



## **PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND  
BETWEEN:**

**LEPHALALE LOCAL  
MUNICIPALITY**

**AS REPRESENTED BY THE ACTING  
MUNICIPAL MANAGER**

**Adv. MOKGADI BETTY MAKGATO**

**AND**

**EDITH MARGARET TUKAKGOMO**  
**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE**

**FINANCIAL YEAR:**  
**1 JULY 2014 – 30 JUNE 2015**

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### **3. Commencement and duration**

- 3.1 This Agreement will commence on 1 July 2014 and will remain in force until 30 June 2015 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial year.
- 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 above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### **4. Performance Objectives**

- 4.1 The Performance Plan (Annexure A) sets out:
  - 4.1.1 Key Performance Areas that the employee should focus on.
  - 4.1.2 Core competencies required from employees.
  - 4.1.3 The performance objectives, key performance indicators and targets that must be met by the Employee.
  - 4.1.4 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives, key performance indicators 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 strategic objectives; key performance indicators; targets; projects and activities that may include dates and weightings. A description of these elements follows:
  - 4.2.1 The strategic objectives describe the strategic intent of the organisation that needs to be achieved.
  - 4.2.2 The strategic performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
    - 4.2.2.1 The performance indicators may be reviewed at mid-year in consultation between the Employer and the Employee.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key performance areas, key objectives, and key performance indicators to each other.

5.8 The Competencies will make up the other 20% of the Employee's assessment score. The competencies as prescribed by Regulation 21 of 2014 (Annexure A) and the applicable weightings out of 100% are indicated below:

Competencies	Components	Weighting % (total 100%)
<b>Leading competencies</b>		
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	10%
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and dispute Management</li> </ul>	10%
Programme and Project Management	<ul style="list-style-type: none"> <li>• Programme and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Programme and Project Monitoring and Evaluation</li> </ul>	10%
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	10%
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	10%
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance management</li> <li>• Cooperative Governance</li> </ul>	10%
<b>Core Competencies</b>		
Moral competence		5%
Planning and Organising		10%
Analysis and Innovation		5%
Knowledge and Information Management		5%
Communication		10%
Results and Quality Focus		5%
<b>TOTAL WEIGHTING:</b>		<b>100%</b>

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Rating	Terminology	Description	% Score
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level.	167
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job.	133 - 166
3	Fully effective	Performance fully meets the standards expected in all areas of the job.	100 - 132
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.	67 - 99
1	Unacceptable performance	Performance does not meet the standard expected for the job. 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.	0 - 66

6.7 For the purpose of evaluating the performance of the manager reporting to the municipal manager, an evaluation panel constituted of the following persons must be established-

- 6.7.1 Municipal Manager
- 6.7.2 Chairperson of the performance audit committee
- 6.7.3 Member of the mayoral committee
- 6.7.4 Municipal manager from another municipality

6.8 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

## 7. Schedule for Performance Reviews

7.1 The performance of each Employee in relation to his / her Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	: July – September 2014	(October 2014)
Second quarter	: October – December 2014	(January 2015)
Third quarter	: January – March 2015	(April 2015)
Fourth quarter	: April – June 2015	(July 2015)

7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the Employer's assessment of the

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% Rating Over Performance	% Bonus
130 - 133.8	5%
133.9 - 137.6	6%
137.7 - 141.4	7%
141.5 - 145.2	8%
145.3 - 149	9%
150 - 153.4	10%
153.5 - 156.8	11%
156.9 - 160.2	12%
160.2 - 163.6	13%
163.7 - 167	14%

**11.3** In the case of unacceptable performance, the Employer shall:

**11.3.1** Provide systematic remedial or developmental support to assist the Employee to improve his or her performance.

**11.3.2** 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 or her duties.

## **12. Dispute Resolution**

**12.1** Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by the mayor within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties. The decision of the mediator (Mayor) shall be final and binding on both parties whose decision shall be final and binding on both parties.

**12.2** Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) of the Municipal Performance Regulations, Regulation 805 of 2006, within thirty (30) days of receipt of a formal dispute from the employee. The decision of the mediator shall be final and binding on both parties whose decision shall be final and binding on both parties.

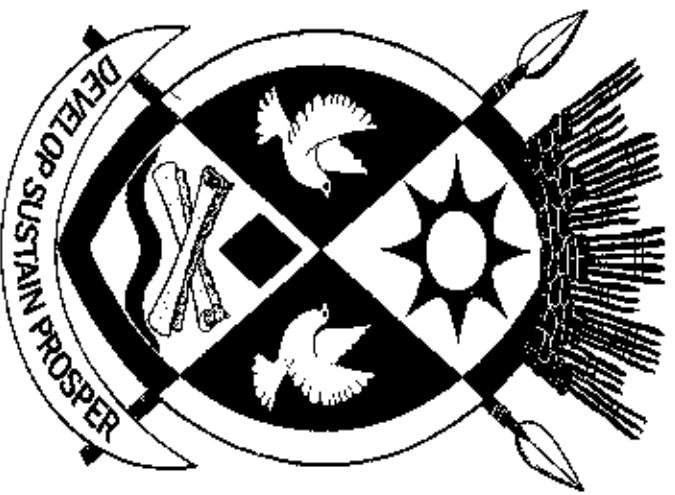
## **13. General**

**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/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

# Annexure A

## Personal Performance Plan



LEPHALALE LOCAL MUNICIPALITY

Name: Edith Margaret Tukakgomo

Position: Executive Manager Development Planning

Accountable to: The Municipal Manager

Plan Period: 1 July 2014 – 30 June 2015



## 1. INTRODUCTION

### PURPOSE:

The performance plan defines the Council's expectations of the employee's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and the Municipality's Service Delivery and Budget Implementation Plan (SDBIP) and as reviewed annually.

### STRATEGIC ALIGNMENT:

The Objects of Local Government as outlined in the Constitution, Key Performance Areas (KPA) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives per BSC perspective and the ultimate outcomes to be achieved are listed in the table below. The indicators and targets are aligned to contribute to the achievement of the objectives over the longer term, in so far it is relevant to the functions of the employee.

OBJECTS OF LOCAL GOVERNMENT	KPA	Strategic Objective
Provide democratic and accountable government for local communities	Financial Viability	Enhance revenue and financial management
	Good Governance and Public Participation	Responsible, accountable, effective and efficient corporate governance
Encourage the involvement of communities and community organisations in the matters of local government	Transformation and Organisational Development	Capacitate disadvantaged groups
		Provide quality and well maintained infrastructural services in all municipal areas
		Improve functionality, performance and professionalism
Promote a safe and healthy environment	Service Delivery and Infrastructure	Protect the environment and improve community well-being
Ensure the provision of services to communities in a sustainable manner.		
Promote social and economic development	Local Economic Development	Create a conducive environment for businesses to invest and prosper
	Spatial Rationale	Rational planning to bridge first and second economies and provide adequate land for development



The vision of the Development Planning Directorate is as follows:

***“Land use management system for economic growth and development”***

In the day to day activities, the employee is also required to contribute to the achievements of the following operational objectives and strategies:

PROGRAMMES / FOCUS AREAS	PROGRAMME OBJECTIVE	IMMEDIATE STRATEGIES (1-2 YRS)	SHORT TERM STRATEGIES (3-5 YRS)	MEDIUM TERM STRATEGIES (5-10 YRS)	LONG TERM STRATEGIES (10 YRS+)
Building plans administration and inspectorate	Implement an effective administrative/regulatory framework for building plan approval by 2016	<ul style="list-style-type: none"> <li>Develop a punitive strategy for dealing with building regulation transgressors (e.g. deprivation of electrical services of transgressors)</li> <li>Streamline and monitor the building plan approval process</li> <li>Fast track the contravention process</li> <li>Review the fines for building contraventions</li> </ul>	<ul style="list-style-type: none"> <li>Review building plan application fees</li> </ul>	<ul style="list-style-type: none"> <li>Implement building regulations and by-laws</li> </ul>	<ul style="list-style-type: none"> <li>Implement building regulations and by-laws</li> </ul>
Outdoor advertising	To ensure compliance to the legislated application procedures by 2015	<ul style="list-style-type: none"> <li>Promulgate Municipal Outdoor Advertising By-laws</li> <li>Removal of illegal advertising structures</li> <li>To conclude interdepartmental MOU with RAL for the co-ordination and management of outdoor advertising</li> <li>Formulate data base / register of outdoor advertisements</li> </ul>	<ul style="list-style-type: none"> <li>Maintain data base / register of outdoor advertisements</li> </ul>	<ul style="list-style-type: none"> <li>Establish comprehensive outdoor advertising component</li> </ul>	<ul style="list-style-type: none"> <li>Enforce outdoor by-laws</li> </ul>





PROGRAMMES / FOCUS AREAS	PROGRAMME OBJECTIVE	IMMEDIATE STRATEGIES (1-2 YRS)	SHORT TERM STRATEGIES (3-5 YRS)	MEDIUM TERM STRATEGIES (5-10 YRS)	LONG TERM STRATEGIES (10 YRS+)
Public Private Partnerships	<ul style="list-style-type: none"> <li>To identify and convert one out of two of potential investors (both local and foreign) to invest by 2022</li> </ul>	<ul style="list-style-type: none"> <li>Foster IGR relationships</li> <li>Develop Collaboration agreements with both public and private entities on programme implementation</li> <li>Maintain good relationships with strategic partners</li> </ul>	<ul style="list-style-type: none"> <li>Maintain LDF structure and LED working group</li> <li>Maintain good relationships with strategic partners</li> </ul>	<ul style="list-style-type: none"> <li>Maintain good relationships with strategic partners</li> </ul>	<ul style="list-style-type: none"> <li>Maintain good relationships with strategic partners</li> </ul>
SMMEs	<ul style="list-style-type: none"> <li>To identify and utilise local resources to create opportunities for economic growth and employment by 2015</li> </ul>	<ul style="list-style-type: none"> <li>Pay SMMEs in 30 days.</li> <li>Fast track municipal licensing for small traders.</li> <li>Ensure compliance and enforcement of informal traders by-laws</li> <li>Grow Rooigoud emerging farmers to become prosperous farmers</li> <li>Review and revive the Lephalele agri-corridor initiative</li> <li>Coordinate economic development programmes and formulate policies and by-laws that encourage entrepreneurship development</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate SMME development in identified sectors</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate SMME development in identified sectors</li> </ul>	<ul style="list-style-type: none"> <li>Establish LED offices at each major programme to monitor SMME</li> </ul>
Tourism Development	<ul style="list-style-type: none"> <li>To develop and promote the tourism office, tourism establishments and attraction facilities by 2017</li> </ul>	<ul style="list-style-type: none"> <li>Promoting tourism and attractions through the Lephalele Tourism Association and exhibitions</li> <li>Capacitating tourism office</li> </ul>	<ul style="list-style-type: none"> <li>Support Community Tourism Association(CTA) operations with office accommodation</li> </ul>	<ul style="list-style-type: none"> <li>Development of tourism policies, strategies, procedures and processes</li> </ul>	<ul style="list-style-type: none"> <li>Tourism marketing</li> </ul>

**Setting service standards:**

This principle reinforces the need for benchmarks to constantly measure the extent to which citizens are satisfied with the service or products they receive from departments. It also plays a critical role in the development of service delivery improvement plans to ensure a better life for all South Africans. Citizens should be involved in the development of service standards.

Required are standards that are precise and measurable so that users can judge for themselves whether or not they are receiving what was promised. Some standards will cover processes, such as the length of time taken to authorise a housing claim, to issue a passport or identity document, or even to respond to letters.

To achieve the goal of making South Africa globally competitive, standards should be benchmarked (where applicable) against those used internationally, taking into account South Africa's current level of development.

**Increasing access:**

One of the prime aims of Batho Pele is to provide a framework for making decisions about delivering public services to the many South Africans who do not have access to them. Batho Pele also aims to rectify the inequalities in the distribution of existing services. Examples of initiatives by government to improve access to services include such platforms as the Gateway, Multi-Purpose Community Centres and Call Centres.

Access to information and services empowers citizens and creates value for money, quality services. It reduces unnecessary expenditure for the citizens.

**Ensuring courtesy:**

This goes beyond a polite smile, 'please' and 'thank you'. It requires service providers to empathize with the citizens and treat them with as much consideration and respect, as they would like for themselves.

The public service is committed to continuous, honest and transparent communication with the citizens. This involves communication of services, products, information and problems, which may hamper or delay the efficient delivery of services to promised standards. If applied properly, the principle will help demystify the negative perceptions that the citizens in general have about the attitude of the public servants.

**Providing information:**

As a requirement, available information about services should be at the point of delivery, but for users who are far from the point of delivery, other arrangements will be needed. In line with the definition of customer in this document, managers and employees should regularly seek to make information about the organisation, and all other service delivery related matters available to fellow staff members.



### 3. SERVICE DELIVERY AND PERFORMANCE INDICATORS

KPA	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	INDICATOR TITLE	METHOD OF CALCULATING	BASELINE	TARGET Q1 (JUL - SEPT)	TARGET Q2 (OCT - DEC)	TARGET Q3 (JAN - MAR)	TARGET Q4 (APR - JUN)
KPA1: Spatial Rationale	Rational planning to bridge first and second economies and provide adequate land for development	Building Plans Administration and Inspectorate	M Percentage of building contraventions attended (submitted for legal action) within 1 month from detection	Number of building contraventions attended to within 1 month from detection YTD divided by Number of building contraventions detected YTD *100	100%	100%	100%	100%	100%
KPA1: Spatial Rationale	Rational planning to bridge first and second economies and provide adequate land for development	Building Plans Administration and Inspectorate	M Percentage of building plans assessed within 1½ months (6 weeks) of receipt of building plans	Number of plans assessed within 6 weeks of receipt of building plan YTD / Number of building plans received YTD *100		100%	100%	100%	100%
KPA1: Spatial Rationale	Rational planning to bridge first and second economies and provide adequate land for development	Land Use	M Average % of land use (rezoning, special consent for other uses) applications considered by EXCO within 2 months of receipt of application	The calculation takes into account the backlog brought forward from the previous month: number of considered applications divided by total number of backlog plus (+) new applications *100	100%	100%	100%	100%	100%



KPA	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	I	INDICATOR TITLE	METHOD OF CALCULATING	BASELINE	TARGET Q1 (JUL - SEPT)	TARGET Q2 (OCT - DEC)	TARGET Q3 (JAN - MAR)	TARGET Q4 (APR - JUN)
KPA4: Local Economic Development	Create a conducive environment for businesses to invest and prosper	Job Creation	M	Number of jobs created through municipal LED and capital projects (from municipal budget) YTD	Count the Number of jobs created through municipal LED and capital projects (from municipal budget) YTD	183	320	640	960	1280
KPA4: Local Economic Development	Create a conducive environment for businesses to invest and prosper	Job Creation	M	Number of jobs created through municipality's LED initiatives including capital projects and strategic partners (energy generation, new mines and other business proposals) YTD	Count the Number of jobs created through municipality's LED initiatives including capital projects and strategic partners (energy generation, new mines and other business proposals) YTD	650	213	425	658	850
KPA4: Local Economic Development	Create a conducive environment for businesses to invest and prosper	Marketing and Branding	M	Number of meetings held with strategic partners YTD	Count the Number of meetings held with strategic partners YTD		Not applicable this quarter	1	1	2
KPA4: Local Economic Development	Create a conducive environment for businesses to invest and prosper	Marketing and Branding	M	Number of business proposals received and approved by Council YTD	Count the Number of business proposals received and approved by Council YTD	1	Not applicable this quarter	1	1	2



#### 4. DETAILED CAPITAL WORKS PLAN

The projects for which the employee is responsible to implement and report on follow:

KPA	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	PROJECT NAME	N O	COMPLETION DATE (DD/MM/YY)	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						% PROG	ACTIVITY / MILESTONE	% PROG	ACTIVITY / MILESTONE	% PROG	ACTIVITY / MILESTONE	% PROG	ACTIVITY / MILESTONE
KPA4: Local Economic Development	Create a conducive environment for businesses to invest and prosper	Job Creation	Two (2) office chairs for Visitors	P 3	30/10/2014	10%	Quotations and purchase	100%	Delivery	100%	Delivery	100%	Delivery
KPA4: Local Economic Development	Create a conducive environment for businesses to invest and prosper	Job Creation	White Board	P 4	31/12/2014	10%	Quotations and purchase	100%	Delivery	100%	Delivery	100%	Delivery
KPA4: Local Economic Development	Create a conducive environment for businesses to invest and prosper	Job Creation	Purchase refrigerator (Bar Fridge)	P 4	31/12/2014	10%	Quotations and purchase	100%	Delivery	100%	Delivery	100%	Delivery
KPA4: Local Economic Development	Create a conducive environment for businesses to invest and prosper	Job Creation	Purchase of 1 Municipal branded Gazebos; with 1 foldable tables and 10 foldable chairs	P 4	31/12/2014	10%	Quotations and purchase	100%	Delivery	100%	Delivery	100%	Delivery



KPA	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	PROJECT NAME	N O	COMPLETION DATE (DD/MM/YY)	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						% PROG	ACTIVITY / MILESTONE	% PROG	ACTIVITY / MILESTONE	% PROG	ACTIVITY / MILESTONE	% PROG	ACTIVITY / MILESTONE
KPA1: Spatial Rationale	Rational planning to bridge first and second economies and provide adequate land for development	Land Use	Filing Cabinets X 10	P 4 7	31/12/2014	10%	Quotations and purchase	100%	Delivery	100%	Delivery	100%	Delivery



Competencies	Components	Competency Definition	Weighting % (total 100%)
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance management</li> <li>• Cooperative Governance</li> </ul>	<p>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</p>	10%
<b>Core Competencies</b>			
Moral competence		<p>able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence</p>	5%
Planning and Organising		<p>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</p>	10%
Analysis and Innovation		<p>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</p>	5%
Knowledge and Information Management		<p>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</p>	5%
Communication		<p>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 to achieve the desired outcomes</p>	10%
Results and Quality Focus		<p>able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives</p>	5%

More details related to each competency is attached as Annexure A1 to this plan.



## 7. RATING SCALES

The assessment of the performance of the Employee will be based on the following rating scale for KPAs and Competencies:

Level	Terminology	Description
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.
4	Performance significantly above expectations	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	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.
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.
1	Unacceptable performance	Performance does not meet the standard 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 despite management efforts to encourage improvement.





8. The Personal Development Plan (PDP) can be reviewed after the performance evaluation had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the annual performance evaluation will be submitted to the performance audit committee for final approval of the assessment/s /evaluations.
10. Performance bonus, based upon the annual evaluation, will be subject to approval by Council.
11. The performance evaluation results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the Province.



## ANNEXURE A1 - COMPETENCY DETAILS

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

Competencies	Basic	Competent	Advanced	Superior
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate</li> <li>• Describe how specific tasks link to institutional strategies but has limited influence in directing strategy</li> <li>• Has a basic understanding of institutional performance management but lacks the ability to integrate systems into a collective whole</li> <li>• Demonstrate a basic understanding of key decision-makers</li> </ul>	<ul style="list-style-type: none"> <li>• Give direction to a team in realising the institution's strategic mandate and set objectives</li> <li>• Has a positive impact and influence on the morale, engagement and participation of team members</li> <li>• Develop action plans to execute and guide strategy implementation</li> <li>• Assist in defining performance measures to monitor the progress and effectiveness of the institution</li> <li>• Displays an awareness of institutional structures and political factors</li> <li>• Effectively communicate barriers to execution to relevant parties</li> <li>• Provide guidance to all stakeholders in the achievement of the strategic mandate</li> <li>• Understand the aim and objectives of the institution and relate it to own work</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate all activities to determine value and alignment to strategic intent</li> <li>• Display in-depth knowledge and understanding of strategic planning</li> <li>• Align strategy and goals across all functional areas</li> <li>• Actively define performance measures to monitor the progress and effectiveness of the institution</li> <li>• Consistently challenge strategic plans to ensure relevance</li> <li>• Understand institutional structures and political factors, and the consequences of actions</li> <li>• Empower others to follow strategic direction and deal with complex situations</li> <li>• Guide the institution through complex situations and ambiguous concern</li> <li>• Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances</li> </ul>	<ul style="list-style-type: none"> <li>• Structure and position the institution to local government priorities</li> <li>• Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework</li> <li>• Hold self accountable for strategy execution and results</li> <li>• Provide impact and influence through building and maintaining strategic relationships</li> <li>• Create an environment that facilitates loyalty and innovation</li> <li>• Display a superior level of self-discipline and integrity in actions</li> <li>• Integrate various systems into a collective whole to optimise institutional performance management</li> <li>• Uses understanding of competing interests to manoeuvre successfully to a win/win outcome</li> </ul>



Competencies	Basic	Competent	Advanced	Superior
Programme and Project Management	<ul style="list-style-type: none"> <li>Initiate projects after approval from higher authorities</li> <li>Understand procedures of programme and project management methodology, implications and stakeholder involvement</li> <li>Understand the rational of projects in relation to the institution's strategic objectives</li> <li>Document and communicate factors and risk associated with own work</li> <li>Use results and approaches of successful project implementation as guide</li> </ul>	<ul style="list-style-type: none"> <li>Establish broad stakeholder involvement and communicate the project status and key milestones</li> <li>Define the roles and responsibilities of the project team and create clarity around expectations</li> <li>Find a balance between project deadline and the quality of deliverables</li> <li>Identify appropriate project resources to facilitate the effective completion of the deliverables</li> <li>Comply with statutory requirements and apply policies in a consistent manner</li> <li>Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>Manage multiple programmes and balance priorities and conflicts according to institutional goals</li> <li>Apply effective risk management strategies through impact assessment and resource requirements</li> <li>Modify project scope and budget when required without compromising the quality and objectives of the project</li> <li>Involve top-level authorities and relevant stakeholders in seeking project buy-in</li> <li>Identify and apply contemporary project management methodology</li> <li>Influence and motivate project team to deliver exceptional results</li> <li>Monitor policy implementation and apply procedures to manage risks</li> </ul>	<ul style="list-style-type: none"> <li>Understand and conceptualise the long-term implications of desired project outcomes</li> <li>Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives</li> <li>Consider and initiate projects that focus on achievement of the long-term objectives</li> <li>Influence people in positions of authority to implement outcomes of projects</li> <li>Lead and direct translation of policy into workable action plans</li> <li>Ensures that programmes are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed</li> </ul>



Competencies	Basic	Competent	Advanced	Superior
Change Leadership	<ul style="list-style-type: none"> <li>• Display an awareness of change interventions, and the benefits of transformation initiatives• Able to identify basic needs for change• Identify gaps between the current and desired state• Identify potential risk and challenges to transformation, including resistance to change factors• Participate in change programmes and piloting change interventions• Understand the impact of change interventions on the institution within the broader scope of local government</li> </ul>	<ul style="list-style-type: none"> <li>• Perform an analysis of the change impact on the social, political and economic environment• Maintain calm and focus during change• Able to assist team members during change and keep them focused on the deliverables• Volunteer to lead change efforts outside of own work team• Able to gain buy-in and approval for change from relevant stakeholders• Identify change readiness levels and assist in resolving resistance to change factors• Design change interventions that are aligned with the institution's strategic objectives and goals</li> </ul>	<ul style="list-style-type: none"> <li>• Actively monitor change impact and results and convey progress to relevant stakeholders• Secure buy-in and sponsorship for change initiatives• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness• Build an nurture relationships with various stakeholders to establish strategic alliance in facilitating change• Take and lead in impactful change programmes• Benchmark change interventions against best change practices• Understand the impact and psychology of change, and put 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</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsor change agents and create a network of change leaders who support the interventions• Actively adapt current structures and processes to incorporate the change interventions• Mentor and guide team members on the effects of change, resistance factors and how to integrate change• Motivate and inspire others around change initiatives</li> </ul>



Competencies	Basic	Competent	Advanced	Superior
<b>Core Competencies</b>				
Moral Competence	<ul style="list-style-type: none"> <li>Realise the impact of acting with integrity, but requires guidance and development in implementing principles</li> <li>Follow the basic rules and regulations of the institution</li> <li>Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent</li> </ul>	<ul style="list-style-type: none"> <li>Conduct self in alignment with the values of Local Government and the institution</li> <li>Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver</li> <li>Actively report fraudulent activity and corruption within local government</li> <li>Understand and honour the confidential nature of matters without seeking personal gain</li> <li>Able to deal with situations of conflict of interest promptly and in the best interest of local government</li> </ul>	<ul style="list-style-type: none"> <li>Identify, develop, and apply measures of self-correction</li> <li>Able to gain trust and respect through aligning actions with commitments</li> <li>Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders</li> <li>Present values, beliefs and ideas that are congruent with the institution's rules and regulations</li> <li>Takes an active stance against corruption and dishonesty when noted</li> <li>Actively promote the value of the institution to internal and external stakeholders</li> <li>Able to work in unity with a team and not seek personal gain</li> <li>Apply universal moral principles consistently to achieve moral decisions</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive of moral practices</li> <li>Actively develop and implement measures to combat fraud and corruption</li> <li>Set integrity standards and shared accountability measures across the institution to support the objectives of local government</li> <li>Take responsibility for own actions and decisions, even if the consequences are unfavourable</li> </ul>



Competencies	Basic	Competent	Advanced	Superior
Analysis and Innovation	<ul style="list-style-type: none"> <li>Understand the basic operation of analysis, but lack detail and thoroughness</li> <li>Able to balance independent analysis with requesting assistance from others</li> <li>Recommend new ways to perform tasks within own function</li> <li>Propose simple remedial interventions that marginally challenges the status quo</li> <li>Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations</li> <li>Demonstrate objectivity, insight, and thoroughness when analysing problems</li> <li>Able to break down complex problems into manageable parts and identify solutions</li> <li>Consult internal and external stakeholders on opportunities to improve processes and service delivery</li> <li>Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders</li> <li>Continuously identify opportunities to enhance internal processes</li> <li>Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team members on analytical and innovative approaches and techniques</li> <li>Engage with appropriate individuals in analysing and resolving complex problems</li> <li>Identify solutions on various areas in the institution</li> <li>Formulate and implement new ideas throughout the institution</li> <li>Able to gain approval and buy-in for proposed interventions from relevant stakeholders</li> <li>Identify trends and best practices in process and service delivery and propose institutional application</li> <li>Continuously engage in research to identify client needs</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate complex analytical and problem solving approaches and techniques</li> <li>Create an environment conducive to analytical and fact-based problem-solving</li> <li>Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence</li> <li>Create an environment that fosters innovative thinking and follows a learning organisation approach</li> <li>Be a thought leader on innovative customer service delivery, and process optimisation</li> <li>Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences</li> </ul>



Competencies	Basic	Competent	Advanced	Superior
Communication	<ul style="list-style-type: none"> <li>• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools</li> <li>• Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration</li> <li>• Disseminate and convey information and knowledge adequately</li> </ul>	<ul style="list-style-type: none"> <li>• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating</li> <li>• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs</li> <li>• Adapt communication content and style to suit the audience and facilitate optimal information transfer</li> <li>• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders</li> <li>• Compile clear, focused, concise and well-structured written documents</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively communicate high-risk and sensitive matters to relevant stakeholders</li> <li>• Develop a well-defined communication strategy</li> <li>• Balance political perspectives with institutional needs when communicating viewpoints on complex issues</li> <li>• Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles</li> <li>• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution</li> <li>• Able to communicate with the media with high levels of moral competence and discipline</li> </ul>	<ul style="list-style-type: none"> <li>• Regarded as a specialist in negotiations and representing the institution</li> <li>• Able to inspire and motivate others through positive communication that is impactful and relevant</li> <li>• Creates an environment conducive to transparent and productive communication and critical and appreciative conversations</li> <li>• Able to coordinate negotiations at different levels within local government and externally</li> </ul>