

UFS FORM 5: SHORT LEARNING PROGRAMME

SECTION A: CATALOGUE

CODE: HEQC/H06/EMS/SLPM (Credit-bearing SLP)

TITLE: Performance Management for the Public and Municipal Sectors (Public Sector)

QUALIFICATION TITLE: Master in Public Administration

NQF LEVEL: 6

CREDITS: 16

NOTIONAL LEARNING HOURS: 160

FORMAL CONTACT TIME: 40 HOURS

The contact time entails a five day formal facilitation session, including lecturing, simulations and role-play exercises and activities aimed at giving practical effect to theoretical concepts

LEARNING ASSUMED TO BE IN PLACE:

- A formal qualification on NQF level 5 *plus* relevant experience.
- Evidence of relevant prior learning may also be considered.
- The general regulations of the University of the Free State will also be applicable.

LEARNING OUTCOMES:

Learners will be able to:

- Initiate and transform organisational strategies into operational plans to achieve policy objectives and service excellence. (For detailed outcomes, please refer to the relevant Unit Standard to which this outcome relates *viz.* Proposed Unit Standard ODM372 [see the attached Annexure A]).
- Develop and apply appropriate methods and methodologies to link organisational resources to institutional resources, and manage, control and assess organisational performance in terms of such and integrated Action Plan. (This outcome relates to Unit Standard 116341 [refer to the attached Annexure B]).

BRIEF DESCRIPTION OF CONTENT:

1. The theory and practice of Performance Management in South African municipalities.
2. The Total Resource Management / MBO integration.
3. Statutory requirements for a municipal system of Performance Management.
4. Linking the strategic planning and performance management process: Resource and performance-manage organizational strategic plans.
5. Linking Human Resources to organizational strategies:
 - 5.1 Strategy-focused, outcome-based performance agreements.
 - 5.2 Strategy-focused HR recruitment, selection, placement and utilization practices.
 - 5.3 Outcome-based performance evaluation and assessment systems.
6. Linking capital (money) and the supply chain to organizational strategies.
 - 6.1 Performance budgeting.
 - 6.2 Activity Based Costing.
 - 6.3 Capital Budgeting.

- 6.4 Operational Budgets.
- 6.5 The principles of cost/benefit analysis as an application in the budget trade-off process.
- 6.6 Outcome-based Accountability networks and structures.
- 6.7 The principles of asset and stock control.
- 6.8 Supply chain planning.
- 6.9 Preferential Procurement.
- 6.10 Integrated performance / financial reporting.
- 6.11 Organizational Evaluation and Assessment

CRITICAL OUTCOMES SUPPORTED BY SHORT LEARNING PROGRAMME:

- **Initiate and transform organisational strategies into operational plans to achieve policy objectives and service excellence. (For detailed outcomes, please refer to the relevant Unit Standard to which this outcome relates viz. Proposed Unit Standard ODM372).**
 - Study and analyse theoretical underpinnings for initiating and transforming organizational strategies into operational plans.
 - Identify and understand the organizational strategies and operational plans that are expected to achieve policy objectives and service excellence.
 - Identify institutional processes for initiating and transforming organizational strategies into operational plans.
 - Implement institutional processes for initiating and transforming organizational strategies into operational plans.
 - Obtain feedback from the role players responsible for implementation of organizational strategies.
 - Evaluate and implement corrective measures to transform organizational strategies into operational plans.
- **Develop and apply appropriate methods and methodologies to link organisational resources to institutional resources, and manage, control and assess organisational performance in terms of such and integrated Action Plan. (This outcome relates to Unit Standard 116341).**
 - Implement performance management systems and mechanisms in a South African municipality as required by the local government legislative framework.
 - Write and develop performance management concepts for the effective measurement of municipal strategic and financial performance.
 - Develop and identify the critical areas of a performance management agreement to be used as a form of contract of employment for a municipal staff member.
 - Identify and establish institutional arrangements required for performance management in a municipality.
 - Apply performance management concepts to municipal service delivery.

METHODS OF ASSESSMENT:

A portfolio of evidence, consisting of individual and group assignments, activities, group discussions, individual feedback, case studies, role-play and simulation.
 See Annexure C.

ASSESSMENT CRITERIA:

ORGANISING FIELD: **3**

(1 = Agriculture and Nature Conservation)
 (2 = Culture and Arts)
(3 = Business, Commerce and Management Studies)
 (4 = Communication Studies and Language)
 (5 = Education, Training and Development)
 (6 = Manufacturing, Engineering and Technology)

(7 = Human and Social Studies)
 (8 = Law, Military Science and Security)
 (9 = Health Sciences and Social Services)
 (10 = Physical, Mathematical, Computer and Life Sciences)
 (11 = Services)
 (12 = Physical Planning and Construction)

APPROVAL DATE: October 2006

REVIEW DATE: 2008

DEPARTMENTAL OR PROGRAMME "HOME": Public Management

DEVELOPER: Dr. F Minaar
083 942 4747
minnaarf@telkomsa.net

COORDINATOR: Prof. JCO Bekker
+27 (0) 51 – 401 2682
bekkerjc.ekw@ufs.ac.za