: center;">EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> |

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| | | <ul style="list-style-type: none"> ❖ Formulate strategic policies which will enable 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 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 transformation programmes in the department ❖ Manage corporate services | <ul style="list-style-type: none"> ❖ Computer ❖ Managerial functions ❖ GAAP <p>SKILLS Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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: Environmental Affairs | 14 | <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p style="text-align: center;">EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> |

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| | | <p>authority</p> <ul style="list-style-type: none"> ❖ Liaise with other institutions and individuals and execute commitments with regard to environmental affairs ❖ Executive advisory commitments ❖ Formulate strategic policies which will enable department/Province to successfully fulfill its role in delivering services to the community ❖ Determine the most effective work, 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 regulatory services relating to Environmental Affairs ❖ Biodiversity management | <ul style="list-style-type: none"> ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p><u>SKILLS</u> Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 | |
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| | | <ul style="list-style-type: none"> ❖ Environmental Impact Management ❖ Intergrated Pollution and Waste Management | | | |
| General Tourism | Manager: | 14 | <ul style="list-style-type: none"> ❖ 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 tourism matters ❖ Executive advisory commitments ❖ Formulate strategic policies which will enable department/Province to successfully fulfill its role in delivering services to the community ❖ Determine the most effective work, procedures and methods to achieve organizational goals ❖ Compile budget and manage personnel activities responsible for but within budgetary constraints ❖ The effective | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p>SKILLS</p> <p>Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> |

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| | | <p>provisioning and utilization of personnel by means of effective and fair labour practices in order to achieve organizational goals</p> <ul style="list-style-type: none"> ❖ Represent the department/administration in high level committees ❖ Management of Provincial Parks ❖ Promote tourism development | | |
| General Manager: Economic Advisory | 14 | <ul style="list-style-type: none"> ❖ 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 commitments ❖ Formulate strategic policies which will enable departments to successfully fulfill their role in delivering of services to the community ❖ Determine the most effective work, | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p style="text-align: center;">SKILLS</p> <p>Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ Analytical thinking ❖ Research ❖ Computer utilization ❖ Conflict management ❖ Financial management to ensure that performance standards remain adequate | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p style="text-align: center;">EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> |

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| | | <p>procedures and methods to achieve organizational goals</p> <ul style="list-style-type: none"> ❖ 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 | <p>and that those responsibilities are adhered to within budget limits</p> <ul style="list-style-type: none"> ❖ Adaptability during changes to meet the Goals ❖ Strategic management ❖ Change/diversity management ❖ Economics | |
| General Manager: Provincial Treasury | 14 | <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p>SKILLS Advanced skills such as:</p> | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p>STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable</p> |

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| | | <p>policies which will enable provincial departments to successfully fulfill their role in delivering services to the community</p> <ul style="list-style-type: none"> ❖ 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 | <ul style="list-style-type: none"> ❖ 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 | <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Managerial functions | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p style="text-align: center;">EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p style="text-align: center;">STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered</p> |

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| | | <p>commitments with regard to Tender Board matters</p> <ul style="list-style-type: none"> ❖ 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. | <ul style="list-style-type: none"> ❖ GAAP <p>SKILLS Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 ❖ Law of contracts | Accountants SA, where applicable. |
| Senior Manager: Corporate and Transformation Services | 13 | <ul style="list-style-type: none"> ❖ Organise all activities in such a way that all organizational goals are achieved in the most effective manner including redirecting resources if necessary | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p style="text-align: center;">EXPERIENCE</p> |

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| | | <ul style="list-style-type: none"> ❖ 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 Corporate Services ❖ Executive advisory commitments ❖ 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 provincial ❖ 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 ❖ Implement transformation programmes in the department ❖ Co-ordinate and manage HR ❖ Manage and co-ordinate | <ul style="list-style-type: none"> ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Managerial functions ❖ GAAP <p><u>SKILLS</u> Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p>- Tertiary qualifications: More than ten years.</p> <p>STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable</p> |
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| | | <p>Labour Relation matters</p> <ul style="list-style-type: none"> ❖ Provide legal services to the department | | |
| Senior Manager: Security and Risk Management Services | 13 | <ul style="list-style-type: none"> ❖ 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 Security and Risk Management Services ❖ Executive advisory commitments ❖ 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. ❖ The effective provisioning and utilization of personnel by means of effective and fair labour practices | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p>SKILLS</p> <p>Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p>STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable.</p> |

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| | | <p>in order to achieve organizational goals</p> <ul style="list-style-type: none"> ❖ 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 | <ul style="list-style-type: none"> ❖ 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 ❖ Executive advisory commitments ❖ Communicate strategic policies which will enable the department to successful fulfill its role ❖ Determine the most effective work, procedures and methods to achieve organizational | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p><u>SKILLS</u></p> <p>Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ Analytical thinking ❖ Research ❖ Computer utilization ❖ Conflict management ❖ Financial management to ensure that performance standards remain adequate | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p>STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable.</p> |

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| | | <ul style="list-style-type: none"> ❖ 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 in high level committees ❖ Provide public relations in the department | <ul style="list-style-type: none"> 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 | 13 | <ul style="list-style-type: none"> ❖ 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 strategic planning ❖ Executive advisory commitments ❖ Formulate strategic policies which will enable the department to successfully fulfill its role in delivering services to the community ❖ Determine the most effective work, | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p>SKILLS</p> <p>Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ Analytical thinking ❖ Research ❖ Computer utilization ❖ Conflict management ❖ Financial management to ensure that performance standards remain adequate | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p>STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable</p> |

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| | | <p>procedures and methods to achieve organizational goals</p> <ul style="list-style-type: none"> ❖ Compile budget and manage 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 ❖ Develop, facilitate, monitor and evaluate departmental management plan ❖ Prepare departmental annual report ❖ Facilitate Economic Cluster programmes | <p>and that those responsibilities are adhered to within budget limits</p> <ul style="list-style-type: none"> ❖ Adaptability during changes to meet the Goals ❖ Strategic management ❖ Change/diversity management | |
| Senior Manager: MEC's Office | 13 | <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p style="text-align: center;">EXPERIENCE</p> |

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| | | <p>policy in the organization within his/her power of authority</p> <ul style="list-style-type: none"> ❖ Liaise with other institutions and individuals and execute commitments with regard to public appearance ❖ Executive advisory commitments ❖ Formulate strategic policies which will enable the MEC's Office to successfully fulfill its role in delivering services to the community ❖ Determine the most effective work, procedures and methods to achieve organizational goals ❖ Compile budget and manage 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 | <ul style="list-style-type: none"> ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p><u>SKILLS</u> Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p>- Tertiary qualifications: More than ten years.</p> <p>STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable</p> |
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| | | <ul style="list-style-type: none"> ❖ 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 | 13 | <ul style="list-style-type: none"> ❖ 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 to achieve organizational goals | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p>SKILLS</p> <p>Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p>STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable</p> |

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| | | <ul style="list-style-type: none"> ❖ Compile budget ❖ 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 ❖ 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 | <ul style="list-style-type: none"> meet the Goals ❖ Strategic management ❖ Change/diversity management | |
| Senior Manager: Environmental : | 13 | ❖ Organise all activities in such a way that all | KNOWLEDGE | QUALIFICATIONS |

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| (Regulatory Services) | | <p>organizational goals are achieved in the most effective manner including redirecting resources if necessary</p> <ul style="list-style-type: none"> ❖ 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 Regulatory Services ❖ 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 to achieve organizational goals ❖ Compile budget and manage 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 | <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p><u>SKILLS</u> Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p>STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable</p> |
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| | | <p>deemed necessary</p> <ul style="list-style-type: none"> ❖ 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 management ❖ Hunting regulations ❖ Manage regulatory enforcement | | |
| Senior Manager: Environmental (Biodiversity) | 13 | <ul style="list-style-type: none"> ❖ 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 Biodiversity management ❖ Executive advisory commitments ❖ Formulate strategic policies which will enable the department/Province to successfully fulfill its role in delivering services to the community | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p>SKILLS</p> <p>Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ Analytical thinking ❖ Research ❖ Computer utilization ❖ Conflict management ❖ Financial management to ensure that performance | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p>STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable</p> |

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| | | <ul style="list-style-type: none"> ❖ Determine the most effective work, procedures and methods to achieve organizational goals ❖ Compile budget and manage 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 ❖ Biodiversity planning and development ❖ Biodiversity monitoring | <p>standards remain adequate and that those responsibilities are adhered to within budget limits</p> <ul style="list-style-type: none"> ❖ Adaptability during changes to meet the Goals ❖ Strategic management ❖ Change/diversity management | |
| Senior Manager: Environmental (Environmental Impact) | 13 | <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p style="text-align: center;">EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> |

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| | | <p>authority</p> <ul style="list-style-type: none"> ❖ Liaise with other institutions and individuals and execute commitments with regard to Environment Impact assessment ❖ 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 to achieve organizational goals ❖ Compile budget and manage 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 | <ul style="list-style-type: none"> ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p><u>SKILLS</u> Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p>STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable</p> |
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| | | <ul style="list-style-type: none"> ❖ Represent the department in high level committees ❖ Manage environmental impact assessment ❖ Manage intergrated environmental planning ❖ Manage environmental special projects ❖ Manage environmental governance and capacity building | | |
| Senior Manager: Environment (Pollution and Waste) | 13 | <ul style="list-style-type: none"> ❖ 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 Environmental Pollution and Waste 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 | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p><u>SKILLS</u></p> <p>Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p>STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable.</p> |

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| | | <p>to achieve organizational goals</p> <ul style="list-style-type: none"> ❖ Compile budget and manage 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 | <ul style="list-style-type: none"> ❖ Adaptability during changes to meet the Goals ❖ Strategic management ❖ Change/diversity management | |
| Senior Manager: Procurement | 13 | <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p style="text-align: center;">EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> |

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| | | <p>authority</p> <ul style="list-style-type: none"> ❖ Liaise with other institutions and individuals and execute commitments with regard to Provincial Procurement Services ❖ Executive advisory commitments ❖ Formulate strategic policies which will enable the department/Provincial to successfully fulfill its role in delivering services to the community ❖ Determine the most effective work, procedures and methods to achieve organizational goals ❖ Compile budget and manage 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 | <ul style="list-style-type: none"> ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p><u>SKILLS</u> Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 ❖ Law of contracts | <p>STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable</p> |
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| | | <ul style="list-style-type: none"> ❖ Represent the department in high level committees ❖ Manage provincial procure-ment services ❖ Manage tender and contract administration | | |
| Senior Manager: Tourism | 13 | <ul style="list-style-type: none"> ❖ 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 tourism ❖ Executive advisory commitments ❖ Formulate strategic policies which will enable the department/Provincial to successfully fulfill its role in delivering services to the community ❖ Determine the most effective work, procedures and methods to achieve organizational goals ❖ Compile budget and manage personnel activities responsible for but within budgetary constraints | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p>SKILLS</p> <p>Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p>STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable</p> |

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| Senior Manager: Economic Development | 13 | <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p style="text-align: center;">EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p style="text-align: center;">STATUTORY REQUIREMENTS</p> <p>Registration with the Institute for Chartered Accountants SA, where applicable</p> |

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| | | <p>development</p> <ul style="list-style-type: none"> ❖ Executive advisory commitments ❖ Formulate strategic policies which will enable the department/Provincial to successfully fulfill its role in delivering services to the community ❖ Determine the most effective work, procedures and methods to achieve organizational goals ❖ Compile budget and manage 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 ❖ SMME | <p><u>SKILLS</u> Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 | |
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| | | <ul style="list-style-type: none"> ❖ Co-operatives ❖ Economic Planning and Research ❖ Industry | | |
| Senior Manager: Legal Services | 13 | <ul style="list-style-type: none"> ❖ 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 legal matters ❖ Executive advisory commitments ❖ 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 budget and manage personnel activities responsible for but within budgetary constraints ❖ Exercise control over all functions and personnel under his/her supervision, in order to | <p style="text-align: center;">KNOWLEDGE</p> <p>Very deep knowledge of a wide range of activities are such as:</p> <ul style="list-style-type: none"> ❖ Training ❖ HR matters ❖ Finance ❖ Technical standards/procedures ❖ Needs and priorities of stakeholders ❖ Planning and organizing ❖ Computer ❖ Managerial functions ❖ GAAP <p>SKILLS</p> <p>Advanced skills such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification plus training and courses in Management practices depending on the area of utilisation.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> <p>STATUTORY REQUIREMENTS</p> <p>Admittance as Advocate or Attorney, where applicable.</p> |

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| | | <p>determine if organizational goals are achieved and taking corrective actions if deemed necessary</p> <ul style="list-style-type: none"> ❖ 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 | | |
| Manager: HR and Organisational Development | 11 – 12 | <ul style="list-style-type: none"> ❖ Administrative planning ❖ 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 resource/labour | <p>KNOWLEDGE</p> <p>Knowledge of a variety of work ranges and procedures such as:</p> <ul style="list-style-type: none"> ❖ 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 <p>SKILLS</p> | <p>QUALIFICATIONS</p> <ul style="list-style-type: none"> ❖ Tertiary qualification <p>EXPERIENCE</p> <ul style="list-style-type: none"> ❖ Tertiary qualification: More than 10 years <p>TRAINING</p> |

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| | | relations/OD strategies | <ul style="list-style-type: none"> ❖ Mathematics ❖ Organizing ❖ Ability to operate computer (both hardware and software) <p><u>CREATIVITY</u> Develop new ideas that result in major changes on existing understanding</p> | |
| Manager: Services | Auxiliary | 11 – 12 | <ul style="list-style-type: none"> ❖ Formulate and submit policy for approval ❖ Conduct research in respect of the relevant working field ❖ Report on and ensure efficient application of legislation and policies ❖ Compile budget ❖ Handle transport matters ❖ Handle departmental stores ❖ Provide office services ❖ Provide departmental Registry services ❖ Provide office accommodation <p><u>KNOWLEDGE</u> Limited use of professional knowledge such as:</p> <ul style="list-style-type: none"> ❖ HR matters ❖ Planning and organizing ❖ Training ❖ Knowledge of applicable regulating Act/measures ❖ Knowledge of prosecuting procedures ❖ Computer ❖ Finance <p><u>SKILLS</u></p> <ul style="list-style-type: none"> ❖ Policy formulation ❖ Project management ❖ Financial management ❖ Analytical ❖ Research ❖ Conflict resolution <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Provide or obtain information requiring difficult explanation ❖ Written financial/project reports ❖ Negotiations ❖ Presentations <p><u>CREATIVITY</u> Development of new ideas that impact on existing</p> | <p><u>QUALIFICATIONS</u></p> <ul style="list-style-type: none"> ❖ Grade 10 (or equivalent) ❖ Grade 12 (or equivalent) ❖ Appropriate tertiary qualification or equivalent (where required) <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Grade 10: More than 10 years ❖ Grade 12: More that 10 years ❖ Tertiary qualification: More that 10 years |

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| | | | methods/policies/ understanding/programmes | |
| Manager: Information Technology | 11 – 12 | <ul style="list-style-type: none"> ❖ Plan and co-ordinate the training of users on generic software packages ❖ Identify Data Base problems ❖ Control and monitor the LAN, WAN and/or Data Base planning/implementation support and maintenance ❖ Advice management on future Data Base strategies and implementation ❖ Monitor/control computer assets ❖ Compile budget ❖ Budget control as far as computer operation is concerned | <p>KNOWLEDGE Knowledge of a wide range of work procedures such as:</p> <ul style="list-style-type: none"> ❖ Finance ❖ HR matters ❖ Training ❖ Planning and organizing ❖ Computer ❖ Networks ❖ Programming ❖ Computer systems analyzing ❖ Certified Novel Administrator ❖ System Administrator ❖ Microsoft product specialist ❖ Compilation of management reports ❖ Research/analysis ❖ Programme/planning ❖ Procurement directives and procedures <p>SKILLS</p> <ul style="list-style-type: none"> ❖ Mathematics ❖ Organizing ❖ Ability to work independently ❖ Ability to operate computer (hardware and software) ❖ Problem solving ❖ Interpersonal relationship ❖ Conflict management ❖ Strategic planning ❖ Facilitation ❖ Policy analysis and development ❖ Training | <p>QUAIFICATIONS</p> <ul style="list-style-type: none"> ❖ Tertiary qualification ❖ Grade 12 or equivalent <p>EXPERIENCE</p> <ul style="list-style-type: none"> ❖ Tertiary qualification: More that 10 years ❖ Grade 12 or equivalent: More that 10 years <p>TRAINING Specialised functional and management courses</p> |
| Manager: Procurement | 11 – 12 | <ul style="list-style-type: none"> ❖ Cost and Management accounting ❖ Research ❖ Monitor budget | <p>KNOWLEDGE</p> <ul style="list-style-type: none"> ❖ Finance ❖ HR matters | <p>QUALIFICATIONS</p> <p>Tertiary qualification.</p> |

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| | | <ul style="list-style-type: none"> ❖ expenditure ❖ Co-ordinate and execute policy strategy ❖ Serve on Committees where procurement administration plays a role ❖ Advice top Management regarding the full spectrum of procurement ❖ Manage provincial/departmental Procurement Services ❖ Manage tender and contract administration ❖ Implement PFMA ❖ Compliance with departmental financial systems ❖ Asset management | <ul style="list-style-type: none"> ❖ Training ❖ Statistics/Economics ❖ Information systems ❖ Reporting procedures ❖ Research ❖ Procurement procedures ❖ Planning and organizing ❖ Management reports ❖ GAAP ❖ Computer <p><u>SKILLS</u></p> <ul style="list-style-type: none"> ❖ Mathematics ❖ Organizing ❖ Computer ❖ Problem solving ❖ Conflict resolution ❖ Project management ❖ Facilitation ❖ Budgeting ❖ Research ❖ Analytical thinking ❖ Law of contracts <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Presentation ❖ Team building ❖ Motivation ❖ Management reports | <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> |
| Manager: Tourism | 11 – 12 | <ul style="list-style-type: none"> ❖ Research ❖ Monitor budget expenditure ❖ Co-ordinate and execute policy strategy ❖ Serve on Committees where tourism matters plays a role ❖ Manage parks regulatory services ❖ Manage parks development | <p>KNOWLEDGE</p> <ul style="list-style-type: none"> ❖ Finance ❖ HR matters ❖ Training ❖ Statistics/Economics ❖ Information systems ❖ Reporting procedures ❖ Research ❖ Procurement procedures ❖ Planning and organizing ❖ Management reports | <p>QUALIFICATIONS</p> <p>Tertiary qualification.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> |

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| | | <ul style="list-style-type: none"> ❖ Facilitate intergrated tourism development ❖ Eco-tourism | <ul style="list-style-type: none"> ❖ GAAP ❖ Computer <p><u>SKILLS</u></p> <ul style="list-style-type: none"> ❖ Mathematics ❖ Organizing ❖ Computer ❖ Problem solving ❖ Conflict resolution ❖ Project management ❖ Facilitation ❖ Budgeting ❖ Research ❖ Analytical thinking ❖ Law of contracts <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Presentation ❖ Team building ❖ Motivation ❖ Management reports | |
| Manager: Environmental Affairs Related | 11 - 12 | <ul style="list-style-type: none"> ❖ Research ❖ Monitor budget expenditure ❖ Co-ordinate and execute policy strategy ❖ Serve on Committees where environmental affairs plays a role ❖ Cite and permits management ❖ Hunting regulatory ❖ Manage regulatory enforcement ❖ Biodiversity planning and development ❖ Biodiversity monitoring ❖ Manage environmental impact assessment ❖ Manage intergrated environ-mental planning | <p style="text-align: center;">KNOWLEDGE</p> <ul style="list-style-type: none"> ❖ Finance ❖ HR matters ❖ Training ❖ Statistics/Economics ❖ Information systems ❖ Reporting procedures ❖ Research ❖ Procurement procedures ❖ Planning and organizing ❖ Management reports ❖ GAAP ❖ Computer <p><u>SKILLS</u></p> <ul style="list-style-type: none"> ❖ Organizing ❖ Computer ❖ Problem solving ❖ Conflict resolution | <p>QUALIFICATIONS</p> <p>Tertiary qualification.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> |

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| | | | <ul style="list-style-type: none"> ❖ Manage environmental special projects ❖ Manage environment governance and capacity building | <ul style="list-style-type: none"> ❖ Project management ❖ Facilitation ❖ Budgeting ❖ Research ❖ Analytical thinking ❖ Law of contracts <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Presentation ❖ Team building ❖ Motivation ❖ Management reports | |
| Manager: Related | Economic | 11 – 12 | <ul style="list-style-type: none"> ❖ Cost and Management accounting ❖ Research ❖ Monitor budget expenditure ❖ Co-ordinate and execute policy strategy ❖ Serve on Committees where economic matters plays a role ❖ Monitor and evaluate policy development and implementation ❖ Determine and formulate provincial economic policy ❖ Advice on provincial economic policy ❖ Develop strategies for economic development | <p style="text-align: center;">KNOWLEDGE</p> <ul style="list-style-type: none"> ❖ Finance ❖ HR matters ❖ Training ❖ Statistics/Economics ❖ Information systems ❖ Reporting procedures ❖ Research ❖ Procurement procedures ❖ Planning and organizing ❖ Management reports ❖ GAAP ❖ Computer <p><u>SKILLS</u></p> <ul style="list-style-type: none"> ❖ mathematics ❖ Organizing ❖ Computer ❖ Problem solving ❖ Conflict resolution ❖ Project management ❖ Facilitation ❖ Budgeting ❖ Research ❖ Analytical thinking <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Presentation ❖ Team building | <p>QUALIFICATIONS</p> <p>Tertiary qualification.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications: More than ten years.</p> |

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| | | | <ul style="list-style-type: none"> ❖ Motivation ❖ Management reports | |
| Manager: Financial Management | 12 | <ul style="list-style-type: none"> ❖ Cost and Management accounting ❖ Chartered accountancy ❖ Monitor and evaluate policy development and implementation ❖ Develop financial strategies ❖ Cost and management accounting ❖ Conduct research ❖ Monitor budget expenditure ❖ Advice decision makers on economic policy goals and public expenditure guidelines ❖ Co-ordinate and execute policy strategy ❖ Judge articles, thesises or papers | <p style="text-align: center;">KNOWLEDGE</p> <ul style="list-style-type: none"> ❖ Finance ❖ HR matters ❖ Training ❖ Statistics/Economics ❖ Information systems ❖ Reporting procedures ❖ Research ❖ Procurement procedures ❖ Planning and organizing ❖ Management reports ❖ GAAP ❖ Computer <p>SKILLS</p> <ul style="list-style-type: none"> ❖ mathematics ❖ Organizing ❖ Computer ❖ Problem solving ❖ Conflict resolution ❖ Project management ❖ Facilitation ❖ Budgeting ❖ Research ❖ Analytical thinking <p>COMMUNICATION</p> <ul style="list-style-type: none"> ❖ Presentation ❖ Team building ❖ Motivation ❖ Management reports | <p style="text-align: center;">QUALIFICATIONS</p> <ul style="list-style-type: none"> ❖ Tertiary qualification <p>TRAINING</p> <p>EXPERIENCE</p> <ul style="list-style-type: none"> ❖ Tertiary qualification: More that 10 years <ul style="list-style-type: none"> ❖ Registration as CA: Between 5 to 10 years <p>STATUTORY REQUIREMENTS</p> <ul style="list-style-type: none"> ❖ Registration with the Institute for Chartered Accountants of SA as a Chartered Accountant where applicable |
| System Analyst and Programmer and Network Controller | 7 – 8 | <ul style="list-style-type: none"> ❖ System development and maintenance ❖ Research to determine needs on the whole spectrum of computation ❖ Inspection with a view of identifying projects ❖ Identify resources and | <p style="text-align: center;">KNOWLEDGE</p> <p>(Also see Annexure A) Deep knowledge of a narrow range of activities such as:</p> <ul style="list-style-type: none"> ❖ Finance ❖ HR matters ❖ Training ❖ Planning and organizing | <p style="text-align: center;">QUALIFICATIONS</p> <ul style="list-style-type: none"> ❖ Tertiary qualification ❖ Grade 12 or equivalent <p>EXPERIENCE</p> <ul style="list-style-type: none"> ❖ Tertiary qualification: Between 0 and 2 years ❖ Grade 12 or equivalent: |

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| | | <p>negotiate the obtaining and installation of hardware and software</p> <ul style="list-style-type: none"> ❖ Liaise with programmers regarding the capturing of data ❖ Maintain and monitor WAN ❖ Design and implement data base ❖ Negotiate/liaise with stake-holders ❖ Obtain mandates ❖ Plan and implement projects ❖ Manage reports | <ul style="list-style-type: none"> ❖ 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 | <p>Between 5 and 10 years</p> <p><u>TRAINING</u></p> <ul style="list-style-type: none"> ❖ Advanced/specialized programming course ❖ Advanced System Administration course |
| Business Economist | 8 | <ul style="list-style-type: none"> ❖ Identify 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 ❖ Determine need for statistic use of projects | <p style="text-align: center;">KNOWLEDGE</p> <p>(Also see Annexure A) Knowledge of a variety of work ranges and procedures such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">QUALIFICATIONS</p> <ul style="list-style-type: none"> ❖ Tertiary qualification <p><u>TRAINING</u></p> <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Tertiary qualification: Between 0 and 2 years |

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| | | <ul style="list-style-type: none"> ❖ Provide aid and advice to scientists in application of statistical methods/systems ❖ Conduct viability studies | <ul style="list-style-type: none"> ❖ Generally Accepted ❖ Accounting Practices (GAAP) ❖ Computer | |
| Administration/ Senior Admin. Officer (Tourism) | 7 – 8 | <ul style="list-style-type: none"> ❖ Routine administrative outputs within given parameters such as: <ul style="list-style-type: none"> - 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 | <p style="text-align: center;">KNOWLEDGE</p> <p>(Also see Annexure A) Knowledge of a wide ranges of work procedures and/or such as:</p> <ul style="list-style-type: none"> ❖ 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) | <p style="text-align: center;">QUALIFICATIONS</p> <ul style="list-style-type: none"> ❖ Tertiary qualification <p><u>TRAINING</u></p> <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Tertiary qualification: Between 2 and 5 years |
| Administration/Senior Administration Officer | 7 – 8 | <ul style="list-style-type: none"> ❖ Routine administrative outputs within given parameters such as: <ul style="list-style-type: none"> - Overall co-ordination and control of allocated tasks resources - Gather and process information - Interpret statistics - Supervise subordinates - Guidance and advice to | <p style="text-align: center;">KNOWLEDGE</p> <p>(Also see Annexure A) Knowledge of a wide ranges of work procedures and/or such as:</p> <ul style="list-style-type: none"> ❖ Finance ❖ HR matters ❖ Safety ❖ Training ❖ Stores ❖ Reporting procedures ❖ Procurement directives and | <p style="text-align: center;">QUALIFICATIONS</p> <ul style="list-style-type: none"> ❖ Grade 10 or equivalent ❖ Grade 12 or equivalent ❖ Tertiary qualification <p><u>TRAINING</u></p> <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Grade 12 or equivalent |

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| | | clients on tourism matters - Perform administrative matters - Prepare submission and memos - Handles stores - Handle requisitions for goods - Handle transport matters | procedures ❖ Planning and organizing ❖ 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 ❖ Grade 10 or equivalent 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 | KNOWLEDGE ❖ 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) SKILLS ❖ mathematics | 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 |

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| | | | <ul style="list-style-type: none"> ❖ Organizing ❖ Ability to operate computer (both hardware and software) ❖ Basic interpersonal relationship | |
| Chief Financial Administration Officer | 10 | <ul style="list-style-type: none"> ❖ 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 co-ordinate the annual budgetary cycle | <p style="text-align: center;">KNOWLEDGE</p> <p>Knowledge of a variety of work ranges and procedures such as:</p> <ul style="list-style-type: none"> ❖ 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 <p>SKILLS</p> <ul style="list-style-type: none"> ❖ mathematics ❖ Organizing ❖ Computer (both hardware and software) ❖ Interpersonal relationship ❖ Problem solving | |
| Senior Provisioning Administration Officer | 7 – 8 | <ul style="list-style-type: none"> ❖ Routine administrative outputs within given | <p style="text-align: center;">KNOWLEDGE</p> <p>(Also see Annexure A)</p> | <p style="text-align: center;">QUALIFICATIONS</p> <ul style="list-style-type: none"> ❖ Grade 10 or equivalent |

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| | | <p>parameters such as:</p> <ul style="list-style-type: none"> - Procurement and enquiries - Overall co-ordination and control of allocated tasks resources - Gather and process information - Interpret statistics - Manage stores administration - Maintain asset required - Processing of orders and requisitions | <p>Knowledge of a widerange of work procedures and/or processes such as:</p> <ul style="list-style-type: none"> ❖ Finance ❖ HR matters ❖ Safety ❖ Training ❖ Reporting procedures ❖ Procurement directives and procedures ❖ Planning and organizing ❖ Computer <p><u>SKILLS</u></p> <ul style="list-style-type: none"> ❖ mathematics ❖ Organizing ❖ Ability to operate computer (both hardware and software) ❖ Problem solving ❖ Interpersonal relationship ❖ Formulation and editing ❖ Conflict resolution ❖ Research ❖ Analytical thinking | <ul style="list-style-type: none"> ❖ Grade 12 or equivalent ❖ Tertiary qualification <p><u>TRAINING</u></p> <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Grade 12 or equivalent More than 10 years ❖ Grade 10 or equivalent More than 10 years ❖ Tertiary qualification: Between 2 and 5 years |
| Senior/Security Officer | 7 – 8 | <ul style="list-style-type: none"> ❖ Control work performance against strategic objectives ❖ Maintain security/security risk assessments ❖ Executive risk control sub-elements ❖ Compile security investigation manuals ❖ Conduct investigations and write reports ❖ Safekeeping of keys ❖ Control emergency plans ❖ Plan security tasks ❖ Handling of volatile incidents/crowd control | <p><u>KNOWLEDGE</u></p> <p>(Also see Annexure A)</p> <p>Knowledge of a variety of work procedures such as:</p> <ul style="list-style-type: none"> ❖ Safety (category C) ❖ Planning and organizing (category C) ❖ Analysis of security risks ❖ Training (category B) ❖ Catering (category B/C) ❖ Fire fighting (category B) ❖ Health and safety measures ❖ Electronic security system ❖ Emergency planning <p><u>SKILLS</u></p> | <p><u>QUALIFICATIONS</u></p> <ul style="list-style-type: none"> ❖ Grade 10 or equivalent ❖ Grade 12 or equivalent ❖ Tertiary qualification <p><u>TRAINING</u></p> <ul style="list-style-type: none"> ❖ Personnel evaluation course ❖ Labour relations course ❖ Safety management course ❖ Catering course ❖ Fire arm training ❖ Safety, Health and environmental risks ❖ Occupational Health and Safety (NOSA) <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Grade 12 or equivalent |

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| | | | <ul style="list-style-type: none"> ❖ Organizing ❖ Interpersonal relationship ❖ Problem solving ❖ Maintaining discipline ❖ Conflict resolution ❖ Skills on security matters ❖ Cooking ❖ Research ❖ Analytical thinking ❖ Handling fire arms <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Verbal exchange of information requiring difficult explanation ❖ Routine notes, memo's, letters and reports ❖ Teambuilding ❖ Negotiations | <ul style="list-style-type: none"> ❖ More than 10 years ❖ Grade 10 or equivalent ❖ More than 10 years ❖ Tertiary qualification: Between 2 and 5 years |
| Training Officer | 6 – 8 | <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">KNOWLEDGE</p> <ul style="list-style-type: none"> ❖ Finance ❖ HR ❖ Training ❖ Planning and organizing <p><u>SKILLS</u></p> <ul style="list-style-type: none"> ❖ Presentation ❖ Facilitation ❖ Computer ❖ Research ❖ Problem solving ❖ Mathematics ❖ Project management ❖ Policy analysis and development <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Routine notes, memos, submissions, minutes and letters ❖ Cabinet memoranda | <p>QUALIFICATIONS</p> <p>Tertiary qualification.</p> <p>TRAINING</p> <ul style="list-style-type: none"> - Train the Trainers course - Facilitation Skills <p>EXPERIENCE</p> <p>Tertiary qualification: between 2 and 5 years.</p> |

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| Librarian | 6 – 8 | <ul style="list-style-type: none"> ❖ Provide library services ❖ Subscriptions with outside providers ❖ Provide editorial services ❖ Undertake investigation ❖ Research ❖ Handle requisitions and purchases ❖ Keep library registers | <p style="text-align: center;">KNOWLEDGE</p> <ul style="list-style-type: none"> ❖ Computer ❖ Finance ❖ Library services ❖ Journalism ❖ Training ❖ Compilation of management reports ❖ Interpret policies <p>SKILLS</p> <ul style="list-style-type: none"> ❖ Organizing ❖ Ability to perform routine tasks ❖ Ability to operate computer ❖ Presentation ❖ Research | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications between 2 and 5 years.</p> |
| Survey Statistician | 6 - 8 | <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">KNOWLEDGE</p> <ul style="list-style-type: none"> ❖ Finance ❖ HR matters ❖ Training ❖ Statistics/Economics ❖ Information Systems ❖ Research ❖ Procurement directives ❖ Clients needs ❖ Management reports ❖ Planning and organizing ❖ GAAP ❖ Computer <p>SKILLS</p> <ul style="list-style-type: none"> ❖ mathematics ❖ computer ❖ Interpersonal relationship ❖ Problem solving ❖ Policy analysis ❖ Analytical thinking | <p style="text-align: center;">QUALIFICATIONS</p> <p>Tertiary qualification.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications between 2 and 5 years.</p> |

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| | | | <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Motivation ❖ Negotiation ❖ Team building ❖ Presentation | |
| Work Study Officer/Job Analyst | 6 – 8 | <ul style="list-style-type: none"> ❖ Design and develop organizational structure ❖ Conduct investigation related to the organizational structure ❖ Design prescribed forms ❖ Advice directorates ❖ Interpret statistics ❖ Keep charts and record ❖ Design filing systems ❖ Evaluate jobs ❖ Design job descriptions | <p><u>KNOWLEDGE</u></p> <ul style="list-style-type: none"> ❖ HR matters ❖ Finance ❖ OD processes ❖ Organizational design ❖ Job evaluation system ❖ Computer ❖ Planning and organizing <p><u>SKILLS</u></p> <ul style="list-style-type: none"> ❖ Organizing ❖ Ability to perform routine tasks ❖ Ability to operate computer | <p>QUALIFICATIONS</p> <p>Tertiary qualification.</p> <p>EXPERIENCE</p> <p>- Tertiary qualifications between 2 and 5 years.</p> |
| Cleaners/Messenger/Farm Aid/General Worker/Foreman/Security Guard | 1 | <ul style="list-style-type: none"> ❖ Clean and create an orderly working environment ❖ Operate cleaning machines and basic maintenance thereof ❖ Elementary support to higher level work outputs ❖ Deliver messages / goods ❖ Distribute documents ❖ Ancillary: Cleaning equipment ❖ Co-workers ❖ Supervisors | <p><u>KNOWLEDGE</u></p> <p>Knowledge of a few repetitive tasks such as:</p> <ul style="list-style-type: none"> ❖ Cleaning ❖ Equipment ❖ Stores ❖ Courier Services <p><u>SKILLS</u></p> <ul style="list-style-type: none"> ❖ Literacy ❖ Ability to operate machines <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Routine verbal exchange of information requiring helpfulness and politeness | <p>QUALIFICATION</p> <ul style="list-style-type: none"> ❖ ABET <p>EXPERIENCE</p> <ul style="list-style-type: none"> ❖ ABET: No experience <p>TRAINING</p> |
| Personnel Officer | 3 | <ul style="list-style-type: none"> ❖ Obtain exhibits ❖ Check documents ❖ Undertake investigations ❖ Maintain registers and records | <p><u>KNOWLEDGE</u></p> <p>Knowledge of a limited range of work procedures such as:</p> <ul style="list-style-type: none"> ❖ HR matters | |

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| | | <ul style="list-style-type: none"> ❖ Assist with collection of statistical data ❖ Check advertisements in newspapers, etc. to ensure compliance with Act on Trade Practises | <ul style="list-style-type: none"> ❖ Finance Norms and standards Planning and organizing ❖ Knowledge of applicable regulating Act/measures ❖ Knowledge of prosecuting procedures ❖ Computer ❖ Basic knowledge of the Constitution <p><u>SKILLS</u></p> <ul style="list-style-type: none"> ❖ Basic investigation ❖ Numeracy ❖ Literacy ❖ Interpersonal relationship <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Provide or obtain information requiring simple explanation ❖ Routine written notes/memos/letters | <p><u>QUALIFICATION</u></p> <ul style="list-style-type: none"> ❖ Grade 10 (or equivalent) ❖ Grade 12 (or equivalent) <p><u>TRAINING</u></p> <ul style="list-style-type: none"> ❖ Departmental training course <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Grade 10: Between 0 and 2 years ❖ Grade 12: No experience |
| Administration Clerk I/ Registry Clerk I | 3 | <ul style="list-style-type: none"> ❖ 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 | <p style="text-align: center;">KNOWLEDGE</p> <p>(Also see annexure A) Knowledge of a limited range of work procedures such as:</p> <ul style="list-style-type: none"> ❖ 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 <p><u>SKILLS</u></p> | <p><u>QUALIFICATIONS</u></p> <ul style="list-style-type: none"> ❖ Grade 10 (or equivalent) ❖ Grade 12 (or equivalent) <p><u>TRAINING</u></p> <ul style="list-style-type: none"> ❖ Departmental training course <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Grade 10: Between 0 and 2 years ❖ Grade 12: No experience |

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| | | | <ul style="list-style-type: none"> ❖ Basic investigation ❖ Numeracy ❖ Literacy ❖ Conflict resolution ❖ Interpersonal relationship <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Provide or obtain information requiring simple explanation ❖ Routine written notes/memos/letters | |
| Personnel Officer II | 4 | <ul style="list-style-type: none"> ❖ 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 | <p><u>KNOWLEDGE</u></p> <p>Knowledge of a limited range of work procedures and elementary clerical duties such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p><u>QUALIFICATIONS</u></p> <ul style="list-style-type: none"> ❖ Grade 10 or equivalent ❖ Grade 12 or equivalent <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Grade 10 or equivalent: Between 2 and 5 years ❖ Grade 12 or equivalent: Between 0 and 2 years <p><u>TRAINING</u></p> |
| Administration Clerk II | | <ul style="list-style-type: none"> ❖ 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 | <p><u>KNOWLEDGE</u></p> <p>Knowledge of a limited range of work procedures and elementary clerical duties such as:</p> <ul style="list-style-type: none"> ❖ 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 | <p><u>QUALIFICATIONS</u></p> <ul style="list-style-type: none"> ❖ Grade 10 or equivalent ❖ Grade 12 or equivalent <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Grade 10 or equivalent: Between 2 and 5 years ❖ Grade 12 or equivalent: Between 0 and 2 years <p><u>TRAINING</u></p> |

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|------------------------------|---|--|---|---|
| Provisioning Admin. Clerk II | 4 | <ul style="list-style-type: none"> ❖ 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. | <ul style="list-style-type: none"> ❖ Computer <p><u>KNOWLEDGE</u> Knowledge of a limited range of work procedures and elementary clerical duties such as:</p> <ul style="list-style-type: none"> ❖ 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 <p><u>SKILLS</u></p> <ul style="list-style-type: none"> ❖ Mathematics ❖ Literacy ❖ Organizing ❖ Ability to perform routine tasks ❖ Ability to operate computer (hardware and software) ❖ Basic interpersonal relationship. ❖ Problem solving | <p><u>QUALIFICATIONS</u></p> <ul style="list-style-type: none"> ❖ Grade 10 or equivalent ❖ Grade 12 or equivalent <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Grade 10 or equivalent: Between 2 and 5 years ❖ Grade 12 or equivalent: Between 0 and 2 years <p><u>TRAINING</u></p> |
| Provisioning Admin. Clerk I | 3 | <ul style="list-style-type: none"> ❖ Check documents ❖ Perform inspections ❖ Undertake investigations ❖ Maintain registers and records ❖ Assist with collection of statistical data ❖ Process requisitions/orders ❖ Capture data | <p><u>KNOWLEDGE</u> Knowledge of a limited range of work procedures and elementary clerical duties such as:</p> <ul style="list-style-type: none"> ❖ HR matters ❖ Finance ❖ Safety ❖ Norms and standards ❖ Planning and organising ❖ Knowledge of applicable regulating Act/measures | <p><u>QUALIFICATIONS</u></p> <ul style="list-style-type: none"> ❖ Grade 10 or equivalent ❖ Grade 12 or equivalent <p style="text-align: center;"><u>TRAINING</u></p> <ul style="list-style-type: none"> ❖ Departmental training course <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Grade 10: Between 0 and 2 years ❖ Grade 12 |

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| | | | <ul style="list-style-type: none"> ❖ Computer ❖ Basic knowledge of the Constitution ❖ Machinery <p><u>SKILLS</u></p> <ul style="list-style-type: none"> ❖ Basic investigation ❖ Inspection ❖ Numeracy ❖ Literacy ❖ Conflict resolution ❖ Interpersonal relationship ❖ Procurement Directives and procedures <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Provide or obtain information requiring simple explanation ❖ Routine written notes/ memo/letters | No experience |
| Environmental Officer/Nature Conservator | 7 – 8 | <ul style="list-style-type: none"> ❖ 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 ❖ Handle ministerial investigations ❖ Executive office and on the spot investigations ❖ Guidance services ❖ Visitor's services | <p style="text-align: center;">KNOWLEDGE</p> <p>(Also see annexure A) Deep knowledge of a wide range of activities such as:</p> <ul style="list-style-type: none"> ❖ HR matters ❖ Finance ❖ Safety ❖ Training ❖ Planning and organizing ❖ Norms and standards ❖ Knowledge of applicable regulatory Act/measures ❖ Knowledge of prosecuting procedures ❖ Computer (category B) <p><u>SKILLS</u></p> <ul style="list-style-type: none"> ❖ Planning skills ❖ Training skills ❖ Data analysis ❖ Research ❖ Conflict resolution | <p style="text-align: center;">QUALIFICATION</p> <ul style="list-style-type: none"> ❖ Grade 10 (or equivalent) ❖ Grade 12 (or equivalent) ❖ Appropriate tertiary qualification or equivalent (where required) ❖ Traffic Diploma <p><u>TRAINING</u></p> <ul style="list-style-type: none"> ❖ Diploma: Examiner of driver's licence/vehicles ❖ Certificate of instructional techniques <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Grade 10: More than 10 years ❖ Grade 12: More that 10 years ❖ Tertiary qualification: Between 2 and 5 years <p><u>STATUTORY REQUIREMENTS</u></p> <ul style="list-style-type: none"> ❖ Valid driver's licence (where required) |

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| | | <ul style="list-style-type: none"> ❖ District services ❖ Support services ❖ Specialist services such as game captures ❖ Animal control | <ul style="list-style-type: none"> ❖ Policy administering ❖ Interpersonal relationships <p><u>COMMUNICATION</u></p> <ul style="list-style-type: none"> ❖ Provide or obtain information requiring difficult information ❖ Written reports/letters, etc. ❖ Cabinet memoranda <p><u>CREATIVITY</u></p> <ul style="list-style-type: none"> ❖ Development of new ideas that impact on existing methods and policies | |
| Environmental Scientist/ Nature Conservation Scientist | 7 – 8 | <ul style="list-style-type: none"> ❖ Perform technical functions of a complex nature ❖ Plan resource requirements ❖ Overall control and co-ordination ❖ 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 conservation | <p><u>KNOWLEDGE</u></p> <p>Sound knowledge of field of work and wide range of work processes and/or procedures such as:</p> <ul style="list-style-type: none"> ❖ Safety ❖ Planning and organizing ❖ Machinery ❖ Norms/standards ❖ Equipment ❖ HR matters ❖ Training ❖ Computer ❖ Finance <p><u>SKILLS</u></p> <p>Intermediate skills which include:</p> <ul style="list-style-type: none"> ❖ Organising ❖ Training ❖ Problem solving ❖ Computer ❖ Research ❖ Planning ❖ Analytical ❖ Presentation | <p><u>QUALIFICATION</u></p> <ul style="list-style-type: none"> ❖ Appropriate tertiary qualification <p><u>TRAINING</u></p> <p><u>EXPERIENCE</u></p> <ul style="list-style-type: none"> ❖ Tertiary qualification Between 2 and 5 years <p><u>STATUTORY REQUIREMENTS</u></p> |

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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 | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - Finance - Performance Management - Ability to delegate authority. - HR matters. - Decision-making - Innovation and creativity - Planning and organising - Impact a analysis and judgement. - Computer | <ul style="list-style-type: none"> - 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) | <ul style="list-style-type: none"> - Finance - Reporting procedures - Research - Management functions - Strategic Planning and Management - HR Matters - Stress Management - Computer - Delegating - Facilitation | <ul style="list-style-type: none"> - HR matters - Computer - Reporting procedures - Finance | <ul style="list-style-type: none"> - Management functions - Strategic Planning and Management - Stress Management. - Delegating - Facilitation - Policy analysis and development - Conflict Management - Problem solving. - Project Management |

| | | | |
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| | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - General Administration - Finance - GIS - Interpretation of Act and regulations | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - General Administration - Typing - Computer - Stores - Registry functions - Finance - HR matters - Report writing | <ul style="list-style-type: none"> - General Administration - Typing - Stores | <ul style="list-style-type: none"> - Computer - Registry functions - Finance - HR matters - Report writing |
| Cleaner Messenger Driver Farm Aid General Foreman Security Guard | <ul style="list-style-type: none"> - Maintenance of building. - Messenger services. - Fire fighting - Cleaning services. - Firearm training - Littering control. - Bush Encroachment. - Security services | <ul style="list-style-type: none"> - Cleaning Services - Messenger Services | <ul style="list-style-type: none"> - 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
 SENIOR AND MIDDLE MANAGEMENT

| POST DESIGNATION | NO. OF POSTS | | | NO OF POSTS FILLED |
|-------------------------------|---------------------|----------|--------|---------------------------|
| Senior General Manager | 1 (One) | 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
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 |
| 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 AFFAIRS 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
SENIOR AND MIDDLE MANAGEMENT

| 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
SENIOR AND MIDDLE MANAGEMENT

| 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

SENIOR AND MIDDLE MANAGEMENT

| 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 |
| | | Coloured | Male | 0 |
| | | | Female | 0 |
| | | Asian | Male | 0 |
| | | | Female | 0 |
| | | Whites | 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: COMMUNICATION SERVICES
SENIOR AND MIDDLE MANAGEMENT

| 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 | 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
 SENIOR AND MIDDLE 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 | 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 | <ul style="list-style-type: none"> - 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) | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - HR matters - Report writing - Counselling - Ecological Management | 718 | 300 | R1 338 025 |

| | | | | |
|---|---|-----|-----|-----------------|
| Survey Statistician Labour Relation Officer | <ul style="list-style-type: none"> - Hospitality Management - Environmental Management - Computer - Animal control - Database design - Stress Management - Conflict Management | | | |
| Admin Officer Registry Clerk Accounting Clerk Typist Secretary | <ul style="list-style-type: none"> - Computer - Registry functions - Finance - HR matter - Report writing | 490 | 250 | R1 538 025 |
| Cleaner Messenger Driver Farm Aid General Foreman Security Guard | <ul style="list-style-type: none"> - Maintenance of building - Fire fighting - Fire arm training - Littering control - Bush Encroachment - Security Services - ABET | 710 | 500 | R538 025 |

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 | 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 | 88 | African | Male | 25 |
| | | | Female | 12 |
| | | Coloured | Male | 0 |
| | | | Female | 0 |
| | | Asian | Male | 0 |
| | | | Female | 0 |
| | | Whites | Male | 1 |
| | | | Female | 1 |