



# **XHARIEP DISTRICT MUNICIPALITY**

## **PERFORMANCE AGREEMENT**

MADE AND ENTERED INTO BY AND BETWEEN:

THE XHARIEP DISTRICT MUNICIPALITY  
AS REPRESENTED BY MUNICIPAL MANAGER

Mr Mazondi Martiens Kubeka

(Herein and after referred to as Employer)

AND

Mbuyiselo Khapha

Director Corporate Services(Acting)

(Herein and after referred to as Employee)

FOR THE FINANCIAL YEAR  
Period 1 July 2014 – 30 June 2015

## **1. INTRODUCTION**

- 1.1 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 32 of 2000 (“the Systems Act”). The Employer and the Employee are hereinafter referred to as “the Parties”.
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.
- 1.3 The parties wish to ensure 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 goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

## **2. PURPOSE OF THIS AGREEMENT**

- 2.1 Comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer’s expectations of the Employee’s performance ;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis to assess whether the Employee has met the performance expectations applicable to his job; and
- 2.6 Give effect to the Employer’s commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

## **3. DELIVERY**

- 3.1 This Agreement will commence on 1 July 2014 and will remain in force until 30 June 2015 where after a new Performance Agreement shall be concluded between the parties for the next financial year.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement that

replaces this Agreement at least once a year by not later than the 31<sup>st</sup> July of each successive financial year or any portion thereof.

- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

#### **4. PERFORMANCE OBJECTIVES**

- 4.1 The Performance Plan (Annexure A) sets out –
  - 4.1.1 The performance objectives and targets that must be met by the Employee; and
  - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicator target dates and weightings.
- 4.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

#### **5. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 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.
- 5.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.3 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee;

<b>KPA No</b>	<b>Key Performance Area</b>
1	Basic Service Delivery
2	Municipal Transformation and Organisational Development
3	Local Economic Development
4	Municipal Financial Viability and Management
5	Good Governance, Public Participation
<b>TOTAL 80%</b>	

5.4 The CCR's will make up the other 20% of the Employee's assessment score. CCR's that are deemed to be most critical for the Employee's specific job are reflected in the list below as agreed to between the Employer and Employee.

<b>CCR No</b>	<b>Core Competency Requirement</b>
1	<b>Strategic Capability and Management</b>
2	<b>Financial Management</b>
3	Change Management
4	Knowledge Management
5	Problem Solving and Analysis
6	Programme and Project Management
7	Service Delivery Innovation
8	<b>People Management and Empowerment</b>
9	<b>Client Orientation and Customer Focus</b>
10	Communication
<b>TOTAL 20%</b>	

## 6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.
- 6.2 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;
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
  - 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI, and the score of the employer will be given to and explained to the Employee during the assessment interview.
  - 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
  - 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
  - 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
  - 6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the CCRs:
  - 6.7.1 Each CCR shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;
  - 6.7.2 A rating on the five-point scale shall be provided for each CCR which will then be multiplied by the weighting to calculate the final score;
  - 6.7.3 Each CCRs will be assessed in terms of the definitions provided (Annexure B) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the evaluation committee. 360 degree means that the employee's peers and managers reporting to him and his Portfolio Councillor will assess his CCRs; and

6.7.4 An overall score will be calculated based on the total of the individual scores calculated above.

6.8 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs, in accordance with Clause 11 and if applicable in terms thereof, as the case may be.

Level	Terminology	Description
5	<b>Outstanding performance</b>	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.
4	<b>Performance significantly above expectations</b>	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	<b>Fully effective</b>	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.
2	<b>Not fully effective</b>	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.
1	<b>Unacceptable performance</b>	Performance does not meet the standard expected for the job. The review/assessment indicates that they 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 despite management efforts to encourage improvement.

6.9 For purposes of evaluating the performance of the Employee, an evaluation panel constituted of the following persons will be established, as mutually agreed upon:

6.9.1 Municipal Manager;

6.9.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of an Performance Audit Committee;

6.9.3 Municipal Manager from another municipality; and

6.9.4 Member of the Mayoral Committee (Portfolio Chairperson).

## **7. SCHEDULE FOR PERFORMANCE REVIEWS**

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

<b>Quarter</b>	<b>Review Period</b>	<b>Review to be completed by</b>
1	July – September 2014	December 2014
2	October – December 2014	March 2015 (Mid-year Panel Evaluation)
3	January – March 2014	June 2014
4	April – June 2014	September 2015 (Year-end Panel Evaluation)

- 7.2 Performance reviews in the first and third quarter may be verbal if performance is deemed to be satisfactory by the Municipal Manager.
- 7.3 The Employer shall keep a record of the mid-year and year-end assessment meetings;
- 7.4 Performance feedback shall be based on the Employer's assessment of the Employee's performance;
- 7.5 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and
- 7.6 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

## **8. DEVELOPMENTAL REQUIREMENTS**

The Personal Development Plan (PDP) for addressing developmental gaps must be developed, if deemed necessary in individual cases in consultation with the employee, the Portfolio Councillor and the Municipal Manager.

## **9. OBLIGATIONS OF THE EMPLOYER**

- 9.1 The Employer shall-
- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;

- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonable require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-
  - 10.1.1 A direct effect on the performance of any of the Employee's functions;
  - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
  - 10.1.3 A substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12 as soon as is practical to enable the Employee to take any necessary action.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
  - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
  - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.



- 11.3 Where the employer is, at any time during the employee's employment, not satisfied with the manager's performance in respect of any matter dealt with in this Agreement, the employer will give notice to the employee to attend a meeting.
- 11.4 The employee will have the opportunity at the meeting to satisfy the employer in respect of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures.
- 11.5 Where there is a dispute or difference as to the performance of the employee under this Agreement, the parties will confer with a view to resolve the dispute or difference.
- 11.6 In the case of unacceptable performance, the employer shall –
- 11.6.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and
- 11.6.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his duties.

## **12. DISPUTE RESOLUTION**

- 12.1 In the event that the employee is dissatisfied with any decision or action of the employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the employee has achieved the performance objectives and targets established in terms of this Agreement, the employee may within 3 working days meet with the employer with a view to resolve the issue. The employer will record the outcome of the meeting in writing.
- 12.2 If the parties could not resolve the issues within 10 working days, an independent arbitrator, acceptable to both parties, should be appointed to resolve the matter within thirty days.
- 12.3 In the instance where the matters referred to in 13.2 were not successful, the matter should be referred to the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee or any other person appointed by the MEC.
- 12.4 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

**13. GENERAL**

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other legal instruments.

Thus done and signed at \_\_\_\_\_ on this the \_\_\_\_\_ day of July 2014.

**AS WITNESSES:**

- 1. \_\_\_\_\_ \_\_\_\_\_  
**DIRECTOR**
- 2. \_\_\_\_\_

Thus done and signed at \_\_\_\_\_ on this the \_\_\_\_\_ day of July 2014.

**AS WITNESSES:**

- 1. \_\_\_\_\_ \_\_\_\_\_  
**MUNICIPAL MANAGER**
- 2. \_\_\_\_\_

## ANNEXURE A: PERFORMANCE PLAN AND CORE COMPETENCY FREAMWORK

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe;
- b) Core competencies required from employees prescribed in the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, R805 of 2006.

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 National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

Key Performance Areas (KPA's)	Weighting	Core Competency Requirements (CCR's)	Weighting
Municipal Transformation & Institutional Development		Strategic Leadership and Management	5
Basic Service Delivery		Programme and Project Management	
Local Economic Development		Financial Management	5
Municipal Financial Viability & Management		Change Management	
Good Governance & Public Participation		Knowledge Management	
		Problem Solving and Analytical Thinking	
		People and Diversity Management	5
		Client Orientation and Customer Focus	5
		Service Delivery Innovation	
		Communication	
		Accountability and Ethical Conduct	
<b>Total</b>	<b>80%</b>	<b>Total</b>	<b>20%</b>

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Category	Colour	Explanation
KPI's Not Met/ Unacceptable performance	<b>1</b>	Performance does not meet the standard expected for the job. The review/assessment indicates that they 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 despite management efforts to encourage improvement.
KPI's Almost Met / Not fully effective	<b>2</b>	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.
KPI's Met / Fully effective	<b>3</b>	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.
KPI's Well Met / Performance significantly above expectations	<b>4</b>	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
KPI's Extremely Well Met / Outstanding Performance	<b>5</b>	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.

## KEY PERFORMANCE INDICATORS

Key Performance Indicators are linked to the functional development priorities as contained in the Employers Integrated Development Plan. deletions and additions shall be done in consultation with the employee, within the parameters of applicable municipal performance legislation.

Ref	KPA	KPI	Unit of Measurement	Source of Evidence	Target	Sept-14	Dec-14	Mar-15	Jun-15	Weight
TL36	MT&ID	Review HR policies	HR Policies adopted on or before 30 May 2015	Minutes of Mayco meeting approving policies	30-May-15					
TL37	MT&ID	Implement training budget on targeted skills development (Reg 796)	% of the Municipalities training budget spent on implementing its Work Place Skills Plan	Expenditure Reports and SDF reports submitted to council and LLF	95%					
TL38	MT&ID	Submission of EE Report by 15 January 2015	No of EE Reports submitted in time (EEA2 and EEA4)	Acknowledgement of receipt from DOL	2					
TL39	MT&ID	Mitigation of injuries on duty	No of injuries on duty (No more than 5 per month)	Safety Reports	12					
TL40	MT&ID	Review Employment Equity Plan	Employment Equity plan approved by LLF and council	LLF minutes and Council Minutes	31-May-15					
TL41	GGPP	Review WSP	WSP approved by LLF and submitted to the LGSETA by 30 April 2015	LLF Minutes and prove of submission	31-Mar-15					
TL42	GGPP	Populate organogram and prioritise the filling of vacant critical top management layer positions	No of critical top management vacant positions filled	Adverts and reports to council	1					
TL43	BSD	Ensure that capital expenditure (Corporate Services) is in line with budget and timeframes (SA29)	% Capital budget spent	Expenditure Reports	95%					
TL44		Review and implement internal policies and ICT Strategies	WEB Site reviewed and implemented on or before 31 March2015	Council minutes	31-Mar-15					
HR	MTID	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Human Resources	% of the KPI's of the sub directorate have been met	Scorecard of the Unit	90%					
Admin	MTID	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Administration	% of the KPI's of the sub directorate have been met	Scorecard of the Unit	90%					

## CORE COMPETENCY FRAMEWORK

The performance of Section 57 Managers should be assessed in terms of Core Competency Requirements (CCRs) as required by the Regulations of Section 57 Managers. These competencies describe general managerial and occupational skills. The assessment of these competencies will account for **twenty percent** of the total employee assessment score. The bold CCR's are compulsory for all managers.

Annexure B describes the different proficiency levels for each Core Competency Requirements (CCRs) and should therefore form part of this section of the Performance Plan.

Core Managerial Skill	Select prov. level (refer Annexure B)	Definition	Weight
<b>Strategic Leadership and Management</b>		<b>Skills to be able to provide a vision, set the direction for the municipality or department and inspire others in order to deliver on the municipality's mandate</b>	<b>5</b>
Programme and project management		Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	0
<b>Financial Management</b>		<b>Skills required to manage projects and/or department work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling costs throughout the year by allocating resources appropriately and understanding and anticipating the impact of other departments on own budget and adopting where necessary.</b>	<b>5</b>
Change Management		Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	0
Knowledge management		This includes the working knowledge of Council regulations, by-laws and policies, National, Provincial and Local Government structures and applicable legislation.	0
Problem solving and analytical thinking		Be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	0
<b>People and diversity management</b>		<b>Skills to manage and encourage people, optimise their outputs and effectively manage relationships. This includes holding regular meetings with his/ her team so that information can be shared and so that the team is aware of decisions that may affect them. It also involves distributing workloads so that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately the municipality</b>	<b>5</b>
<b>Client orientation and customer focus</b>		<b>Whether providing a service to an internal or external customer this means trying to determine the needs of the customer and then meeting those needs. At a minimum</b>	<b>5</b>

Core Managerial Skill	Select prov. level (refer Annexure B)	Definition	Weight
		<b>employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without argument. Ideally managers are required to be proactive by trying to understand needs of the customer and providing an appropriate service based on these underlying needs</b>	
Service delivery innovation		This is about wanting to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something but rather are encouraged to use their initiative to make sure that things get done accurately and efficiently.	0
Communication		Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	0
Accountability and ethical conduct		Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the municipality	0
			<b>Total</b> <b>20</b>

## ANNEXURE B: COMPETENCY FRAMEWORK FOR CCR'S

### COMPETENCY FRAMEWORK

#### Competency 1: Strategic Capability and Leadership

**Definition:** Must be able to provide a vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate.

PROFICIENCY LEVELS			
BASIC	COMPETENT	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>Understands the municipality's strategic initiatives, but weak in inspiring others to achieve the set objectives;</li> <li>describes how specific tasks link to municipality's strategies, but experiences difficulty in putting the links into practice;</li> <li>aligns and prioritises own action plans to municipality's strategies but has limited influence in determining the strategic direction;</li> <li>demonstrates commitment through actions, and</li> <li>requires support for defining performance measures to evaluate the success of strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Gives direction to team in realising the municipality's strategic objectives;</li> <li>impacts positively on management team morale, sense of belonging and participation;</li> <li>develops action plans to execute strategic initiatives;</li> <li>assists in defining performance measures to evaluate the success of strategies;</li> <li>identifies and communicates obstacles to executing specific strategies;</li> <li>supports stakeholders in achieving their goals;</li> <li>inspires staff with own behaviour - "walks, the talk";</li> <li>manages and takes calculated risks;</li> <li>communicates strategic plan to the municipality, and</li> <li>utilises strategic planning methods and tools.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluates all activities to determine value added and alignment with the municipality's strategic goals;</li> <li>displays and contributes in-depth knowledge to strategic planning at the municipal level;</li> <li>ensures alignment of strategies across various functional areas to the municipality strategy;</li> <li>defines performance measures to evaluate the success of municipality's strategy;</li> <li>monitors and reviews strategic plans consistently and takes corrective action to keep plans on track in light of new challenges in the environment;</li> <li>promotes municipality's mission and vision to all relevant stakeholders;</li> <li>empowers others to deal with complex and ambiguous situations;</li> </ul>	<ul style="list-style-type: none"> <li>Structures and positions the municipality to Government priorities;</li> <li>develops and implements strategies for the municipality utilising in-depth knowledge of customers and clients, the conventions, changing trends, processes and constitutional framework of the government;</li> <li>holds self accountable for executing the strategy;</li> <li>builds and maintains a wide network of internal and external relationships to gain confidence, trust and respect from others;</li> <li>sought out as a leader who can motivate others to achieve a common goal;</li> <li>creates loyalty, comradeship and a municipal environment that permits innovative thinking, and</li> <li>develops strategic planning methods and tools.</li> </ul>



**PROFICIENCY LEVELS**

**BASIC**

**COMPETENT**

**ADVANCED**

**EXPERT**

- achieves agreement or consensus in an adversarial environment;
- guides the municipality through complexity and uncertainty of vision;
- leads and unites diverse workgroups across municipal departments to achieve municipality objectives, and
- develops and implements risk management.

### Competency 3: Financial Management

**Definition:** Must be able to comply with requirements for the accounting officer of the municipality as prescribed in the Municipal Finance Management Act No 56 of 2003.

PROFICIENCY LEVELS			
BASIC	COMPETENT	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Articulates basic financial concepts and techniques as they relate to municipal processes and tasks (e.g. performance budgeting and value for money);</li> <li>• is familiar with the different sources of financial data, reporting mechanisms and financial processes and systems;</li> <li>• understands importance of financial accountability;</li> <li>• understands the necessity for asset control;</li> <li>• recognises key expenditure and financial accounting and reporting concepts;</li> <li>• performs key financial management processes (expenditure, accounting and reporting) with guidance / direction;</li> <li>• tracks and measures actual expenditure against budget; and</li> <li>• understands the role of an audit function.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate;</li> <li>• manages, monitors and assess financial risk;</li> <li>• continuously looks for new opportunities to obtain and save funds;</li> <li>• ensures the preparation of the financial reports based on prescribed format;</li> <li>• understands and weighs up financial implications of propositions;</li> <li>• ensures the control assets according to prescribed policies and procedures;</li> <li>• understands, analyses and monitors financial reports;</li> <li>• allocates resources to established goals and objectives;</li> <li>• manage expenditure in relation to cash flow projections;</li> <li>• ensures effective utilisation of financial resources;</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures key planning, budgeting and forecasting processes and is able to answer questions in relation to the municipality's budget;</li> <li>• ensures the management of the financial planning, forecasting and reporting processes;</li> <li>• ensures the preparation of budgets that are aligned to the strategic objectives of the municipality's Integrated Development Plan (IDP);</li> <li>• addresses complex budgeting and financial management issues;</li> <li>• ensures the formulation of long term financial plans and resource allocations;</li> <li>• ensures the development and implementation of systems, procedures and processes in order to improve financial management;</li> <li>• advise on policies and procedures regarding asset control;</li> </ul>	<ul style="list-style-type: none"> <li>• Develops planning tools that assist with evaluating and monitoring future expenditure trends;</li> <li>• ensures and monitors the setting of budgeting guidelines for the municipality;</li> <li>• sets strategic direction for the organisation / department in relation to expenditure and other financial processes;</li> <li>• ensures the identification and implementation of partnerships and explores other avenues to achieve financial savings and improved service delivery;</li> <li>• ensures the identification and implementation of new techniques to improve asset control;</li> <li>• evaluates financial impact of strategic decisions across the organisation;</li> </ul>

**PROFICIENCY LEVELS**

<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>EXPERT</b>
	<ul style="list-style-type: none"> <li>• develops corrective measures / actions to ensure alignment of budget to financial resources; and</li> <li>• makes realistic projections in routine reports.</li> </ul>	<ul style="list-style-type: none"> <li>• dynamically allocates resources according to internal and external objectives;</li> <li>• ensure the development of Expenditure Key Performance Indicators (KPIs);</li> <li>• succeeds in achieving maximum results with limited resources;</li> <li>• assists others with financial accounting \ reporting tasks; and</li> <li>• analyse projections in reports.</li> </ul>	<ul style="list-style-type: none"> <li>• ensures the development of long-term plans, performance measures and budgets that are aligned with strategic objectives; and</li> <li>• possesses financial acumen and understanding and runs the finances according to sound principles.</li> </ul>

**Competency 8: People and Diversity Management**

**Definition:** Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals.

PROFICIENCY LEVELS			
BASIC	COMPETENT	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Participates in team goal setting and problem solving;</li> <li>• interacts and collaborates with diverse groups of people;</li> <li>• understands team strengths, weaknesses and preferences; and</li> <li>• is aware of the appropriate steps and guidelines for employee development and feedback, but not yet fully able to implement these.</li> </ul>	<ul style="list-style-type: none"> <li>• Seeks opportunities to increase personal contribution &amp; level of responsibility;</li> <li>• supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches;</li> <li>• delegates and empowers others to increase contribution and level of responsibility;</li> <li>• applies labour and employment legislation and regulations consistently;</li> <li>• facilitates team goal setting and problem solving;</li> <li>• recognises individuals and teams and provides developmental feedback in accordance with performance management principles;</li> <li>• adheres to internal and national standards with regards to human resource practices;</li> <li>• identifies competencies required and suitable resources for specific tasks;</li> </ul>	<ul style="list-style-type: none"> <li>• Analyses ineffective team and work processes and recommends improvement;</li> <li>• recognises and rewards desired behaviours and results;</li> <li>• mentors and counsels others;</li> <li>• addresses balance between individual career expectations and organisational needs;</li> <li>• considers developmental needs of personnel when building teams and assigning tasks;</li> <li>• establishes an environment in which personnel can maximise their potential;</li> <li>• guides others on managing people;</li> <li>• inspires a culture of performance excellence by giving positive and constructive feedback to the team;</li> <li>• creates links among various individuals and teams and instills a common sense of identity towards the achievement of goals by various team members and stakeholders;</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and incorporates best practice people management processes, approaches and tools across the organisation;</li> <li>• creates processes to ensure accountability for people management and development;</li> <li>• exceeds set goals for employment equity and affirmative action;</li> <li>• has a reputation as a leader in fostering professional growth;</li> <li>• sought after as a mentor;</li> <li>• develops comprehensive, integrated strategies and approaches to managing human resources;</li> <li>• develops systems and processes to recruit and retain high quality staff; and</li> <li>• adapts leadership style to different people, cultures and situations.</li> </ul>

**PROFICIENCY LEVELS**

**BASIC**

**COMPETENT**

**ADVANCED**

**EXPERT**

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|--|--|---|--|
|  | <ul style="list-style-type: none"><li>• displays personal interest in the well-being of colleagues;</li><li>• able to manage own time as well as time of colleagues and other stakeholders; and</li><li>• manages conflict through a participatory approach.</li></ul> | <ul style="list-style-type: none"><li>• shares knowledge of the big picture to help others understand their role; and</li><li>• creates a culture of continuous learning and development.</li></ul> |  |
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**Competency 9: Client Orientation and Customer Focus**

**Definition:** Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.

PROFICIENCY LEVELS			
BASIC	COMPETENT	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Acknowledges customers rights;</li> <li>• applies customer knowledge to improve own organisation or department;</li> <li>• maintains good relationship with customers and understands their priorities;</li> <li>• redirects queries to the most appropriate person / solution provider and follows through to ensure customer needs are met; and</li> <li>• understands and complies with the content and requirements of chapter 4 of the Municipal Systems Act.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops clear and implementable service delivery improvement programmes;</li> <li>• identifies opportunities to exceed the expectations of customers;</li> <li>• ensures the design of internal work processes to improve customer service;</li> <li>• adds value to the organisation by providing exemplary customer service;</li> <li>• applies customer rights in own work environment;</li> <li>• fully complies with the chapter 4 requirements of the Municipal Systems Act; and</li> <li>• finds innovative ways to include participation in the preparation of the IDP.</li> </ul>	<ul style="list-style-type: none"> <li>• Coaches others about the importance and application of customer and client knowledge;</li> <li>• fosters an environment in which customer satisfaction is valued and delivered;</li> <li>• addresses and resolves high-risk, high-profile stakeholder issues; and</li> <li>• takes advantage of opportunities to learn about stakeholders and brings this information to own functional area.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures the coordination of the implementation of service delivery improvements within budget, time, quality and targets set by the municipality;</li> <li>• establishes guidelines to balance cost-consciousness and service delivery;</li> <li>• establishes the municipality's strategic direction for managing services towards stakeholders;</li> <li>• demands broad and deeper knowledge of clients and customers to ensure better service delivery; and</li> <li>• utilises long term, collaborative and strategic relationships with clients and customers to better service delivery.</li> </ul>