

## **APPENDIX F**

### **JOB DESCRIPTIONS/JOB ROLES FOR KEY SOURCE MANAGEMENT PERSONNEL IN NATIONAL OFFICE**

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**DEPARTEMENT VAN WATERWESE EN BOSBOU  
DEPARTMENT OF WATER AFFAIRS AND  
FORESTRY**

REPUBLIEK VAN SUID-AFRIKA / REPUBLIC OF SOUTH AFRICA



10054526/pls1

**JOB DESCRIPTION / JOB MODEL  
(LEVEL 3-12)**

**DIRECTORATE HUMAN RESOURCE MANAGEMENT**

NAME	PERSAL NUMBER

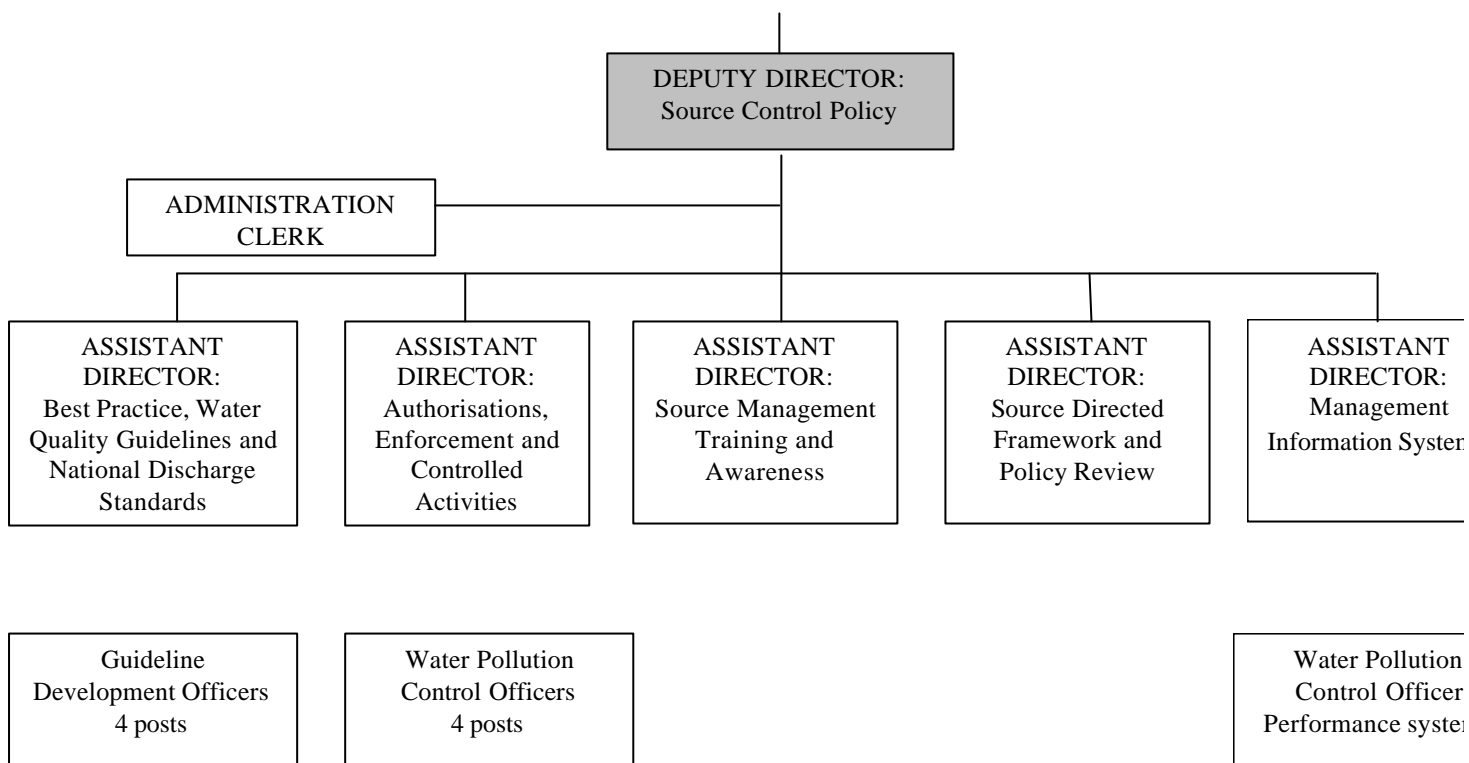
**A. JOB INFORMATION SUMMARY**

JOB TITLE	<b>1 DEPUTY DIRECTOR: SOURCE CONTROL POLICY</b>
CORE	18: Natural Science related and support personnel
DATE	September 2003
LOCATION	ZwaMadaka Building, Schoeman Street, Pretoria
DIRECTORATE	Waste Discharge and Disposal
POST REPORT TO	Waste Discharge and Disposal Manager
JOB CLASSIFICATION CODE	

**B. HIERARCHICAL POSITION OF POST**

\*Post on Organogram

MANAGER:  
Waste Discharge &  
Disposal



**JOB PURPOSE**(Linked to Strategic Plan)

To ensure the integrated sustainable management of the water quality of the water resources of South Africa by directing and co-ordinating the development, implementation and consistent application of the source management controls and measures identified in the Departments water quality legislation, policies and, in particular, in the Source Management Strategy for South Africa.

**DELEGATED POWER** (Where Applicable)

None

**C. MAIN OBJECTIVES (Key performance areas ( KPA'S)-List in priority order.**  
They should as far as possible be SMART\*(4-5 Objectives)  
\*S=SPECIFIC, M=MEASURABLE, A=AGREED, R=REALISTIC, T=TIME  
BOUND

1. Develop the framework within which to implement source controls within the Department and update policy and strategy relating to source management,
2. Prioritise the development of Best Practice guidelines and oversee the development of the Best Practice documents, within a 15 year programme
3. Oversee the enforcement function: prepare directives (as required) and liaise with the Department's legal section on legal action, where necessary,
4. Co-ordinate and manage the programmes that have been identified to develop new aspects of the Source Management Strategy,
5. Liaise with the Department's IT section to develop and maintain the Management Information System that will support the licensing function in the regional offices,
6. Plan and co-ordinate the required source management training, and
7. Plan and co-ordinate research and development projects that will further the Department's knowledge and understanding of source management
8. Ensure transparent governance through negotiations, capacity building and liaison with potential impactors to the water resource, who may contribute to the deterioration of water quality (waste management facilities, industries, mines, local authorities, etc.), and the users affected by or interested in the potentially detrimental water use, such as communities, NGO's local, provincial and national government.
9. Personnel management and development
10. Professional and specialist inputs and contribution
11. Ad Hoc duties

**D. PERFORMANCE STANDARDS & INDICATORS (Based on main objectives)**

Performance Standard (measurable outputs / end results) <b>Objectives</b>	Indicator (Indicating how well / if standards were achieved)
Prioritise the development of Best Practice documents and oversee the development of Best Practice documents	<ul style="list-style-type: none"> <li>• Priority development schedule</li> <li>• Best Practice documents developed</li> </ul>
Oversee the enforcement function in National Office, including Directives and legal action, when required	<ul style="list-style-type: none"> <li>• Management and control exerted over pollution sources, where necessary</li> </ul>
1. Co-ordinate and manage the programmes that have been identified to develop new aspects of the Source Management Strategy	<ul style="list-style-type: none"> <li>• Programmes delivered on time and within the specified budget</li> <li>• The agreed programme deliverables are achieved</li> </ul>
2. Financial Asset management in accordance with rules; Clearly defined Terms of Reference and description of required products; and rapid processing of accounts	<ul style="list-style-type: none"> <li>• Good quality work delivered on time.</li> <li>• Finances and assets are managed effectively</li> </ul>
3. Plan and co-ordinate the source management training and research	<ul style="list-style-type: none"> <li>• Monitoring and feedback</li> <li>• Training programmes for staff that are regularly monitored</li> </ul>
4. Personnel is managed in accordance with service requirements and are developed according to the training syllabus	<ul style="list-style-type: none"> <li>• Personnel are productive and motivated</li> <li>• Deliver good quality work</li> </ul>
5. Professional and specialist inputs and contribution and guidance	<ul style="list-style-type: none"> <li>• Informed customer</li> </ul>
6. Drafting letters, ministerial enquiries, comments on documents	<ul style="list-style-type: none"> <li>• Written letters</li> <li>• Draft ministerial replies</li> <li>• Written comments</li> </ul>

**E. OUTPUTS PROFILE**

Key Customers	Requirements	Outputs
1. The Water Resource	<ul style="list-style-type: none"> <li>Identifying policy needs. Develop, implement and enforce the source management policies, guidelines, procedures and strategies. Decision-making on objectives and standards with the protection or improvement of the quality of the resource through the management of sources as a major factor in the equation.</li> </ul>	<ul style="list-style-type: none"> <li>Development and implementation of policies, guidelines and strategies. Enforcement of source management procedures. Protection of the environment, specifically the water resource by compliance monitoring</li> </ul>
2. The <a href="#">Regional Offices</a> of the Department of Water Affairs and Forestry, especially the Water Quality Management component there-of, who is responsible for the implementation of policy and strategies	<ul style="list-style-type: none"> <li>Continuous liaison with regional offices of responsibility to ensure that source management policies and strategies are realistic, implementable and clear</li> <li>Ensure uniform, clear and achievable authorisation procedures</li> <li>Consistency in policy making</li> <li>Assistance with license/permit applications and other aspects of water quality and waste management</li> </ul>	<ul style="list-style-type: none"> <li>Consistent implementation of source management policies, strategies and guidelines</li> <li>Informed and skilled personnel to implement and interpret policies and strategies</li> <li>Processing of licenses/permits</li> <li>Improved capacity at regional offices</li> </ul>
3. The recognised users of the water resource whose use may contribute to the deterioration of water quality ( <a href="#">sources of pollution</a> ), such as waste disposal sites, mines, industries, local authorities, etc.	<ul style="list-style-type: none"> <li>Implementation of source management policy and strategy.</li> <li>Objective evaluation of reports in terms of the relevant legislation with regard to permit/license applications</li> <li>Fairness</li> <li>Provide a high standard of specialist input in the evaluation of reports, plans etc.</li> <li>Transparency</li> <li>Initiate remediation projects</li> <li>Capacity building through transparent governance</li> </ul>	<ul style="list-style-type: none"> <li>Consistent and fair implementation of policies</li> <li>Processed licenses/permits</li> <li>Approved reports</li> <li>Continual monitoring to measure compliance to license/permit conditions</li> <li>Water resources fit for use through good source management and control</li> <li>Good co-operation between DWAF and stakeholders</li> </ul>
4. The recognised users of the water resource who may be both <a href="#">affected by or interested</a> in the potentially detrimental water use, or who have a co-governance responsibility for the potentially detrimental activity, such as NGO's, different tiers of government.	<ul style="list-style-type: none"> <li>Consistency</li> <li>Fairness</li> <li>Objectivity</li> <li>Public participation policy</li> <li>Information management</li> <li>Communication of relevant information via various media e.g. Internet</li> </ul>	<ul style="list-style-type: none"> <li>Satisfied water users</li> </ul>
5. Subordinates	<ul style="list-style-type: none"> <li>Formulating job descriptions. Selecting and appointing personnel. Management of personnel. Ensure optimum</li> </ul>	<ul style="list-style-type: none"> <li>Suitably qualified WQM personnel</li> <li>Specialists in appropriate WQM fields</li> </ul>

6. Consultants	<p>utilisation employees according to abilities. Build capacity of employee. Ensure job satisfaction through continuous evaluation and feedback</p> <ul style="list-style-type: none"> <li>Clearly defined Terms of Reference and description of required products. (e.g. Electronic copies of reports, Standards)</li> <li>Timely input into user requirements.</li> <li>Rapid processing of accounts.</li> <li>Access to DWAF data.</li> <li>Guiding and directing consultants</li> </ul>	<ul style="list-style-type: none"> <li>Productive outputs</li> <li>Job satisfaction</li> </ul> <ul style="list-style-type: none"> <li>Appointment of suitably qualified consultants</li> <li>Meeting of project goals within prescribed time periods</li> <li>Management of project within prescribed budgets</li> <li>Acceptable and good quality controlled products.</li> </ul>
7. The taxpaying public through the office of the Minister and the DG.	<ul style="list-style-type: none"> <li><i>Ensuring availability of information</i></li> <li>Regular permit status reports</li> <li>Answering of Ministerial enquiries/reports</li> </ul>	<ul style="list-style-type: none"> <li>Access to information</li> <li>Suitably answered ministerials.</li> <li>Informed public</li> <li>Improved service delivery</li> </ul>

## F COMPETENCY PROFILE

Knowledge	Skills	Personal attributes	Learning field	Learning indicator
<ul style="list-style-type: none"> <li>Extensive knowledge of applicable legislation, policy and practices</li> <li>Sound business knowledge</li> <li>Knowledge of human resources management</li> <li>Knowledge of financial administration</li> </ul>	<ul style="list-style-type: none"> <li>Ability to interpret and apply policy</li> <li>Report writing</li> <li>Problem solving skills</li> <li>Negotiation skills</li> <li>Conflict management skills</li> <li>Interpersonal skills</li> <li>Supervision and personnel management</li> <li>Computer literate</li> <li>Analytical skills</li> <li>Management skills</li> <li>Communication skills</li> <li>Project management</li> <li>IT exposure</li> </ul>	<ul style="list-style-type: none"> <li>Innovative</li> <li>Objective</li> <li>Good interpersonal skills</li> <li>Pragmatic</li> <li>Analytical</li> <li>Receptive to suggestions and ideas</li> <li>Teamwork</li> <li>Mentoring</li> <li>Loyalty</li> <li>Friendly</li> <li>Public speaking</li> <li>Policy development orientated</li> </ul>	<ul style="list-style-type: none"> <li>Water Quality Management and Environmental management</li> <li>Legislation</li> <li>Business management</li> <li>Financial management</li> <li>Human resources management</li> <li>Computer based information systems for Water quality Management</li> </ul>	<ul style="list-style-type: none"> <li>Tertiary education in natural sciences or engineering</li> <li>Practical in-service training</li> <li>Practical demonstration of knowledge and skills</li> <li>Management courses</li> <li>Computer courses</li> </ul>

INDIVIDUAL / DEVELOPMENT PROGRAMME (PRIORITY)
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1. Water Quality Management training syllabus
2. Conferences
3. Overseas visits
4. Project Management course
5. Management courses

G. CAREER PATHING
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PROMOTION TO NEXT HIGHER POST

1. Next higher post: Manager: Waste \Disposal and Discharge
2. Nature of work in next higher post.
  - Management of WQM sub-directorates
  - Train and develop personnel
  - Make management decisions on a similar as well as a higher management level
  - Provide supervision and guidance to Waste Management personnel

## H. JOB DESCRIPTION AGREEMENT

We, the undersigned agree that the content of the completed Job Description \ Job Model gives an accurate outline and picture of the job as expected from the incumbent in this job:

SUPERVISOR: Mr J L J van der Westhuizen	JOB INCUMBENT:
RANK Manager: Waste Disposal and Discharge	Deputy Director: Source Control Policy
DATE: September 2003	September 2003
ACCEPTED	
Additional comments / proposed time of revision of this job description. Date of revision _____	





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**JOB DESCRIPTION / JOB MODEL  
(LEVEL 3-12)**

**DIRECTORATE HUMAN RESOURCE MANAGEMENT**

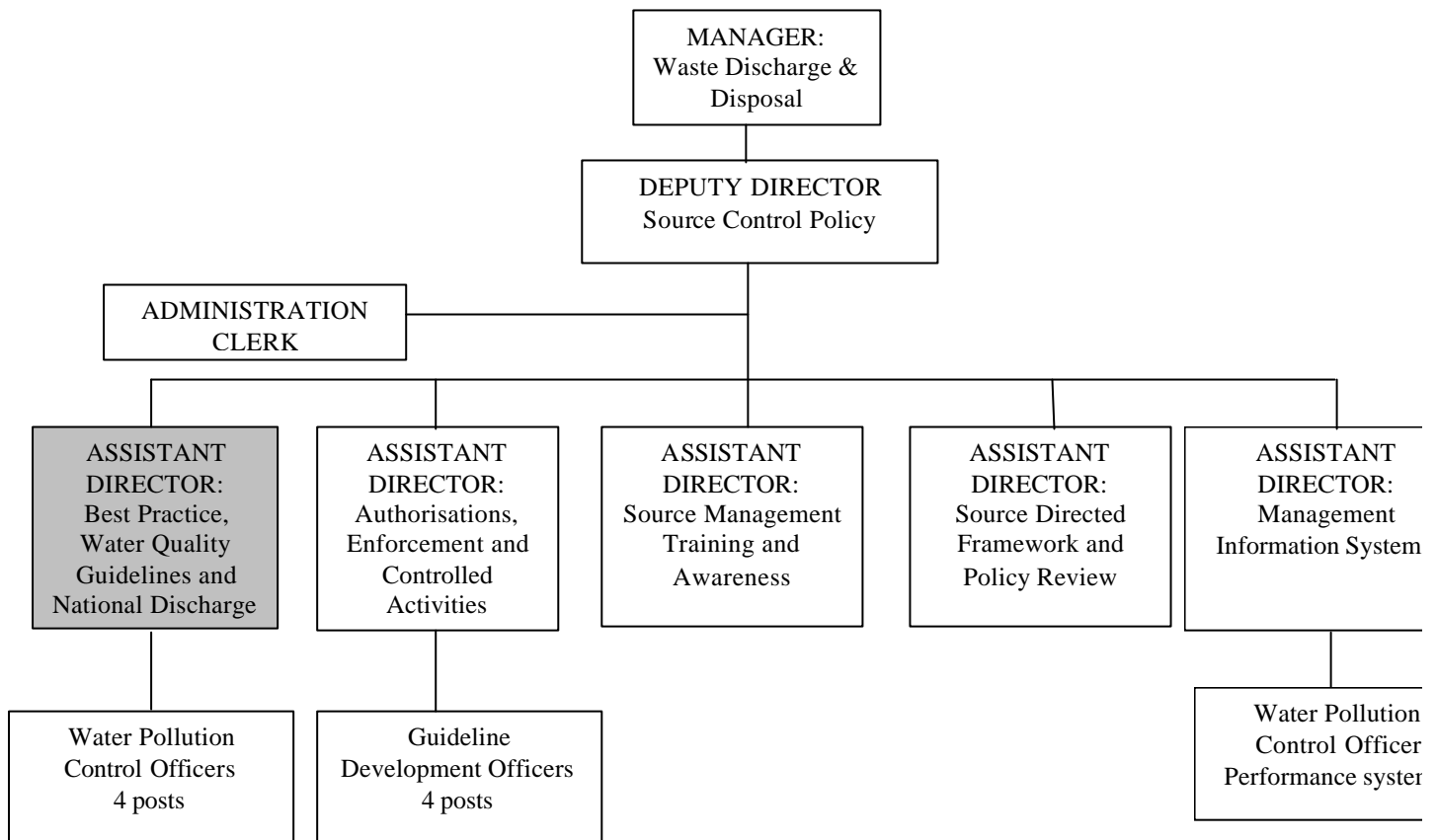
NAME	PERSAL NUMBER

**B. JOB INFORMATION SUMMARY**

JOB TITLE	<b>2 ASSISTANT DIRECTOR: WATER QUALITY MANAGEMENT (BEST PRACTICE)</b>
CORE	18: Natural Science related and support personnel
DATE	September 2003
LOCATION	ZwaMadaka Building 122 – Pretoria
DIRECTORATE	Waste Discharge and Disposal
POST REPORT TO	Deputy Director: Source Control Policy
JOB CLASSIFICATION CODE	

## B. HIERARCHICAL POSITION OF POST

\*Post on Organogram



**JOB PURPOSE**(Linked to Strategic Plan)

To ensure the integrated sustainable management of the water quality of the water resources of South Africa by directing and co-ordinating the development, implementation and consistent application of water quality legislation, policies and strategies by co-ordinating and managing the development of Best Practice guidelines for various sectors of water users.

**DELEGATED POWER** (Where Applicable)

None

**C. MAIN OBJECTIVES** (Key performance areas ( KPA'S)-List in priority order. They should as far as possible be SMART\*(4-5 Objectives)  
 \*S=SPECIFIC, M=MEASURABLE, A=AGREED, R=REALISTIC, T=TIME BOUND

1. Develop a methodology that can be used to prioritise the need for Best Practice documents in the various sectors of water users. Implement the methodology to prepare a prioritised list of requirements for the development of Best Practice documents. Ensure that this prioritised list is comprehensively reviewed within the Department and signed-off at the relevant level.
2. Provide management and supervisory input into the development of the required Best Practice documents.
3. Responsible for the management of projects relevant to the development of Best Practice documents which will be used by the Department as benchmarks to assess the performance of the regulated community.
4. Ensure transparent governance through negotiations, capacity building and liaison with potential users of the water resource, whose use may contribute to the deterioration of water quality (waste management facilities, industries, mines, local authorities, etc.), and the users affected by or interested in the potentially detrimental water use, such as communities, NGO's local, provincial and national government.

**D. PERFORMANCE STANDARDS & INDICATORS** (Based on main objectives)

Performance Standard (measurable outputs / end results) <b>Objectives</b>	Indicator (Indicating how well / if standards were achieved)
1. Meet programme deadlines for the Best Practice prioritisation list and the development of the Best Practice documents	<ul style="list-style-type: none"> <li>• Prioritisation list and Best Practice documents delivered on time and in budget</li> </ul>
2. Accurate, timely and co-ordinated evaluation of Best Practice documents for selected criteria, such as relevance, usability, completeness, etc	<ul style="list-style-type: none"> <li>• Monitoring and feedback</li> <li>• Documents review and issued in accordance with objectives</li> </ul>
3. Financial asset management in accordance with rules; Clearly defined Terms of Reference and description of required products; and rapid processing of accounts	<ul style="list-style-type: none"> <li>• Good quality work delivered on time.</li> <li>• Finances and assets are managed effectively</li> </ul>
4. Personnel are managed in accordance with service requirements and are developed according to the training syllabus	<ul style="list-style-type: none"> <li>• Personnel are productive and motivated</li> <li>• Deliver good quality work</li> </ul>
5. Professional and specialist inputs and contribution and guidance	<ul style="list-style-type: none"> <li>• Informed customer</li> </ul>
6. Drafting letters, ministerial enquiries, comments on documents	<ul style="list-style-type: none"> <li>• Written letters</li> <li>• Draft ministerial replies</li> <li>• Written comments</li> </ul>

**E. OUTPUTS PROFILE**

Key Customers	Requirements	Outputs
<p>1. The Water Resource</p> <p>2. The <a href="#">Regional Offices</a> of the Department of Water Affairs and Forestry, especially the Water Quality Management component thereof, who is responsible for the implementation of policy and strategies</p> <p>3. The recognised users of the water resource whose use may contribute to the deterioration of water quality (<a href="#">sources of pollution</a>), such as waste disposal sites, mines, industries, local authorities, etc.</p> <p>4. The recognised users of the water resource who may be both <a href="#">affected by or interested</a> in the potentially detrimental water use, or who have a co-governance responsibility for the potentially detrimental activity, such as NGO's, different tiers of government.</p>	<ul style="list-style-type: none"> <li>▪ Decision making on the priorities for the development of Best Practice documents with the protection or improvement of the quality of the resource as a major factor in the equation.</li> <li>▪ Realistic and implementable Best Practice documents</li> <li>▪ Clear strategies</li> <li>▪ Harmonisation of procedures</li> <li>▪ Consistency in evaluation of documents</li> <li>▪ Co-ordination of funding of programmes to develop Best Practice documents</li> <li>▪ Develop a programme for the Best Practice documents.</li> <li>▪ Consistency</li> <li>▪ Fairness</li> <li>▪ Liaison with the regulated community in the development of the Best Practice documents</li> <li>▪ Provide a high standard of specialist input in the evaluation of the Best practice documents</li> <li>▪ Transparency</li> <li>▪ Consistency</li> <li>▪ Fairness</li> <li>▪ Objectivity</li> <li>▪ Public participation policy</li> <li>▪ Information management</li> <li>▪ Communication of relevant information via various media e.g. Internet</li> <li>▪ Formulating job descriptions. Selecting and appointing personnel. Management of personnel. Ensure optimum utilisation employees according to abilities. Build capacity of employee. Ensure job satisfaction through continuous evaluation and feedback</li> </ul>	<ul style="list-style-type: none"> <li>▪ Priority list for development of Best practice documents to ensure sustainable water resource use</li> <li>▪ Realistic, clear and implementable Best Practice documents</li> <li>▪ Procedural guidelines</li> <li>▪ Co-ordinated programmes</li> <li>▪ Uniformity in decision making</li> <li>▪ Uniform systems for developing and presenting Best practice documents</li> <li>▪ Good co-operation between DWAF and stakeholders</li> <li>▪ Satisfied water users</li> <li>• Suitably qualified WQM personnel</li> <li>• Specialists in appropriate WQM fields</li> <li>• Productive outputs</li> <li>• Job satisfaction</li> </ul>

5. Subordinates	<ul style="list-style-type: none"> <li>Clearly defined Terms of reference and description of required products. (e.g. Electronic copies of reports, Standards)</li> <li>Timely input into user requirements.</li> <li>Rapid processing of accounts.</li> <li>Access to DWAF data.</li> <li>Guiding and directing consultants</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of suitably qualified consultants</li> <li>Meeting of project goals within prescribed time periods</li> <li>Management of project within prescribed budgets</li> <li>Acceptable and good quality controlled products, delivered on time.</li> </ul>
6. Consultants	<ul style="list-style-type: none"> <li><i>Ensuring availability of information</i></li> <li>Regular permit status reports</li> <li>Answering of Ministerial enquiries/reports</li> </ul>	<ul style="list-style-type: none"> <li>Access to information</li> <li>Suitably answered ministerials.</li> <li>Informed public</li> <li>Improved service delivery</li> </ul>
7. The taxpaying public through the office of the Minister and the DG.		

## F COMPETENCY PROFILE

Knowledge	Skills	Personal attributes	Learning field	Learning indicator
Extensive knowledge of applicable legislation, policy and practices	Ability to interpret and apply policy	<ul style="list-style-type: none"> <li>Innovative</li> <li>Objective</li> <li>Dealing with people</li> </ul>	Water Quality Management and Environmental management Legislation	Tertiary education in the natural sciences
Sound Business Knowledge	Problem solving skills <ul style="list-style-type: none"> <li>Report writing</li> <li>Management skills</li> <li>Interpersonal skills</li> <li>Analytical skills</li> <li>IT exposure</li> <li>Training skills</li> <li>Computer literate</li> </ul>	<ul style="list-style-type: none"> <li>Pragmatic</li> <li>Analytical</li> <li>Innovative</li> </ul>	Computer based systems for Water Quality Management	Practical in-service training Practical demonstration of knowledge and skills

## INDIVIDUAL / DEVELOPMENT PROGRAMME (PRIORITY)

1. Water Quality Management orientation course

2. Courses on development of Best Practice documents
3. Courses on risk identification, management and evaluation
4. Project Management course
5. Junior & middle management courses

G. CAREER PATHING
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PROMOTION TO NEXT HIGHER POST

1. Next higher post: Deputy Director: Water Quality Management
2. Nature of work in next higher post.
  - Manage the relevant subdirectorate
  - Train and develop personnel
  - Make management decisions on a similar as well as a higher management level

H. JOB DESCRIPTION AGREEMENT
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We, the undersigned agree that the content of the completed Job Description \ Job Model gives an accurate outline and picture of the job as expected from the incumbent in this job:

SUPERVISOR: Mr L. Bredenhann	JOB INCUMBENT:
RANK Deputy Director: Waste Management	Assistant Director: Water Quality Management (Best Practice)
DATE: September 2003	September 2003
ACCEPTED	
Additional comments / proposed time of revision of this job description. Date of revision _____	



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**JOB DESCRIPTION / JOB MODEL  
(LEVEL 3-12)**

**DIRECTORATE HUMAN RESOURCE MANAGEMENT**

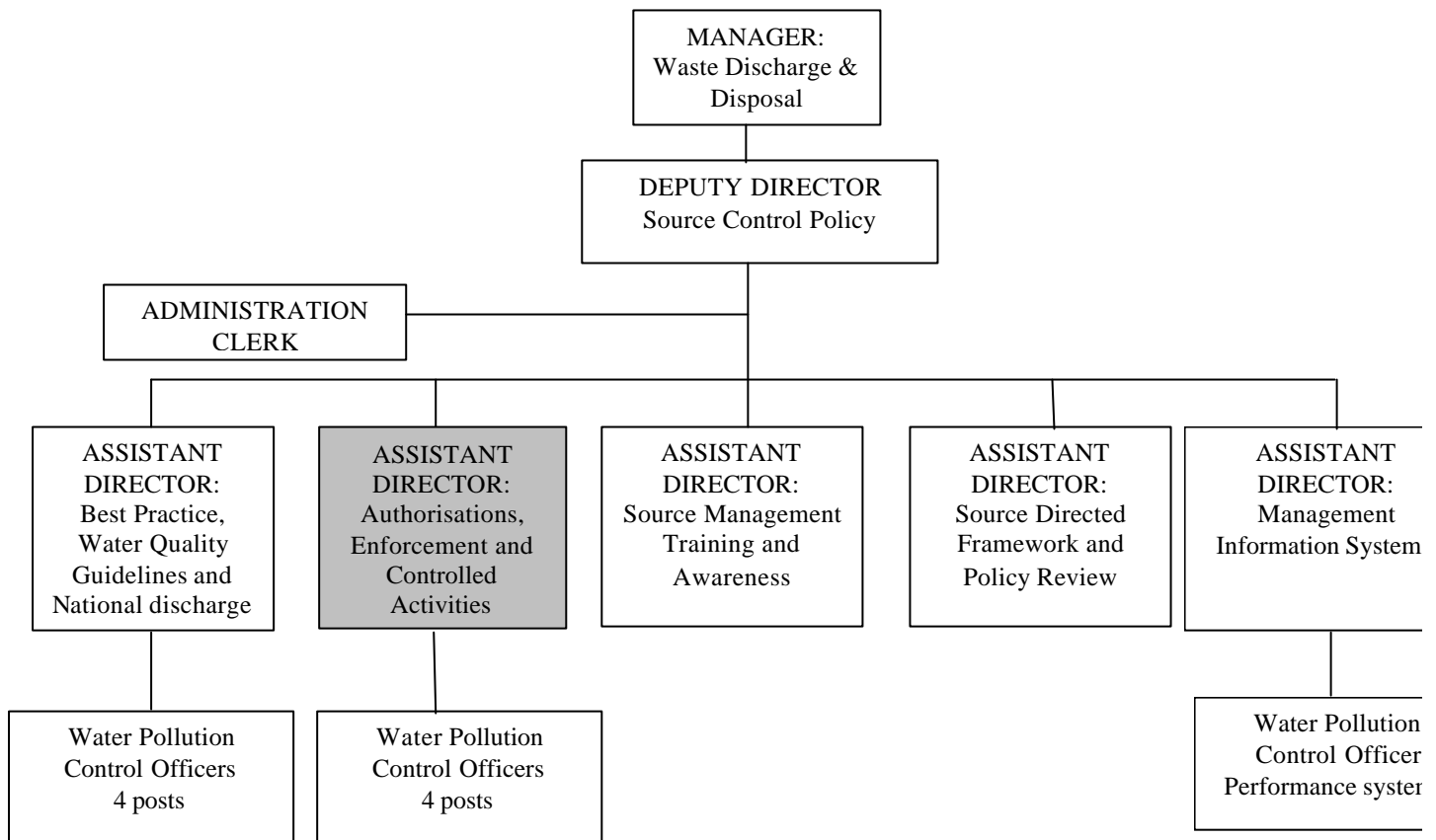
NAME	PERSAL NUMBER

**C. JOB INFORMATION SUMMARY**

JOB TITLE	<b>3 ASSISTANT DIRECTOR: WATER QUALITY MANAGEMENT (AUTHORISATIONS, ENFORCEMENT AND CONTROLLED ACTIVITIES)</b>
CORE	18: Natural Science related and support personnel
DATE	September 2003
LOCATION	ZwaMadaka Building 122 – Pretoria
DIRECTORATE	Waste Discharge and Disposal
POST REPORT TO	Deputy Director: Source Control Policy
JOB CLASSIFICATION CODE	

## B. HIERARCHICAL POSITION OF POST

\*Post on Organogram



### JOB PURPOSE (Linked to Strategic Plan)

To ensure the integrated sustainable management of the water quality of the water resources of South Africa by directing and co-ordinating the development, implementation and consistent application of the Departments water use authorisation processes and procedures, enforcement of the authorisation conditions and management of controlled activities.

### DELEGATED POWER (Where Applicable)

None



**C. MAIN OBJECTIVES (Key performance areas ( KPA'S)-List in priority order. They should as far as possible be SMART\*(4-5 Objectives)**  
**\*S=SPECIFIC, M=MEASURABLE, A=AGREED, R=REALISTIC, T=TIME BOUND**

1. Develop a water use authorisation procedure that is applicable for use in the Department for the review and evaluation of applications for a water use authorisation, taking cognisance of the requirements of the National water act and in particular section 27 of the Act. Implement the procedure within the Department and provide user training.
2. Co-ordinate and manage the process of review and evaluation of applications for a water use authorisations according to the procedures developed, to ensure that this process is timeously and efficiently completed.
3. Responsible for the management of the programmes that will develop effective compliance assessment and enforcement procedures to ensure the sustainable management of the water resource and that the requirements of water use authorisations are adhered to.
4. Co-ordinate and manage the National office input for enforcement, including the preparation of directives and legal action, where required.
5. Ensure transparent governance through negotiations, capacity building and liaison with potential users of the water resource, whose use may contribute to the deterioration of water quality (waste management facilities, industries, mines, local authorities, etc.), and the users affected by or interested in the potentially detrimental water use, such as communities, NGO's local, provincial and national government.

**D. PERFORMANCE STANDARDS & INDICATORS (Based on main objectives)**

Performance Standard (measurable outputs / end results) <b>Objectives</b>	Indicator (Indicating how well / if standards were achieved)
1. Meet programme deadlines for the development of a water use authorisation process and procedure within the Department.	<ul style="list-style-type: none"> <li>• Authorisation process delivered on time and in budget</li> </ul>
2. Co-ordination and control of the various directorates (and external role -players) involved in the development of the authorisation process.	<ul style="list-style-type: none"> <li>• Well co-ordinated programme</li> <li>• Informed and satisfied role -players</li> </ul>
3. Co-ordination and control of the process of water use authorisation so that all role-players are informed of their roles, responsibilities and time-frames	<ul style="list-style-type: none"> <li>• Streamlined process</li> <li>• Informed and satisfied role -players</li> </ul>
4. Accurate, timeous and co-ordinated evaluation of water use authorisation applications for selected criteria, based on the procedures developed	<ul style="list-style-type: none"> <li>• Monitoring and feedback</li> <li>• Documents review and issued in accordance with objectives and procedures</li> </ul>
5. Co-ordination and control of the enforcement function in National office; accurate, timeous and co-ordinated issuance of directives and co-ordination of legal actions	<ul style="list-style-type: none"> <li>• Informed and satisfied role -players</li> <li>• Legal actions taken where required</li> </ul>
6. Financial asset management in accordance with rules; Clearly defined Terms of Reference and	<ul style="list-style-type: none"> <li>• Good quality work delivered on time.</li> <li>• Finances and assets are managed effectively</li> </ul>

description of required products; and rapid processing of accounts	
7. Personnel are managed in accordance with service requirements and are developed according to the training syllabus	<ul style="list-style-type: none"> <li>• Personnel are productive and motivated</li> <li>• Deliver good quality work</li> </ul>
8. Professional and specialist inputs and contribution and guidance	<ul style="list-style-type: none"> <li>• Informed customer</li> </ul>
9. Drafting letters, ministerial enquiries, comments on documents	<ul style="list-style-type: none"> <li>• Written letters</li> <li>• Draft ministerial replies</li> <li>• Written comments</li> </ul>

## E. OUTPUTS PROFILE

Key Customers	Requirements	Outputs
1. The Water Resource	<ul style="list-style-type: none"> <li>▪ Decision making on water use authorisations and the enforcement of the requirements of the authorisations with the protection or improvement of the quality of the resource as the key output.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Co-ordinated assessment of water use authorisations.</li> <li>▪ Necessary actions taken for non-compliance</li> <li>▪ Authorisations an enforcement to ensure sustainable water resource use</li> </ul>
2. The <a href="#">Regional Offices</a> of the Department of Water Affairs and Forestry, especially the Water Quality Management component there-of, who is responsible for the implementation of policy and strategies	<ul style="list-style-type: none"> <li>▪ Realistic and implementable water use authorisation processes</li> <li>▪ Clear strategies</li> <li>▪ Harmonisation of procedures</li> <li>▪ Consistency in evaluation of documents</li> <li>▪ Co-ordination of funding of programmes to develop the water use authorisation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Realistic, clear and implementable water use authorisations</li> <li>▪ Procedural guidelines</li> <li>▪ Co-ordinated programmes</li> </ul>
3. The recognised users of the water resource whose use may contribute to the deterioration of water quality ( <a href="#">sources of pollution</a> ), such as waste disposal sites, mines, industries, local authorities, etc.	<ul style="list-style-type: none"> <li>▪ Consistency</li> <li>▪ Fairness</li> <li>▪ Liaison with the regulated community in the development of the Best Practice documents</li> <li>▪ Provide a high standard of specialist input in the evaluation of the Best practice documents</li> <li>▪ Transparency</li> </ul>	<ul style="list-style-type: none"> <li>▪ Uniformity in decision making</li> <li>▪ Uniform systems for developing and presenting Best practice documents</li> <li>▪ Good co-operation between DWAF and stakeholders</li> </ul>
4. The recognised users of the water resource who may be both <a href="#">affected by or interested</a> in the potentially detrimental water use, or who have a co-governance responsibility for the potentially detrimental activity, such as NGO's, different tiers of government.	<ul style="list-style-type: none"> <li>▪ Consistency</li> <li>▪ Fairness</li> <li>▪ Objectivity</li> <li>▪ Public participation policy</li> <li>▪ Information management</li> <li>▪ Communication of relevant information via various media e.g. Internet</li> </ul>	<ul style="list-style-type: none"> <li>▪ Satisfied water users</li> </ul>

5. Subordinates	<ul style="list-style-type: none"> <li>Formulating job descriptions. Selecting and appointing personnel. Management of personnel. Ensure optimum utilisation employees according to abilities. Build capacity of employee. Ensure job satisfaction through continuous evaluation and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Suitably qualified WQM personnel</li> <li>Specialists in appropriate WQM fields</li> <li>Productive outputs</li> <li>Job satisfaction</li> </ul>
6. Consultants	<ul style="list-style-type: none"> <li>Clearly defined Terms of reference and description of required products. (e.g. Electronic copies of reports, Standards)</li> <li>Timely input into user requirements.</li> <li>Rapid processing of accounts.</li> <li>Access to DWAF data.</li> <li>Guiding and directing consultants</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of suitably qualified consultants</li> <li>Meeting of project goals within prescribed time periods</li> <li>Management of project within prescribed budgets</li> <li>Acceptable and good quality controlled products, delivered on time.</li> </ul>
7. The taxpaying public through the office of the Minister and the DG.	<ul style="list-style-type: none"> <li><i>Ensuring availability of information</i></li> <li>Regular permit status reports</li> <li>Answering of Ministerial enquiries/reports</li> </ul>	<ul style="list-style-type: none"> <li>Access to information</li> <li>Suitably answered ministerials.</li> <li>Informed public</li> <li>Improved service delivery</li> </ul>

## F COMPETENCY PROFILE

Knowledge	Skills	Personal attributes	Learning field	Learning indicator
Extensive knowledge of applicable legislation, policy and practices	Ability to interpret and apply policy	<ul style="list-style-type: none"> <li>Innovative</li> <li>Patient</li> <li>Objective</li> <li>Dealing with people</li> </ul>	Water Quality Management and Environmental management	Tertiary education in the natural sciences
Business process engineering	<ul style="list-style-type: none"> <li>Problem solving skills</li> </ul>	<ul style="list-style-type: none"> <li>Pragmatic</li> <li>Analytical</li> </ul>	Legislation, regulations and policy	Practical in-service training
Sound business knowledge	<ul style="list-style-type: none"> <li>Report writing</li> <li>Management skills</li> <li>Interpersonal skills</li> <li>Analytical skills</li> <li>IT exposure</li> <li>Training skills</li> <li>Computer literate</li> </ul>		Knowledge management	Practical demonstration of knowledge and skills

INDIVIDUAL / DEVELOPMENT PROGRAMME (PRIORITY)
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1. Water Quality Management orientation course
2. Courses on knowledge management
3. Project Management course
4. Junior & middle management courses

G. CAREER PATHING
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PROMOTION TO NEXT HIGHER POST

1. Next higher post: Deputy Director: Water Quality Management
2. Nature of work in next higher post.
  - Manage the relevant subdirectorate
  - Train and develop personnel
  - Make management decisions on a similar as well as a higher management level

H. JOB DESCRIPTION AGREEMENT
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We, the undersigned agree that the content of the completed Job Description \ Job Model gives an accurate outline and picture of the job as expected from the incumbent in this job:

SUPERVISOR: Mr L. Bredenmann	JOB INCUMBENT:
RANK Deputy Director: Waste Management	Assistant Director: Water Quality Management (Authorisations, Enforcement and Controlled Activities)
DATE: September 2003	September 2003
ACCEPTED	
Additional comments / proposed time of revision of this job description. Date of revision _____	



**DEPARTEMENT VAN WATERWESE EN BOSBOU  
DEPARTMENT OF WATER AFFAIRS AND  
FORESTRY**

REPUBLIEK VAN SUID-AFRIKA / REPUBLIC OF SOUTH AFRICA



10054526/pls1

**JOB DESCRIPTION / JOB MODEL**

(LEVEL 3-12)

**DIRECTORATE HUMAN RESOURCE MANAGEMENT**

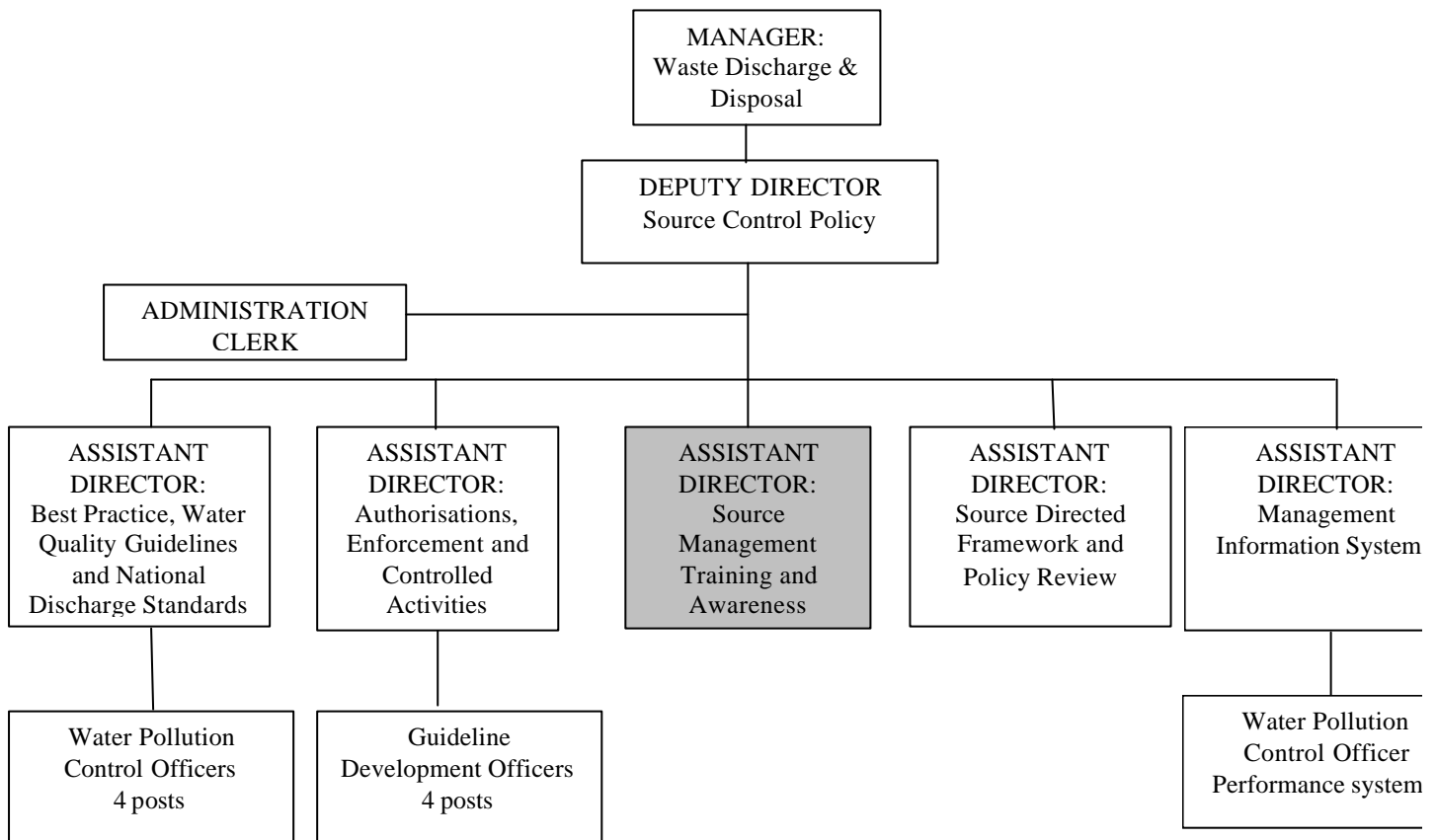
NAME	PERSAL NUMBER

**D. JOB INFORMATION SUMMARY**

JOB TITLE	<b>4 ASSISTANT DIRECTOR: WATER QUALITY MANAGEMENT (SOURCE MANAGEMENT TRAINING AND AWARENESS)</b>
CORE	18: Natural Science related and support personnel
DATE	September 2003
LOCATION	ZwaMadaka Building 122 – Pretoria
DIRECTORATE	Waste Discharge and Disposal
POST REPORT TO	Deputy Director: Source Control Policy
JOB CLASSIFICATION CODE	

## B. HIERARCHICAL POSITION OF POST

\*Post on Organogram



### JOB PURPOSE (Linked to Strategic Plan)

To ensure the integrated sustainable management of the water quality of the water resources of South Africa by directing and co-ordinating the training of Departmental personnel in water quality management and creating an improved awareness of the need for and benefit of source management strategies and policies in achieving the aims of improved water quality.

### DELEGATED POWER (Where Applicable)

None

**C. MAIN OBJECTIVES (Key performance areas ( KPA'S)-List in priority order. They should as far as possible be SMART\*(4-5 Objectives)**  
**\*S=SPECIFIC, M=MEASURABLE, A=AGREED, R=REALISTIC, T=TIME BOUND**

1. Prepare a needs assessment which will focus on the particular training needs of the personnel in the National and Regional offices with regard to source management and water quality management.
2. Develop, review and implement training programmes for personnel in the National and Regional offices that focus on source management strategies and policies. These training programmes should focus on meeting the identified training needs of the personnel and should provide information and guidance on the use of the Departments policies, processes and procedures for source management and water quality management.
3. Develop, review and implement the required plans and programmes to form part of an awareness campaign to increase the awareness of the need for and benefit of source management as an integral part of water quality management. This awareness campaign should be focussed both internally, within the Department, and externally to other government department, other role-players and the general public.
4. Ensure transparent governance through negotiations, capacity building and liaison with potential users of the water resource, whose use may contribute to the deterioration of water quality (waste management facilities, industries, mines, local authorities, etc.), and the users affected by or interested in the potentially detrimental water use, such as communities, NGO's local, provincial and national government.

**D. PERFORMANCE STANDARDS & INDICATORS (Based on main objectives)**

Performance Standard (measurable outputs / end results) <b>Objectives</b>	Indicator (Indicating how well / if standards were achieved)
1. Meet programme deadlines for developing the training needs assessment with respect to source management within the Department.	<ul style="list-style-type: none"> <li>Needs assessment report prepared on time and in budget</li> </ul>
2. Develop comprehensive, relevant and accurate training material that meets the training needs of the Departmental personnel.	<ul style="list-style-type: none"> <li>Monitoring and feedback on training requirements and whether these are being met.</li> <li>Well-informed personnel who are technically empowered to perform their required tasks and duties.</li> </ul>
3. Create an increased awareness of source management within the Department and externally	<ul style="list-style-type: none"> <li>Monitoring and feedback.</li> <li>Improved awareness within the Departmental personnel.</li> <li>Increased appreciation of source management from other role-players</li> </ul>
4. Financial asset management in accordance with rules; Clearly defined Terms of Reference and description of required products; and rapid processing of accounts	<ul style="list-style-type: none"> <li>Good quality work delivered on time.</li> <li>Finances and assets are managed effectively</li> </ul>

5. Personnel are managed in accordance with service requirements and are developed according to the training syllabus	<ul style="list-style-type: none"> <li>Personnel are productive and motivated</li> <li>Deliver good quality work</li> </ul>
6. Professional and specialist inputs and contribution and guidance	<ul style="list-style-type: none"> <li>Informed customer</li> </ul>
7. Drafting letters, ministerial enquiries, comments on documents	<ul style="list-style-type: none"> <li>Written letters</li> <li>Draft ministerial replies</li> <li>Written comments</li> </ul>

## E. OUTPUTS PROFILE

Key Customers	Requirements	Outputs
1. The National and <a href="#">Regional Offices</a> of the Department of Water Affairs and Forestry, especially the Water Quality Management component there-of, who is responsible for the implementation of policy and strategies	<ul style="list-style-type: none"> <li>Training needs with respect to source management identified</li> <li>Develop training programmes that are comprehensive, relevant and accurate and meet the needs of the personnel</li> <li>Consistency in evaluation of training needs and feedback</li> <li>Co-ordination of funding and attendance of training courses</li> <li>Develop a programme for the Best Practice documents.</li> </ul>	<ul style="list-style-type: none"> <li>Needs assessment document prepared, reviewed and distributed</li> <li>Realistic, clear and implementable training programmes</li> <li>Raining courses attendance guidelines</li> <li>Co-ordinated programmes</li> </ul>
2. The recognised users of the water resource whose use may contribute to the deterioration of water quality ( <a href="#">sources of pollution</a> ), such as waste disposal sites, mines, industries, local authorities, etc.	<ul style="list-style-type: none"> <li>Develop the required media material relevant to the awareness campaign</li> <li>Liaison with other government departments and the regulated community in the implementation of the awareness campaign</li> <li>Transparency</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing awareness campaign</li> <li>Good co-operation and awareness between DWAF and other role-players/stakeholders</li> </ul>
3. The recognised users of the water resource who may be both <a href="#">affected by or interested</a> in the potentially detrimental water use, or who have a co-governance responsibility for the potentially detrimental activity, such as NGO's, different tiers of government.	<ul style="list-style-type: none"> <li>Consistency</li> <li>Fairness</li> <li>Objectivity</li> <li>Public participation policy</li> <li>Information management</li> <li>Communication of relevant information via various media e.g. Internet</li> </ul>	<ul style="list-style-type: none"> <li>Satisfied water users</li> </ul>
4. Subordinates	<ul style="list-style-type: none"> <li>Formulating job descriptions. Selecting and appointing personnel. Management of personnel. Ensure optimum utilisation employees according to abilities. Build capacity of employee. Ensure job satisfaction through continuous evaluation and</li> </ul>	<ul style="list-style-type: none"> <li>Suitably qualified WQM personnel</li> <li>Specialists in appropriate WQM fields</li> <li>Productive outputs</li> <li>Job satisfaction</li> </ul>



5. Consultants	<p>feedback</p> <ul style="list-style-type: none"> <li>Clearly defined Terms of reference and description of required products. (e.g. Electronic copies of reports, Standards)</li> <li>Timely input into user requirements.</li> <li>Rapid processing of accounts.</li> <li>Access to DWAF data.</li> <li>Guiding and directing consultants</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of suitably qualified consultants</li> <li>Meeting of project goals within prescribed time periods</li> <li>Management of project within prescribed budgets</li> <li>Acceptable and good quality controlled products, delivered on time.</li> </ul>
6. The taxpaying public through the office of the Minister and the DG.	<ul style="list-style-type: none"> <li><i>Ensuring availability of information through the awareness campaign</i></li> <li>Regular permit status reports</li> <li>Answering of Ministerial enquiries/reports</li> </ul>	<ul style="list-style-type: none"> <li>Access to information</li> <li>Suitably answered ministerials.</li> <li>Informed public</li> <li>Improved service delivery</li> </ul>

#### F COMPETENCY PROFILE

Knowledge	Skills	Personal attributes	Learning field	Learning indicator
Extensive knowledge of applicable legislation, policy and practices	Ability to interpret and apply policy	<ul style="list-style-type: none"> <li>Dealing with people</li> <li>Innovative</li> <li>Creative and artistic</li> </ul>	Water Quality Management and Environmental management	Tertiary education in the natural sciences
Development of training programmes	<p>Problem solving skills</p> <ul style="list-style-type: none"> <li>Interpersonal skills</li> <li>Training skills</li> <li>Report writing</li> <li>Management skills</li> <li>Analytical skills</li> <li>IT exposure</li> <li>Computer literate</li> </ul>		<p>Training programmes</p> <p>Management of programmes</p>	<p>Practical in-service training</p> <p>Practical demonstration of knowledge and skills</p>

#### INDIVIDUAL / DEVELOPMENT PROGRAMME (PRIORITY)

1. Water Quality Management orientation course
2. Courses on development of training programmes
3. Project Management course
4. Junior & middle management courses

## G. CAREER PATHING

### PROMOTION TO NEXT HIGHER POST

1. Next higher post: Deputy Director: Water Quality Management
2. Nature of work in next higher post.
  - Manage the relevant subdirectorate
  - Train and develop personnel
  - Make management decisions on a similar as well as a higher management level

## H. JOB DESCRIPTION AGREEMENT

We, the undersigned agree that the content of the completed Job Description \ Job Model gives an accurate outline and picture of the job as expected from the incumbent in this job:

SUPERVISOR: Mr L. Bredenhann	JOB INCUMBENT:
RANK Deputy Director: Waste Management	Assistant Director: Water Quality Management (Source Management Training and Awareness)
DATE: September 2003	September 2003
ACCEPTED	
Additional comments / proposed time of revision of this job description. Date of revision _____	



**DEPARTEMENT VAN WATERWESE EN BOSBOU  
DEPARTMENT OF WATER AFFAIRS AND  
FORESTRY**

REPUBLIEK VAN SUID-AFRIKA / REPUBLIC OF SOUTH AFRICA



10054526/pls1

**JOB DESCRIPTION / JOB MODEL**

(LEVEL 3-12)

**DIRECTORATE HUMAN RESOURCE MANAGEMENT**

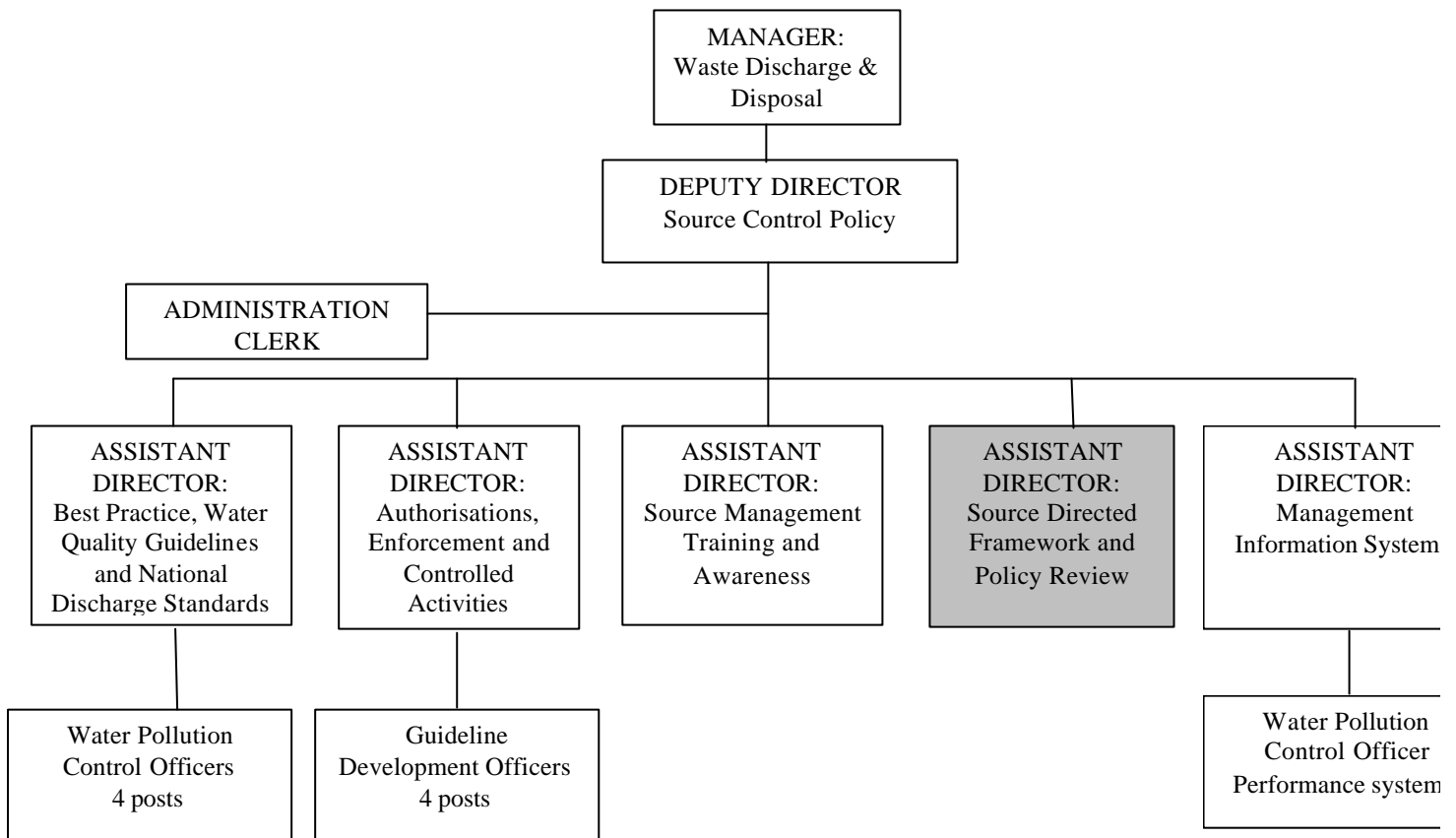
NAME	PERSAL NUMBER

**E. JOB INFORMATION SUMMARY**

JOB TITLE	<b>5 ASSISTANT DIRECTOR: WATER QUALITY MANAGEMENT (SOURCE DIRECTED FRAMEWORK AND POLICY REVIEW)</b>
CORE	18: Natural Science related and support personnel
DATE	September 2003
LOCATION	ZwaMadaka Building 122 – Pretoria
DIRECTORATE	Waste Discharge and Disposal
POST REPORT TO	Deputy Director: Source Control Policy
JOB CLASSIFICATION CODE	

## B. HIERARCHICAL POSITION OF POST

\*Post on Organogram



**JOB PURPOSE**(Linked to Strategic Plan)

To ensure the integrated sustainable management of the water quality of the water resources of South Africa by developing, upgrading and review of the source directed framework for effective source management control.

**DELEGATED POWER** (Where Applicable)

None

**C. MAIN OBJECTIVES (Key performance areas ( KPA'S)-List in priority order. They should as far as possible be SMART\*(4-5 Objectives)**  
**\*S=SPECIFIC, M=MEASURABLE, A=AGREED, R=REALISTIC, T=TIME BOUND**

1. Develop the framework within which the water quality management policy and the source management strategy will be designed and implemented.
2. Regular review and update of this framework to ensure that source management programmes, procedures and processes are relevant, informative and accurate. These reviews should include legal, technical, social and environmental aspects.
3. Ensure transparent governance through negotiations, capacity building and liaison with potential users of the water resource, whose use may contribute to the deterioration of water quality (waste management facilities, industries, mines, local authorities, etc.), and the users affected by or interested in the potentially detrimental water use, such as communities, NGO's local, provincial and national government.

**D. PERFORMANCE STANDARDS & INDICATORS (Based on main objectives)**

Performance Standard (measurable outputs / end results) <b>Objectives</b>	Indicator (Indicating how well / if standards were achieved)
1. Prepare the framework within which source management controls and measures will be implemented.	<ul style="list-style-type: none"> <li>• Framework document reviewed and delivered on time and in budget</li> </ul>
2. Accurate, timeous and co-ordinated review of the framework	<ul style="list-style-type: none"> <li>• Monitoring and feedback</li> <li>• Framework reviewed and updated in accordance with objectives</li> </ul>
3. Financial asset management in accordance with rules; Clearly defined Terms of Reference and description of required products; and rapid processing of accounts	<ul style="list-style-type: none"> <li>• Good quality work delivered on time.</li> <li>• Finances and assets are managed effectively</li> </ul>
4. Personnel are managed in accordance with service requirements and are developed according to the training syllabus	<ul style="list-style-type: none"> <li>• Personnel are productive and motivated</li> <li>• Deliver good quality work</li> </ul>
5. Professional and specialist inputs and contribution and guidance	<ul style="list-style-type: none"> <li>• Informed customer</li> </ul>
6. Drafting letters, ministerial enquiries, comments on documents	<ul style="list-style-type: none"> <li>• Written letters</li> <li>• Draft ministerial replies</li> <li>• Written comments</li> </ul>

## E. OUTPUTS PROFILE

Key Customers	Requirements	Outputs
1. The Water Resource	<ul style="list-style-type: none"> <li>Develop the framework within which the source management procedures and processes will be implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Frame work document</li> <li>Regular review and update of the framework</li> </ul>
2. The <a href="#">Regional Offices</a> of the Department of Water Affairs and Forestry, especially the Water Quality Management component there-of, who is responsible for the implementation of policy and strategies	<ul style="list-style-type: none"> <li>Clear framework that can be implemented at a regional level</li> <li>Harmonisation of procedures</li> </ul>	<ul style="list-style-type: none"> <li>Realistic, clear and implementable framework document</li> <li>Procedural guidelines</li> <li>Co-ordinated programmes</li> </ul>
3. The recognised users of the water resource whose use may contribute to the deterioration of water quality ( <a href="#">sources of pollution</a> ), such as waste disposal sites, mines, industries, local authorities, etc.	<ul style="list-style-type: none"> <li>Consistency</li> <li>Fairness</li> <li>Liaison with the regulated community in the development of the framework documents</li> <li>Transparency</li> </ul>	<ul style="list-style-type: none"> <li>Uniformity in decision making</li> <li>Uniform systems for source managment</li> <li>Good co-operation between DWAF and stakeholders</li> </ul>
4. The recognised users of the water resource who may be both <a href="#">affected by or interested</a> in the potentially detrimental water use, or who have a co-governance responsibility for the potentially detrimental activity, such as NGO's, different tiers of government.	<ul style="list-style-type: none"> <li>Consistency</li> <li>Fairness</li> <li>Objectivity</li> <li>Public participation policy</li> <li>Information management</li> <li>Communication of relevant information via various media e.g. Internet</li> </ul>	<ul style="list-style-type: none"> <li>Satisfied water users</li> </ul>
5. Subordinates	<ul style="list-style-type: none"> <li>Formulating job descriptions. Selecting and appointing personnel. Management of personnel. Ensure optimum utilisation employees according to abilities. Build capacity of employee. Ensure job satisfaction through continuous evaluation and feedback</li> <li>Clearly defined Terms of reference and description of required products. (e.g. Electronic copies of reports, Standards)</li> <li>Timely input into user</li> </ul>	<ul style="list-style-type: none"> <li>Suitably qualified WQM personnel</li> <li>Specialists in appropriate WQM fields</li> <li>Productive outputs</li> <li>Job satisfaction</li> <li>Appointment of suitably qualified consultants</li> <li>Meeting of project goals within prescribed time periods</li> </ul>

6. Consultants	<ul style="list-style-type: none"> <li>requirements.</li> <li>Rapid processing of accounts.</li> <li>Access to DWAF data.</li> <li>Guiding and directing consultants</li> </ul>	<ul style="list-style-type: none"> <li>Management of project within prescribed budgets</li> <li>Acceptable and good quality controlled products, delivered on time.</li> </ul>
7. The taxpaying public through the office of the Minister and the DG.	<ul style="list-style-type: none"> <li><i>Ensuring availability of information</i></li> <li>Regular permit status reports</li> <li>Answering of Ministerial enquiries/reports</li> </ul>	<ul style="list-style-type: none"> <li>Access to information</li> <li>Suitably answered ministerials.</li> <li>Informed public</li> <li>Improved service delivery</li> </ul>

## F COMPETENCY PROFILE

Knowledge	Skills	Personal attributes	Learning field	Learning indicator
Extensive knowledge of applicable legislation, policy and practices	Ability to interpret and apply policy	<ul style="list-style-type: none"> <li>Analytical</li> <li>Innovative</li> <li>Innovative</li> <li>Objective</li> <li>Dealing with people</li> <li>Pragmatic</li> </ul>	Water Quality Management and Environmental management	Tertiary education in the natural sciences
Business processes and frameworks Sound Business Knowledge	Problem solving skills <ul style="list-style-type: none"> <li>Report writing</li> <li>Management skills</li> <li>Interpersonal skills</li> <li>Analytical skills</li> <li>IT exposure</li> <li>Computer literate</li> </ul>		Legislation	Practical in-service training Practical demonstration of knowledge and skills

## INDIVIDUAL / DEVELOPMENT PROGRAMME (PRIORITY)

1. Water Quality Management orientation course
2. Courses on strategy, business development and management
3. Courses on risk identification, management and evaluation
4. Project Management course
5. Junior & middle management courses

## G. CAREER PATHING

### PROMOTION TO NEXT HIGHER POST

1. Next higher post: Deputy Director: Water Quality Management
2. Nature of work in next higher post.
  - Manage the relevant subdirectorate
  - Train and develop personnel
  - Make management decisions on a similar as well as a higher management level

## H. JOB DESCRIPTION AGREEMENT

We, the undersigned agree that the content of the completed Job Description \ Job Model gives an accurate outline and picture of the job as expected from the incumbent in this job:

SUPERVISOR: Mr L. Bredenhann	JOB INCUMBENT:
RANK Deputy Director: Waste Management	Assistant Director: Water Quality Management (Source Directed Framework and Policy Review)
DATE: September 2003	September 2003
ACCEPTED	
Additional comments / proposed time of revision of this job description. Date of revision _____	





**DEPARTEMENT VAN WATERWESE EN BOSBOU  
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REPUBLIEK VAN SUID-AFRIKA / REPUBLIC OF SOUTH AFRICA



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**JOB DESCRIPTION / JOB MODEL**

(LEVEL 3-12)

**DIRECTORATE HUMAN RESOURCE MANAGEMENT**

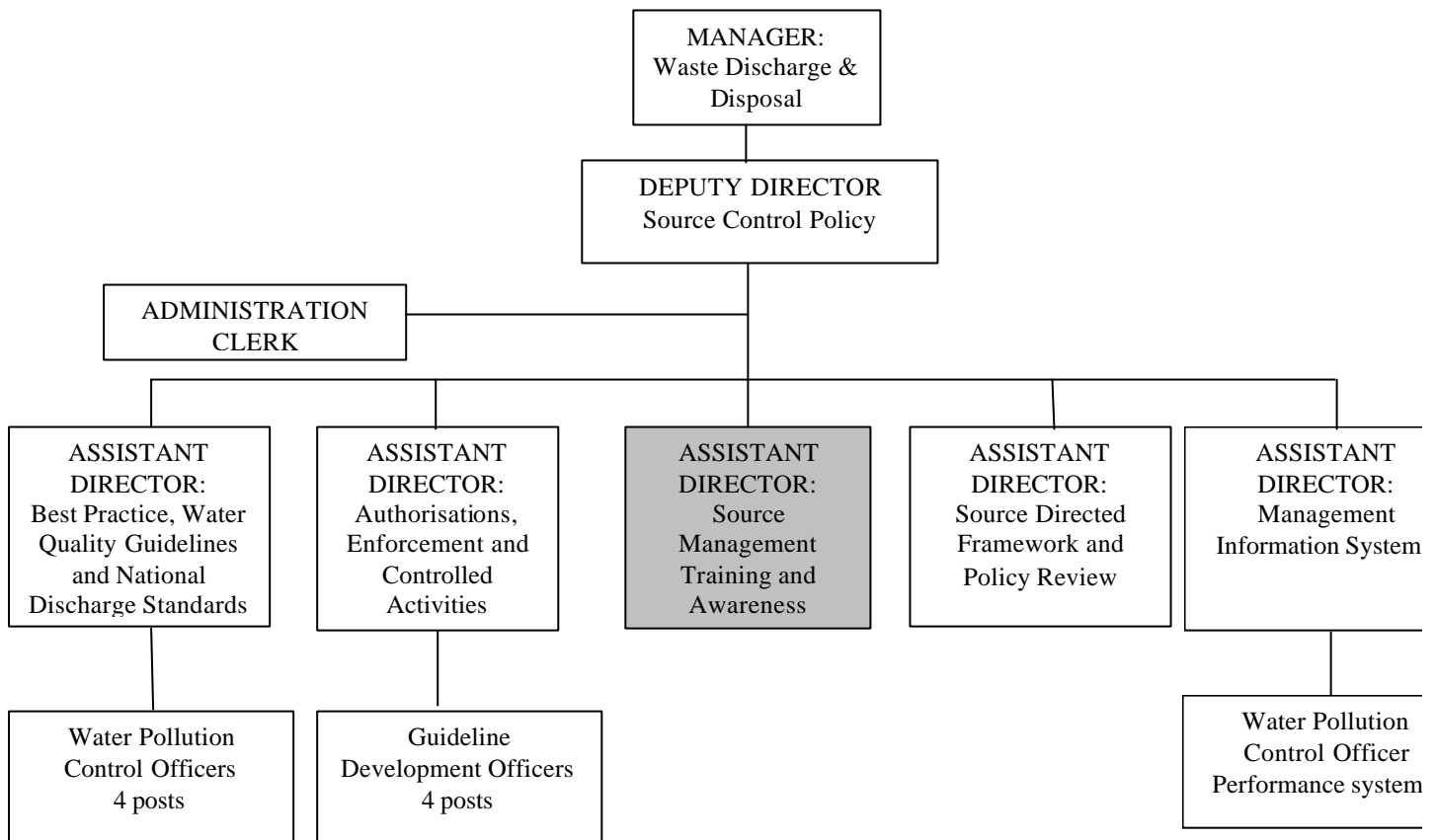
NAME	PERSAL NUMBER

**F. JOB INFORMATION SUMMARY**

JOB TITLE	<b>6 ASSISTANT DIRECTOR: WATER QUALITY MANAGEMENT (SOURCE MANAGEMENT TRAINING AND AWARENESS)</b>
CORE	18: Natural Science related and support personnel
DATE	September 2003
LOCATION	ZwaMadaka Building 122 – Pretoria
DIRECTORATE	Waste Discharge and Disposal
POST REPORT TO	Deputy Director: Source Control Policy
JOB CLASSIFICATION CODE	

## B. HIERARCHICAL POSITION OF POST

\*Post on Organogram



**JOB PURPOSE**(Linked to Strategic Plan)

To ensure the integrated sustainable management of the water quality of the water resources of South Africa by directing and co-ordinating the training of Departmental personnel in water quality management and creating an improved awareness of the need for and benefit of source management strategies and policies in achieving the aims of improved water quality.

**DELEGATED POWER** (Where Applicable)

None

**C. MAIN OBJECTIVES (Key performance areas ( KPA'S)-List in priority order.**  
 They should as far as possible be SMART\*(4-5 Objectives)  
 \*S=SPECIFIC, M=MEASURABLE, A=AGREED, R=REALISTIC, T=TIME  
 BOUND

1. Prepare a needs assessment which will focus on the particular training needs of the personnel in the National and Regional offices with regard to source management and water quality management.
2. Develop, review and implement training programmes for personnel in the National and Regional offices that focus on source management strategies and policies. These training programmes should focus on meeting the identified training needs of the personnel and should provide information and guidance on the use of the Departments policies, processes and procedures for source management and water quality management.
3. Develop, review and implement the required plans and programmes to form part of an awareness campaign to increase the awareness of the need for and benefit of source management as an integral part of water quality management. This awareness campaign should be focussed both internally, within the Department, and externally to other government department, other role-players and the general public.
4. Ensure transparent governance through negotiations, capacity building and liaison with potential users of the water resource, whose use may contribute to the deterioration of water quality (waste management facilities, industries, mines, local authorities, etc.), and the users affected by or interested in the potentially detrimental water use, such as communities, NGO's local, provincial and national government.

**D. PERFORMANCE STANDARDS & INDICATORS (Based on main objectives)**

Performance Standard (measurable outputs / end results) <b>Objectives</b>	Indicator (Indicating how well / if standards were achieved)
1. Meet programme deadlines for developing the training needs assessment with respect to source management within the Department.	<ul style="list-style-type: none"> <li>Needs assessment report prepared on time and in budget</li> </ul>
2. Develop comprehensive, relevant and accurate training material that meets the training needs of the Departmental personnel.	<ul style="list-style-type: none"> <li>Monitoring and feedback on training requirements and whether these are being met.</li> <li>Well-informed personnel who are technically empowered to perform their required tasks and duties.</li> </ul>
3. Create an increased awareness of source management within the Department and externally	<ul style="list-style-type: none"> <li>Monitoring and feedback.</li> <li>Improved awareness within the Departmental personnel.</li> <li>Increased appreciation of source management from other role-players</li> </ul>
4. Financial asset management in accordance with rules; Clearly defined Terms of Reference and description of required products; and rapid processing of accounts	<ul style="list-style-type: none"> <li>Good quality work delivered on time.</li> <li>Finances and assets are managed effectively</li> </ul>
5. Personnel are managed in accordance with service requirements and are developed according to the training syllabus	<ul style="list-style-type: none"> <li>Personnel are productive and motivated</li> <li>Deliver good quality work</li> </ul>

6. Professional and specialist inputs and contribution and guidance	<ul style="list-style-type: none"> <li>• Informed customer</li> </ul>
7. Drafting letters, ministerial enquiries, comments on documents	<ul style="list-style-type: none"> <li>• Written letters</li> <li>• Draft ministerial replies</li> <li>• Written comments</li> </ul>

## E. OUTPUTS PROFILE

Key Customers	Requirements	Outputs
1. The National and <a href="#">Regional Offices</a> of the Department of Water Affairs and Forestry, especially the Water Quality Management component there-of, who is responsible for the implementation of policy and strategies	<ul style="list-style-type: none"> <li>▪ Training needs with respect to source management identified</li> <li>▪ Develop training programmes that are comprehensive, relevant and accurate and meet the needs of the personnel</li> <li>▪ Consistency in evaluation of training needs and feedback</li> <li>▪ Co-ordination of funding and attendance of training courses</li> <li>▪ Develop a programme for the Best Practice documents.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Needs assessment document prepared, reviewed and distributed</li> <li>▪ Realistic, clear and implementable training programmes</li> <li>▪ Raining courses attendance guidelines</li> <li>▪ Co-ordinated programmes</li> </ul>
2. The recognised users of the water resource whose use may contribute to the deterioration of water quality ( <a href="#">sources of pollution</a> ), such as waste disposal sites, mines, industries, local authorities, etc.	<ul style="list-style-type: none"> <li>▪ Develop the required media material relevant to the awareness campaign</li> <li>▪ Liaison with other government departments and the regulated community in the implementation of the awareness campaign</li> <li>▪ Transparency</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing awareness campaign</li> <li>▪ Good co-operation and awareness between DWAF and other role-players/stakeholders</li> </ul>
3. The recognised users of the water resource who may be both <a href="#">affected by or interested</a> in the potentially detrimental water use, or who have a co-governance responsibility for the potentially detrimental activity, such as NGO's, different tiers of government.	<ul style="list-style-type: none"> <li>▪ Consistency</li> <li>▪ Fairness</li> <li>▪ Objectivity</li> <li>▪ Public participation policy</li> <li>▪ Information management</li> <li>▪ Communication of relevant information via various media e.g. Internet</li> </ul>	<ul style="list-style-type: none"> <li>▪ Satisfied water users</li> </ul>
4. Subordinates	<ul style="list-style-type: none"> <li>▪ Formulating job descriptions. Selecting and appointing personnel. Management of personnel. Ensure optimum utilisation employees according to abilities. Build capacity of employee. Ensure job satisfaction through continuous evaluation and feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Suitably qualified WQM personnel</li> <li>• Specialists in appropriate WQM fields</li> <li>• Productive outputs</li> <li>• Job satisfaction</li> </ul>

5. Consultants	<ul style="list-style-type: none"> <li>Clearly defined Terms of reference and description of required products. (e.g. Electronic copies of reports, Standards)</li> <li>Timely input into user requirements.</li> <li>Rapid processing of accounts.</li> <li>Access to DWAF data.</li> <li>Guiding and directing consultants</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of suitably qualified consultants</li> <li>Meeting of project goals within prescribed time periods</li> <li>Management of project within prescribed budgets</li> <li>Acceptable and good quality controlled products, delivered on time.</li> </ul>
6. The taxpaying public through the office of the Minister and the DG.	<ul style="list-style-type: none"> <li><i>Ensuring availability of information through the awareness campaign</i></li> <li>Regular permit status reports</li> <li>Answering of Ministerial enquiries/reports</li> </ul>	<ul style="list-style-type: none"> <li>Access to information</li> <li>Suitably answered ministerials.</li> <li>Informed public</li> <li>Improved service delivery</li> </ul>

#### F COMPETENCY PROFILE

Knowledge	Skills	Personal attributes	Learning field	Learning indicator
Extensive knowledge of applicable legislation, policy and practices	Ability to interpret and apply policy	<ul style="list-style-type: none"> <li>Dealing with people</li> <li>Innovative</li> <li>Creative and artistic</li> </ul>	Water Quality Management and Environmental management	Tertiary education in the natural sciences
Development of training programmes	Problem solving skills <ul style="list-style-type: none"> <li>Interpersonal skills</li> <li>Training skills</li> <li>Report writing</li> <li>Management skills</li> <li>Analytical skills</li> <li>IT exposure</li> <li>Computer literate</li> </ul>		Training programmes  Management of programmes	Practical in-service training Practical demonstration of knowledge and skills

#### INDIVIDUAL / DEVELOPMENT PROGRAMME (PRIORITY)

1. Water Quality Management orientation course
2. Courses on development of training programmes
3. Project Management course
4. Junior & middle management courses

## G. CAREER PATHING

### PROMOTION TO NEXT HIGHER POST

1. Next higher post: Deputy Director: Water Quality Management
2. Nature of work in next higher post.
  - Manage the relevant subdirectorate
  - Train and develop personnel
  - Make management decisions on a similar as well as a higher management level

## H. JOB DESCRIPTION AGREEMENT

We, the undersigned agree that the content of the completed Job Description \ Job Model gives an accurate outline and picture of the job as expected from the incumbent in this job:

SUPERVISOR: Mr L. Bredenhann	JOB INCUMBENT:
RANK Deputy Director: Waste Management	Assistant Director: Water Quality Management (Source Management Training and Awareness)
DATE: September 2003	September 2003
ACCEPTED	
Additional comments / proposed time of revision of this job description. Date of revision _____	