

PERFORMANCE AGREEMENT 2018/2019 FINANCIAL YEAR

Made and Entered into by and between

THE EPHRAIM MOGALE LOCAL MUNICIPALITY

Herein represented by

THE MUNICIPAL MANAGER, M.M. MATHEBELA

(Herein after referred to as the "Employer")

And

DIRECTOR – CORPORATE SERVICES, M. J. LEKOLA
ID: 6703105429081

(Herein and after referred to as the "Employee")

For the period

01 July 2018 - 30 June 2019

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Performance Agreement for Corporate Services - Ephraim Mogale Local Municipality

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The employee of the Ephraim Mogale Local Municipality in his capacity as duly appointed **Director, Corporate Services** herein after referred to as the "**Employee**"

Whereas the Employer has entered into a contract of employment with the Employee in terms of Section 57(1) (a) of the Local Government: Municipal Systems Act, 2000 as amended.

AND Whereas Section 57(1) (b) of the Act read with the Contract of employment concluded between the Parties, require them to conclude an annual Performance Agreement;

AND Whereas the Parties wish to ensure that there is compliance with Section 57(4A), 57(4B) and 57(5) of the Act, that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals;

NOW Therefore the Parties agree as follows:

ABBREVIATIONS

"The ACT" shall mean the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000 as amended)

CCR

Core Competency Requirements

IDP

Integrated Development Plan

SDBIP

Service Delivery Budget and Implementation Plan

POE

Portfolio of Evidence

KPA

Key Performance Area

KPI

Key Performance Indicator

MFMA

Municipal Finance Management Act

REGULATIONS

- shall mean the Local Government: Municipal Systems Act Performance Regulations for Municipal managers and Managers directly accountable to Municipal Managers, 2006

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FINANCIAL YEAR

- refers to the 12 month period which the organisation determines as its budget year.

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1. INTRODUCTION

1.1 This performance contract is between M.J. Lekola, the Director, Corporate Services and M.M. Mathebela in her capacity as the Municipal Manager within the provisions of the delegated powers as stipulated by Council. The contract is for the 2018/19 financial year only. The expected performance reflected in this contract is based on the reviewed Integrated Development Plan (IDP) 2018/19, the Service Delivery Budget and Implementation Plan (SDBIP) 2018/19. The above-mentioned documents have been adopted as working documents of Ephraim Mogale Local Municipality and therefore, shall be the basis of performance assessment.

2. PURPOSE OF AGREEMENT

The purpose of this agreement is to:-

- 2.1 Comply with the provisions of Sections 57(1) (b), (4A), (4B) and (5) of the Systems Act as well as the employment contract entered into by and between the parties;
- 2.2 Specify objectives and targets defined and agreed to with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Municipality;
- 2.3 Specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his/her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee; and;
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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3. STRATEGIC OBJECTIVE

The **Director, Corporate Services** has the overall responsibility of ensuring that he shall be, subject to the policy directives of the Council of the Municipality, responsible and accountable for administratively being in charge of the service delivery programmes within the Community Services Department, budget, asset management, supply chain management, financial management and review, and any other functions as may be delegated to him/her by the **Municipal Manager**.

4. COMMENCEMENT AND DURATION

- 4.1 This Agreement will commence on 01 July 2018 and will remain in force until 30 June 2019 or until a new Performance Agreement, Performance Plan and Personal Development Plan is concluded between the parties for the ensuing financial year or part thereof.
- 4.2 The parties will review the provisions of this Agreement during June each year and will conclude not later than 31st July of each ensuing financial year a new Performance Agreement, Performance Plan and Personal Development Plan that replaces this Agreement.
- 4.3 This Agreement will terminate on the termination of the employment contract entered into by and between the parties for whatever reason.
- 4.4 The parties agree that the contents of the agreement may be revised at any time during the duration thereof with the purpose to determine the applicability thereof.
- 4.5 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties be revised immediately.

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5. PERFORMANCE OBJECTIVES

- 5.1 The Performance Plan Annexure "A" sets out:
 - 5.1.1 The performance objectives and targets that must be met by the Employee and:
 - 5.1.2 The time frames within which those performance objectives and targets must be met.
 - 5.2 The performance objectives and targets reflected in *Annexure "A*" are set by the Employer in consultation with the Employee, and are based on the IDP, SDBIP and Budget of the Employer and shall include the following:
 - 5.2.1 The key objectives that describe the main tasks that need to be done;
 - 5.2.2 The key performance indicators and means of verification that provide the details of the portfolio of evidence (POE) that must be provided to show that a key objective has been achieved;
 - 5.2.3 The target dates that describe the timeframes in which the work must be achieved:
 - 5.2.4 The weightings showing the relative importance of the key objectives to each other.
 - 5.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
 - 5.4 The Employer will make available to the Employee such employees as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Employee to ensure that he/she complies with those performance obligations and targets.
 - 5.5 The Employee will at his/her request be delegated such powers by the Employer as may in the discretion of the Employer be reasonably required from time to time to enable him/her to meet the performance objectives and targets established in terms of this Agreement.

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- 5.6 The Employee acknowledges the fact that the Employer is entitled to review and make reasonable changes to the provisions of *Annexure "A"* from time to time for operational reasons. The Employer agrees that the Employee will be fully consulted before any such change is made.
- 5.7 The provisions of **Annexure "A"** may be amended by the Employer when the Employer's performance management system is adopted, implemented and/or amended as the case may be.
- 5.8 The Personal Development Plan *Annexure "B"* sets out the Employee's personal development requirements in line with the objectives and targets of the Employer
- 5.9 Disclosure of Financial Interests *Annexure "C"* set out the financial interests of the employee

6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the municipality, management and municipal staff of the municipality.
- 6.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the municipality, management and municipal staff to perform to the standards required.
- 6.3 The Employer shall consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 6.4 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPA's), including special projects relevant to the Employee's responsibilities, within the local government framework.
- 6.5 The criteria upon which the performance of the **Employee** must be assessed consist of two components, both of which must be contained in the performance agreement-

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- 6.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCR's), respectively.
- 6.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.5.3 KPA's covering the main areas of work will account for eighty percent (80%) and CCR's will account for twenty percent (20%) of the final assessment.
 - 6.6 The **Employee's** assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's, which constitute eighty percent (80%) of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**.

KPA	Key performance areas (KPA'S)	Weighting
1.	Spatial Rationale	0%
2.	Basic Service Delivery and Infrastructure Development	4%
3.	Local Economic Development (LED)	0%
4.	Municipal Transformation and Institutional Development	50%
5.	Municipal Financial Viability and Management	0%
6.	Good Governance and Public Participation	46%
TOTAL		100%

- 6.7 The key performance areas related to the functional area of Employee shall be subject to negotiation between the Employer and the Employee.
- 6.8 The CCRs will make up the other 20% of the **Employee's** assessment score as follows:

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Competencies	Components	Competency Definition	Weighting % (total 100%)
Leading competencies			
Strategic Direction and Leadership	 Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness 	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	5
People Management	 Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and dispute Management 	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	20
Programme and Project Management	 Programme and Project Planning and Implementation Service Delivery Management 	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	5
	 Programme and Project Monitoring and Evaluation 		
Financial Management	 Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring 	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	5
Change Leadership	 Change Vision and Strategy Process Design and improvement Change Impact Monitoring and Evaluation 	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	10
Governance Leadership	 Policy Formulation Risk and Compliance management Cooperative Governance 	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	10

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Competencies	Components	Competency Definition	Weighting % (total 100%)
	Core C	ompetencies	
Moral competence		Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	10
Planning and Organising		Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	8
Analysis and Innovation		Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	5 .
Knowledge and Information Management		Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	8
Communication		Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	9
Results and Quality Focus		Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	5
Core Competencies			100%

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A more comprehensive explanation of each competency is attached as **Annexure "D"** to this plan.



7. EVALUATING PERFORMANCE

- 7.1 Annexure "A" to this Agreement sets out:
- 7.1.1 The standards and procedures for evaluating the Employee's performance; and
- 7.1.2 The intervals for the evaluation of the **Employee's** performance.
 - 7.2 Despite the establishment of agreed intervals for evaluation, the Employer may, in addition, review the Employee's performance at any stage while the contract of employment remains in force.
 - 7.3 Personal growth and development needs identified during any performance review discussion must be documented in a personal development plan as well as the actions.
 - 7.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
 - 7.5 The annual performance appraisal must involve:
- 7.5.1 Assessment of the achievement of results as outlined in the performance plan-
 - (i) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
 - (ii) An indicative rating on the five-point scale should be provided for each KPA.
 - (iii)The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.
- 7.5.2 Assessment of the CCRs-
 - (i) Each CCR should be assessed according to the extent to which the specified standards have been met.
 - (ii) An indicative rating on the five-point scale should be provided for each CCR
 - (iii) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

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- (iv)The applicable assessment-rating calculator must then be used to add the scores and calculate a final CCR score.
- 7.5.3 Overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.
 - 7.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCR's:

Level	Terminology	Description	Score	Assessment	Performance
				Score	Bonus Ratio
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of Responsibility throughout the year.	5	75-100%	75-76%=10% 77-78%=11% 79-80%=12% 81-84%=13% 85% + =14%
4	Performance significantly above	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above	4	65-74%	65-66%=5% 67-68%=6% 69-70%=7%
	expectations	fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.			71-72%=8% 73-74%=9%
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	3	51-64%	No bonus
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan	2	31-50	No bonus
1	Unacceptable Performance	Performance does not meet the standard performance expected for the job. The review! Assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job	1	< than 30%	No bonus

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- 7.7 For purposes of evaluating the annual performance of the Employee an evaluation panel constituted of the following persons must be established-
- 7.7.1 The Municipal Manager
- 7.7.2 Chairperson of the Performance Audit Committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 7.7.3 Member of the Mayoral or Executive Committee
- 7.7.4 Mayor and/or Municipal manager from another municipality.

The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of the Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Period	Review date
1	July - September	Before end of October 2018
2	October - December	Before end of February 2019 (Midyear Review)
3	January - March	Before end of April 2019
4	April- June	Before end of September 2019 (Annual Review)

- 8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.

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8.5 The Employer may amend the provisions of the performance plan whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties.

9. DEVELOPMENTAL REQUIREMENTS

9.1 A Personal Development Plan (PDP) for addressing developmental gaps is attached as "ANNEXURE B" and shall form part of this agreement.

10. OBLIGATIONS OF THE EMPLOYER

- 10.1 The Employer shall:
- 10.1.1 create an enabling environment to facilitate effective performance by the Employee:
- 10.1.2 provide access to skills development and capacity building opportunities;
- 10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 10.1.4 on the request of the employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in terms of the agreement; and
- 10.1.5 Make available to the employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of the agreement.

11. CONSULTATION

- 11.1 The Employer agrees to consult the Employee timeously where the exercising of the Employee powers will have amongst others-
 - 11.1.1 A direct effect on the performance of any of the Employee's functions;
 - 11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer;
 - 11.1.3 A substantial financial effect on the Municipality.
- The Employer agrees to inform the Employee of the outcome of any decisions taken 11.2 pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

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12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The key to a developmentally oriented performance management system towards inadequate performance is to promote improvement through feedback, learning and support, rather than judgement, sanctions or punishment.
- 12.2 Performance appraisal feedback shall be conveyed to employees in writing or discussed with employees on a regular basis to prevent a scenario where employees only find out about the gaps in their performance during mid-year or during the final review.
- 12.3 The evaluation of the Employee's performance shall form the basis for rewarding outstanding performance or correcting unacceptable performance
- 12.4 A performance bonus ranging from five percent (5%) to fourteen percent (14%) of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance, subject thereto that, in determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that-
 - 12.4.1 A score of sixty five percent (65%) to seventy four percent (74%) is awarded a performance bonus ranging from five percent (5%) to nine percent (9%); and
 - 12.4.2 A score of seventy five percent (75%) and above is awarded a performance bonus ranging from ten percent (10%) to fourteen percent (14%).
- 12.5 The performance bonus referred to in 12.4 here above is payable annually and constituted as follows:

Score	Bonus %
65-66%	5
67-68%	6
69-70%	7
71-72%	8
73-74%	9
75-76%	10
77-78%	11
79-80%	12
81-84%	13
85% +	14

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- 12.6 In the case of unacceptable performance, the employer shall -
 - 12.6.1 Provide systematic remedial or developmental support to assist the employee to improve his/her performance; and
 - 12.6.2 After appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to implement a disciplinary process that will be guided by the Labour Relations Act 66 of 1995.

13. PERFORMANCE BONUS

In accordance with Regulation 805, section 32, a performance bonus, based on affordability, may be paid to the employee, after

- 13.1 the annual report for the financial year under review has been tabled and adopted by the municipal Council;
- 13.2 an evaluation of performance in accordance with the provisions of section 7 of this agreement; and
- 13.3 approval of such evaluation by the municipal Council, as a reward for outstanding performance.

14. DISPUTE RESOLUTION

14.1 Dispute on performance agreement

Any disputes about the nature of the Performance Agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by a member of the Municipal Council; provided that such member was not part of the evaluation panel provided for in Regulation 805 section 27(4) (e), within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both Parties.

14.2 Dispute on outcome of performance evaluation

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Any disputes about the nature of the Performance Evaluation, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by a member of the Municipal Council: Provided that such member was not part of the evaluation panel provided for in Regulation 805 section 27(4) (e) within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both Parties.

15. GENERAL

- 15.1 The contents of the Agreement shall be made available to the public by the Municipality, where appropriate.
- 15.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 15.3 The performance assessment results of the Employee shall be submitted to the Council within fourteen (14) days after the conclusion of the assessment.

Thus done and signed on this <u>26</u> day of <u>5000</u>2019.

AS WITNESSES:

DIRECTOR CORPORATE SERVICES

Thus done and signed on this 26 day of 6.2019.

AS WITNESSES:

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NUNICHPAL MANAGER

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ANNEXURE: PERFORMANCE PLAN - 2018/19 SDBIP

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Weighting: 04%

Strategic Objective B: To improve Social Well-being

Project Name	Priority Programme	KPI	IDP Ref No	Weighting	Budget-R 000's	Baseline 2016/17		Quarter Q2	ly Targe	ts 2018/1 Q4) Annual	Portfolio of Evidence	Responsible Department
Programmes, Events and meetings	HIV/AIDS and other Diseases	Number quarterly Local Aids Council meetings scheduled and held by June 2019	BS138	2	23300.00	4	1	1	1	1	4	LAC Meeting minutes and attendance registers	Office of the Mayor
Awareness campaigns		# of quarterly HIV/AIDS awareness campaigns conducted by June 2019	BS139	2	60000.00	4	1	1	1	1	4	Awareness campaign Meeting minutes and attendance registers	

KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Weighting: 50%

Strategic Objective A: To develop and retain skilled and capacitated workforce

Project Name	Priority Programme	KPI .	IDP Ref No	Weighting	Budget R 000's	Baseline 2016/17	Q i	Quarter Q2	ly Targe - 03	ts 2018/1 Q4	9 Annual	Portfolio of Evidence	Responsible Department
Employment Equity	Institutional Development	# of EE Plan developed by June 2019	MTODO 1	2	31,800.00	1	N/A	1	N/A	N/A	1	Attendance registers	Corporate Services
		# of people employed in accordance with EE Plan by June 2019		2		68	N/A	N/A	N/A	11	11		
1		# of EE Committee meetings held by June 2019		2		4	1	1	1	1	4 .		

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	Priority						se nakijek ar.	Quarte	rly Targe	ts 2018/1	9		Responsible
Project Name	Programme	KPI.	IDP Ref No	Weighting	Budget R 000's	Baseline 2016/17	active contraction to	Q2	Q3	Q4	Annual	Portfolio of Evidence	Department
Training		# of Councilors to be capacitated in roles and duties pertaining to their responsibilities by the 30 June 2019	GG08	2	500 000.00	32	5	5	11	11	32	Proof of payments	
		# of workforce trained as per target of Workplace Skill Plan (WSP) by 30 Jun 2019	MTOD 03	1	Internal	50	10	20	20	10	60	Approved WSP Report & Annual training report	
-	-	% of budget spent implementing the Workplace Skills Plan by the 30 Jun 2019 (GKPI)	MTOD 03	2	Internal	100%	10%	30%	50%	10%	100%	Approved WSP Report & Annual training report	
Review of organizational structure	Institutional Development	Review Organizational structure and align to the IDP and Budget by 30 June 2019	MTOD 10&11	2	Internal	1	N/A	N/A	N/A	1	1	Approved annual organogram	Corporate Services
		% of approved critical posts processed within three months on post being vacant (Sec 56/54A)	MTOD 02	2	Internal	100%	100%	100%	100%	100%	100%	Appointment letters	
		% of approved posts processed within three months on post being vacant (below Sec 56/54A)	MTOD 02	2	Internal	100%	100%	100%	100%	100%	100%	Appointment letters	
Job Evaluation		% of signed Job Descriptions developed by 30 Jun 2019	MTOD 13	2	340 264.24	157	100%	100%	100%	100%	100%	Signed Job Descriptions	•
Bursary fund: community members	-	# of annual community bursaries allocated by June 2019	MTOD 14	2	500 000.00	13	N/A	N/A	8	N/A	8	Proof of payment, signed contracts and reports	
Bursary fund: staff		# of annual staff bursaries allocated by June 2019	MTOD 15	2	350 000.00	13	N/A	10	7	N/A	17	Proof of payment, signed contracts and reports	-
Occupational Health and Safety	Workplace Health, Safety and EAP	# of quarterly Workplace Health and Safety Forum meetings held as scheduled by June 2019	MTOD 04	2	305 900.00	4	1	1	1	1	4	Signed minutes and attendance register	
		# of Health and Safety policy approved by Council by June	New	2	Internal	New	N/A	1	N/A	N/A	1	Council Resolution and agenda	Corporate Services

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Project Name	Priority Programme	KPI	IDP Ref No	Weighting	Budget R 000's	Baseline 2016/17	Q1	Q2	Q3	Q4	Annual	Portfolio of Evidence	Department
exp8x.lx9b/ <u>ex</u> 8+ <u>en34870</u>		2019	a tangatat ari ya Nasa	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Lagran Agrica, Tube Supple Charges	10004000 h. G. mar. 1 44 a	, isang nagagaga	: SAN TRANSPORT		market in which have not about		Section of the comments of the management of the contract of	VEG. The or dispert for C.
Employees Assistance Programme	Workplace Health, Safety and EAP	# of Employee Wellness Programs held by Jun 2019	MTOD 05	2	290 000.00	4	1	1	1	1	4	Attendance registers	
Labour Forum	Labour Relations	# of monthly Local Labour Forum (LLF) held as scheduled by June 2019	MTOD 08	2	0.00	4	3	3	3	3	12	Minutes and attendance registers	
		% of disciplinary proceedings initiated in relation to reported matters	New	1	Internal	100%	100%	100%	100%	100%	100%	Minutes and attendance registers	
Legal Services	Legal Services	% of Service Level Agreements (SLA's) and Employment Contracts processed within the time frame of 30 days	MTOD 12	2	6 500 000	100%	100%	100%	100%	100%	100%	SLA's and employment contracts	·
	Youth Development	Career Week hosted by June 2019	New	1	Internal	1	N/A	N/A	N/A	1	1	Attendance register of both Tertiary Institutions and learners	
Customer care	Customer / Stakeholder Relationship Management	# of quarterly Customer Complaint reports submitted to the Municipal Manager (inclusive of Premier & Presidential Hotline) by June 2019	MTOD 19	1	Internal	4	1	1	1	1	4	Compiled reports	
	·	# of Batho Pele committee meetings held by 30 Jun 2019	New	2	Internal	10	3	2	2	3	10	Minutes and attendance register	
		Hosting of Batho Pele event by June 2019	New	2	R120.000	0	N/A	1	N/A	N/A	1	Compiled event report	Corporate Services
Purchase of water dispensers		# of water dispensers procured by June 2019	MTOD1 8	1	60,0	New	N/A	N/A	09	N/A	09	Invoice and delivery note	
Programming	ICT	# of quarterly reports compiled on network performance by June 2019	MTOD 23	1	R 2 000 000.00	4	1	1	1	1	4	Quarterly reports	Corporate Services

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		P\$1966年1月1日第四年19						Quarte	rly Targe	ts 2018/1	9	Portfolio of Evidence	Responsible Department
Project Name	Priority Programme	KPI	IDP Ref No	Weighting	Budget R 000's	Baseline 2016/17	Q1	Q2	Q3	Q4	Annual		
ICT Forums		# of quarterly ICT steering committee meetings held in terms of the implementation of the ICT governance strategy and policy by June 2019	MTOD 24	1	R0.00	3	1	1	1	1	4	Minutes and attendance register	
Communicatio ns		# of Sound system purchased by June 2019	New	2		New	N/A	N/A	1	N/A	1	Invoice and delivery note	
·.		# of television purchased by June 2019	New	1		New ·	N/A	N/A	1	N/A	1	Invoice and delivery note	
Website Hosting		% of hosting and management of the website by SITA by June 2019	MTOD 31	1	85 500.00	100%	100%	100%	100%	100%	100% .	Quarterly reports	
Records management		# of quarterly status reports in terms of the record management system submitted to the Municipal Manager by June 2019	MTOD 16	1	Internal	New	1	1	1	1	4	Compiled report	
Policies	Policies	# of new / reviewed policies adopted by Council by 31 March 2019 (Total Organisation)	New	2	Internal	New	0	0	12	0	12	Approved policies and Council resolution	

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KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Weighting: 46%
Strategic Objective: To create a culture of accountability and transparency

Project Name	- Priority	KPI	IDP Ref	Weighting	Budget R	Baseline				ts 2018/1	9	Portfolio of	Responsible
Project Name	Programme		No	Weighting	000's	2016/17	· Q1	Q2	. Q3	Q4	Annual	Evidence	Department
Special Programs	Transversal	# of quarterly Special Programs held in terms of the (Elderly, Children, Disabled, Traditional healers, LGBT and other marginalised groups by June 2019	GG01	2	235 358.16	4	3	3	3	,	12	Special programmes reports	Corporate Services
Mayoral programme: Youth		# of Youth programmes / initiatives implemented each quarter	GG04	2	131 902.16	4	1	1	1	1	4	Quarterly Youth reports	
development		# of Youth strategy developed by June 2019		3	Internal	New	N/A	1	N/A	N/A	· 1	Council Resolution and agenda	** .
Public participation -	Public Participation	# of Community stakeholder meetings facilitated and attended by 30th Jun 2019	GG02	3	553 560.24	12	1	1	5	5	12	Attendance register	
Ward committee support	Ward - Committee	# of monthly Ward Committees meetings held by June 2019	GG03	2	2 067 000	196	48	48	48	48	196	Quarterly ward committee's reports	
		Hosting of Annual Ward Committee Conference by June 2019		3	165936.96	1	N/A	N/A	N/A	1	1	Ward Committee Conference	
•		# of annual Ward Committee operational plans submitted to Council by June 2019		2	Internal	1 -	1	0	0	0	1	Annual ward committee report	·
		# of Ward Committee Training conducted by June 2019		3	224 724.24	0	0	0	1	0	1	Training Report & attendance register	·
	Indigents	% of (indigents) households with access to free basic electricity services by 30 Jun 2019 (GKPI)	New	2	Internal	100%	100%	100%	100%	100%	100%	Approved monthly indigent register submitted to Council	Corporate Services
Municipal Newsletter	Customer/ Stakeholder Relationship	# of quarterly newsletters published by June 2019	GG05	3 .	298 385.76	3	1	1	1	1	4	Published Newsletters	_

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Project Name	Priority	KPI	IDP Ref	Weighting	Budget R	Baseline		Quarte	rly Targe	ets 2018/1	9 144 164	Portfolio of	Responsible
- Occe Manie	Programme		No	weighting	000's	2016/17	Q1	Q2	Q3	Q4	Annual	Evidence	Department
·	Management												-
Council Functionality	Good Governance and	# of ordinary Council meeting held by June 2019 as per the approved Calendar of Events	GG07	3	Internal	5	3	3	3	3	12	Council meeting minutes	
	Oversight	# of Council meetings resolutions resolved within the prescribed timeframe of (3) months (Total organisation)	GG07	3	Internal	4	1	1	1	1	4 .	Quarterly status report of Council resolutions resolved	
•		# of monthly EXCO meetings held by June 2019	GG07 :	3	Internal	12	3	3	3	3	12	EXCO meeting minutes	
·		# of Section 79 Committee meetings held each quarter	GG07	3	Internal	4	3	3	3	3	12	Agenda and minutes of Section 79 Committee meeting	
		# of quarterly Compliance Register Reports submitted to Council by June 2019	New	3	Internal	New	1	1	1	1	4	Quarterly Compliance Register Report	
MPAC functionality	Good Governance and	# of quarterly MPAC meetings held by June 2019	New	3	Internal	New	1	1	1	1 :-	4	MPAC meeting reports	Corporate Services
	Oversight Submission of Oversight Report to Council by the 30th March 2019	N/A	N/A	1	N/A	1	Annual Performance Oversight Report						

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ANNEXURE B: PERSONAL DEVELOPMENT PLAN 2018/19

Skills performance gap (in order of priority)	Outcomes expected (measurable indicators, quantity, quality and time frames)	Suggested training and/or development activity	Suggested mode of delivery	Suggested time frame	Work opportunity created to practice skills/ development area	Support person
MSCOA	Ability to manage finance/ Budget in according to the new regulations	MSCOA .	Accredited Institutions or Service Provider	30 June 2019	Current post	Municipal Manager
Supply Chain Management (SCM) Process	Regulated and effective implementation of SCM	Supply Chain Management	Workshop or Accredited Institutions or Service Provider	31 March 2019	Current post	Municipal Manager
Knowledge and Information Management	Apply knowledge and information management	Knowledge and Information Management Competences	Accredited Institutions or Service Provider	31 August 2019	Current post	Municipal Manager
Results and Quality Focus	Proper planning that are result and quality focus driven	Results and Quality Focus competences	Accredited Institutions or Service Provider	31 August 2019	Current post	Municipal Manager
Performance Management	Ability to implement the performance management Strategy	Performance Management	Accredited Institutions or Service Provider	30 June 2019	Current port	Municipal Manager
Programme and Project Management	 Programme and Project Planning and Implementation Service Delivery Management Programme and Project Monitoring and Evaluation 	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	Accredited Institutions or Service Provider	30 June 2019	Current port	Municipal Manager

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ANNEXURE C: DISCLOSURE OF INTEREST FORM 2018/19

Name of Business	Registration (CK) Number	% Owned
N/A	N/A	N/A

Other Interests:

I hereby certify that the above information is complete and correct to the best of my knowledge.

Signatures

26/08/278 Date

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ANNEXURE D: A1 COMPETENCY DETAILS

The required achievement levels in terms of Regulation 21 of 2014 are as follows:

Competencies	Basic	Competent	Advanced	Superior
Leading compet	encies			
Strategic	Understand institutional and	Give direction to a team in realising	Evaluate all activities to determine	Structure and position the institution to
Direction and	departmental strategic	the institution's strategic mandate and	value and alignment to strategic intent	local government priorities • Actively use
Leadership	objectives, but lacks the ability	set objectives • Has a positive impact	Display in-depth knowledge and	in-depth knowledge and understanding to
	to inspire other to achieve set	and influence on the morale,	understanding of strategic planning •	develop and implement a comprehensive
	mandate • Describe how	engagement and participation of team	Align strategy and goals across all	institutional framework • Hold self
	specific tasks link to institutional	members • Develop action plans to	functional areas • Actively define	accountable for strategy execution and
	strategies but has limited	execute and guide strategy	performance measures to monitor the	results
	influence in directing strategy	implementation • Assist in defining	progress and effectiveness of the	 Provide impact and influence through
	•Has a basic understanding of	performance measures to monitor the	institution • Consistently challenge	building and maintaining strategic
	institutional performance	progress and effectiveness of the	strategic plans to ensure relevance •	relationships •Create an environment that
	management but lacks the	institution • Displays an awareness of	Understand institutional structures	facilitates loyalty and innovation • Display
	ability to integrate systems into	institutional structures and political	and political factors, and the	a superior level of self-discipline and
•	a collective whole	factors • Effectively communicate	consequences of actions • Empower	integrity in actions • Integrate various
	•Demonstrate a basic	barriers to execution to relevant	others to follow strategic direction	systems into a collective whole to optimise
	understanding of key decision-	parties • Provide guidance to all	and deal with complex situations	institutional performance management
	makers	stakeholders in the achievement of	 Guide the institution through 	 Uses understanding of competing
		the strategic mandate • Understand	complex situations and ambiguous	interests to manoeuvre successfully to a
-		the aim and objectives of the	concern	win/win outcome
	•	institution and relate it to own work	 Use understanding of power 	
			relationships and dynamic tensions	-
			among key players to frame	· ·
			communications and develop	
			strategies, positions and alliances	

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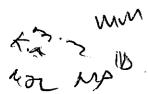
Competencies	Basic	Competent	Advanced	Superior
People	Participate in team goal-	Seek opportunities to increase team	Identify ineffective team and work	Develop and incorporate best practice
Management	setting and problem-solving•	contribution and responsibility•	processes and recommend remedial	people management processes,
	Interact and collaborate with	Respect and support the diverse	interventions • Recognise and reward	approaches and tools across the
	people of diverse backgrounds•	nature of others and be aware of the	effective and desired behaviour•	institution • Foster a culture of discipline,
	Aware of guidelines for	benefits of a diverse approach•	Provide mentoring and guidance to	responsibility and
	employee development, but	Effectively delegate tasks and	others in order to increase personal	accountability•Understand the impact of
	requires support in	empower others to increase	effectiveness• Identify development	diversity in performance and actively
	implementing development	contribution and execute functions	and learning needs within the tam•	incorporate a diversity strategy in the
	initiatives	optimally• Apply relevant employee	Build a work environment conducive	institution • Develop comprehensive
-		legislation fairly and consistently•	to sharing, innovation, ethical	integrated strategies and approaches to
•		Facilitate team goal-setting and	behaviour and professionalism•	human capital development and
		problem-solving• Effectively identify	Inspire a culture of performance	management • Actively identify trends and
		capacity requirements to fulfil the	excellence by giving positive and	predict capacity requirements to facilitate
		strategic mandate	constructive feedback to the team•	unified transition and performance
			Achieve agreement or consensus in	management
			adversarial environments• Lead and	
			unite diverse teams across divisions to	·
			achieve institutional objectives	
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Competencies	Basic	Competent	Advanced	Superior
Programme	Initiate projects after approval	• Establish broad stakeholder	Manage multiple programmes and	Understand and conceptualise the long-
and Project	from higher authorities•	involvement and communicate the	balance priorities and conflicts	term implications of desired project
Management	Understand procedures of	project status and key milestones•	according to institutional goals. Apply	outcomes Direct a comprehensive
	programme and project	Define the roles and responsibilities of	effective risk management strategies	strategic macro and micro analysis and
<u> </u>	management methodology,	the project team and create clarity	through impact assessment and	scope projects accordingly to realise
	implications and stakeholder	around expectations. Find a balance		institutional objectives• Consider and
	involvement• Understand the	between project deadline and the		initiate projects that focus on achievement
	rational of projects in relation	quality of deliverables• Identify		of the long-term objectives• Influence
	to the institution's strategic	appropriate project resources to		people in positions of authority to
	objectives• Document and	facilitate the effective completion of	•	implement outcomes of projects• Lead
	communicate factors and risk		relevant stakeholders in seeking	and direct translation of policy into
	associated with own work• Use	statutory requirements and apply		workable action plans• Ensures that
	results and approaches of	policies in a consistent manner •	contemporary project management	programmes are monitored to track
	successful project	monitor progress and use of resources	<u> </u>	progress and optimal resource utilisation,
	implementation as guide	and make needed adjustments to		and that adjustments are made as needed
		timelines, steps and resource	· · · · · · · · · · · · · · · · · · ·	
		allocation	implementation and apply procedures	•
	·		to manage risks	·
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Competencies	Basic	Competent	Advanced	Superior
Competencies Financial Management	• Understand basic financial concepts and methods as they relate to institutional processes and activities• display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems• Understand the importance of financial accountability• Understand the importance of asset control	• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a costsaving approval to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions are required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	budgeting, and forecast processes and provides credible answers to queries within own responsibility. Prepare budgets that are aligned to the strategic objectives of the institution. Address complex budgeting and financial management concerns. Put systems and processes in place to enhance the quality and integrity of financial management practices. Advise on policies and procedures regarding asset control. Promote National Treasury's	financial savings• Actively identify and implement new methods to improve asset

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Competencies	Basic	Competent	Advanced	Superior
Change	Display an awareness of	Perform an analysis of the change	Actively monitor change impact and	Sponsor change agents and create a
Leadership	change interventions, and the	impact on the social, political and	results and convey progress to	network of change leaders who support
	benefits of transformation	economic environment• Maintain	relevant stakeholders• Secure buy-in	the interventions. Actively adapt current
	initiatives • Able to identify basic	calm and focus during change. Able to	and sponsorship for change	structures and processes to incorporate
	needs for change. Identify gaps	assist team members during change	initiatives Continuously evaluate	the change interventions• Mentor and
	between the current and	and keep them focused on the	I =	guide team members on the effects of
	desired state• Identify potential	deliverables Volunteer to lead	introduce new approaches to enhance	change, resistance factors and how to
	risk and challenges to	change efforts outside of own work		integrate change•Motivate and inspire
	transformation, including	team• Able to gain buy-in and	an nurture relationships with various	others around change initiatives
	resistance to change	approval for change from relevant	_	•
	factors•Participate in change	stakeholders• Identify change	alliance in facilitating change• Take	
	programmes and piloting	readiness levels and assist in resolving	· · · · · · · · · · · · · · · · · · ·	
	change interventions•	resistance to change factors. Design	programmes• Benchmark change	
	Understand the impact of	change interventions that are aligned	interventions against best change	
	change interventions on the	with the institution's strategic	practices• Understand the impact and	
	institution within the broader	objectives and goals	psychology of change, and put	_
	scope of local government		remedial interventions in place to	÷
			facilitate effective transformation	
			Take calculated risk and seek new	· .
			ideas from best practice scenarios,	
			and identify the potential for	
			implementation	•
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Competencies	Basic	Competent	Advanced	Superior
Governance	• Display a basic awareness of	Display a thorough understanding of	Able to link risk initiative into key	Demonstrate a high level of commitment
Leadership	risk, compliance and	governance and risk and compliance	institutional objectives and drivers•	in complying with governance
1	governance factors but require	factors and implement plans to	Identify, analyse and measure risk,	requirements implement governance and
	guidance and development in	address these• Demonstrate	create valid risk forecasts, and map	compliance strategy to ensure
	implementing such	understanding of the techniques and	risk profiles• Apply risk control	achievement of institutional objectives
	requirements • Understand the	processes for optimising risk taking	methodology and approaches to	within the legislative framework•Able to
· _	structure of cooperative	decisions within the	prevent and reduce risk that impede	advise Local Government on risk
	government but requires	institution•Actively drive policy	on the achievement of institutional	management strategies, best practice
	guidance on fostering workable	formulation within the institution to	objectives • Demonstrate a thorough	interventions and compliance
	relationships between	ensure the achievement of objectives	understanding of risk retention plans•	management. Able to forge positive
	stakeholders•Provide input into		Identify and implement	, , ,
	policy formulation		comprehensive risk management systems and processes implement	level to enhance the effectiveness of local government. Able to shape, direct and
			and monitor the formulation of	drive the formulation of policies on a
			policies, identify and analyse	macro level
			constraints and challenges with	macro level
			implementation and provide	·
		•	recommendations for improvement	
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Competencies	Basic	Competent	Advanced	Superior
Moral	Realise the impact of acting	Conduct self in alignment with the	• Identify, develop, and apply	Create an environment conducive of
competence	with integrity, but requires	values of Local Government and the	measures of self-correction• Able to	moral practices• Actively develop and
	guidance and development in	institution• Able to openly admit own	gain trust and respect through aligning	implement measures to combat fraud and
	implementing principles follow	mistakes and weaknesses and seek	actions with commitments•Make	corruption. Set integrity standards and
	the basic rules and regulations	assistance from others when unable	proposals and recommendations that	shared accountability measures across the
	of the institution• Able to	to deliver• Actively report fraudulent	are transparent and gain the approval	institution to support the objectives of
	identify basic moral situations,	, ,	of relevant stakeholders• Present	local government. Take responsibility for
	but requires guidance and	government. Understand and honour	values, beliefs and ideas that are	own actions and decisions, even if the
	development in understanding	d .	congruent with the institution's rules	consequences are unfavourable
	and reasoning with moral intent		and regulations. Takes an active	
		to deal with situations of conflict of	stance against corruption and	·
		interest promptly and in the best	dishonesty when noted• Actively	
		interest of local government	promote the value of the institution to	· · ,
			internal and external stakeholders•	
			Able to work in unity with a team and	
		<u>.</u>	not seek personal gain• Apply	
		· ·	universal moral principles consistently	
1		•	to achieve moral decisions	
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Competencies	Basic	Competent	Advanced	Superior
Planning and	Able to follow basic plans and	Actively and appropriately organise	Able to define institutional	Focus on broad strategies and initiatives
Organising	organise tasks around set	information and resources required	objectives, develop comprehensive	when developing plans and actions• Able
	objectives • Understand the	for a task•Recognise the urgency and	plans, integrate and coordinate	to project and forecast short, medium and
	process of planning and	importance of tasks. Balance short	activities, and assign appropriate	long term requirements of the institution
*	organising but requires	and long-term plans and goals and	resources for successful	and local government. Translate policy
	guidance and development in	incorporate into the team's	implementation• Identify in advance	into relevant projects to facilitate the
	providing detailed and	performance objectives• Schedule	required stages and actions to	achievement of the institutional objectives
,	comprehensive plans. Able to	tasks to ensure they are performed	complete tasks and projects•	
	follow existing plans and ensure	within budget and with efficient use of	Schedule realistic timelines, objectives	
	that objectives are met• Focus	time and resources• Measures	and milestones for tasks and projects.	
	on short-term objectives in	progress and monitor performance	Produce clear, detailed and	
	developing plans and actions •	results . *	comprehensive plans to achieve	·
	Arrange information and	•	institutional objectives• Identify	
	resources required for a task,		possible risk factors and design and	·
	but require further structure		implement appropriate contingency	
	and organisation	·	plans• Adapt plans in light of changing	
			circumstances Prioritise tasks and	
			projects according to their relevant	
			urgency and importance	·
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Competencies	Basic	Competent	Advanced	Superior
Analysis and	• Understand the basic	Demonstrate logical problem	Coaches team members on	Demonstrate complex analytical and
Innovation	operation of analysis, but lack	solving techniques and approaches	analytical and innovative approaches	problem solving approaches and
	detail and thoroughness• Able	and provide rationale for	and techniques• Engage with	techniques• Create an environment
}	to balance independent analysis	recommendations • Demonstrate	appropriate individuals in analysing	conducive to analytical and fact-based
	with requesting assistance from		and resolving complex problems•	problem-solving• Analyse, recommend
	others• Recommend new ways	when analysing problems. Able to	Identify solutions on various areas in	solutions and monitor trends in key
	to perform tasks within own	break down complex problems into		challenges to prevent and manage
	function• Propose simple	manageable parts and identify	implement new ideas throughout the	occurrence. Create an environment that
	remedial interventions that	solutions• Consult internal and	institution. Able to gain approval and	fosters innovative thinking and follows a
	marginally challenges the status	external stakeholders on	buy-in for proposed interventions	learning organisation approach. Be a
	quo Listen to the ideas and	opportunities to improve processes	from relevant stakeholders • Identify	thought leader on innovative customer
	perspectives of others and	and service delivery • Clearly	trends and best practices in process	service delivery, and process optimisation•
	explore opportunities to	communicate the benefits of new	and service delivery and propose	Play an active role in sharing best practice
	enhance such innovative	opportunities and innovative solutions	institutional application•	solutions and engage in national and
	thinking	to stakeholders Continuously	Continuously engage in research to identify client needs	international local government seminars and conferences
	-	identify opportunities to enhance internal processes Identify and	identity chefit fleeds	and conferences
		analyse opportunities conducive to		•
		innovative approaches and propose	·	
	-	remedial intervention	·	
	•	remedial intervention		
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Competencies	Basic	Competent	Advanced	Superior
Knowledge	Collect, categorise and track	Use appropriate information	• Effectively predict future	Create and support a vision and culture
and	relevant information required	systems and technology to manage	information and knowledge	where team members are empowered to
Information	for specific tasks and projects•	institutional knowledge and	management requirements and	seek, gain and share knowledge and
Management	Analyse and interpret	information sharing• Evaluate data	systems• Develop standards and	information • Establish partnerships across
	information to draw	from various sources and use	processes to meet future knowledge	local government to facilitate knowledge
	conclusions Seek new sources	information effectively to influence	management needs• Share and	management• demonstrate a mature
	of information to increase the	•	promote best-practice knowledge	approach to knowledge and information
	knowledge base• Regularly	Actively create mechanisms and	_	sharing with an abundance and assistance
	share information and	structures for sharing of information•	institutions• Establish accurate	approach• Recognise and exploit
	knowledge with internal	Use external and internal resources to	,	_ :
	stakeholders and team	research and provide relevant and	knowledge and information	internal and external stakeholders
-	members	cutting-edge knowledge to enhance	management• Create a culture	
		institutional effectiveness and	conducive of learning and knowledge	
-	; }	efficiency	sharing• Hold regular knowledge and	·
			information sharing sessions to elicit	·
	•	· .	new ideas and share best practice	
			approaches	·
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Competencies	Basic	Competent	Advanced	Superior
Communicatio	• Demonstrate an	Express ideas to individuals and	Effectively communicate high-risk	Regarded as a specialist in negotiations
n	understanding for	groups in formal and informal settings	and sensitive matters to relevant	and representing the institution. Able to
	communication levers and tools	in a manner that is interesting and	stakeholders • Develop a well-defined	inspire and motivate others through
	appropriate for the audience,	motivating. Able to understand,	communication strategy • Balance	positive communication that is impactful
	but requires guidance in	tolerate and appreciate diverse	political perspectives with institutional	and relevant•
	utilising such tools• Express	perspectives, attitudes and beliefs.	needs when communicating	
	ideas in a clear and focused	Adapt communication content and	viewpoints on complex issues. Able	·
	manner, but does not always		· -	·
·	take the needs of the audience	•	around complex matters and arrive at	
	into consideration•	content in a manner that gains	a win-win situation that promotes	
	Disseminate and convey	support, commitment and agreement	Batho Pele principles Market and	
	information and knowledge	from relevant stakeholders. Compile	·	. '
	adequately	clear, focused, concise and well-	stakeholders and seek to enhance a	· .
		structured written documents	positive image of the institution. Able	~
			to communicate with the media with	
			high levels of moral competence and	
	-	•	discipline	<u> </u>
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Competencies	Basic	Competent	Advanced	Superior
Results and	Understand quality of work	Focus on high-priority actions and	• Consistently verify own standards	Coach and guide others to exceed
Quality Focus	but requires guidance in	does not become distracted by lower-	and outcomes to ensure quality	quality standards and results• Develop
	attending to important	priority activities • Display firm	output• Focus on the end result and	challenging, client-focused goals and sets
	matters• Show a basic	commitment and pride in achieving	avoids being distracted • Demonstrate	high standards for personal performance•
	commitment to achieving the	the correct results. Set quality	a determined and committed	Commit to exceed the results and quality
,	correct results. Produce the	standards and design processes and	approach to achieving results and	standards, monitor own performance and
	minimum level of results	tasks around achieving set standards•	quality standards Follow task and	implement remedial interventions when
	required in the role. Produce	Produce output of high quality • Able	projects through to completionV Set	required• Work with team to set
	outcomes that is of a good	to balance the quantity and quality of	challenging goals and objectives to self	ambitious and challenging team goals,
	standard• Focus on the	results in order to achieve objectives•	and team and display commitment to	communicating long- and short-term
	quantity of output but requires	Monitors progress, quality of work,	achieving expectations Maintain a	expectations• Take appropriate risks to
	development in incorporating	and use of resources; provide status	focus on quality outputs when placed	accomplish goals. Overcome setbacks and
	the quality of work• Produce	updates, and make adjustments as	under pressure• Establishing	adjust action plans to realise goals. Focus
	quality work in general	needed	institutional systems for managing and	people on critical activities that yield a high
	circumstances, but fails to meet		assigning word, defining	impact
	expectation when under		responsibilities, tracking, monitoring	
	pressure		and measuring success, evaluating and	
	•		valuing the work of the institution	·
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