



## **OVERBERG DISTRICT MUNICIPALITY**

Revised Performance  
Agreement  
2018/2019

Draft

#6 11/06/2018

**MR P A OLIVER**  
**DIRECTOR: COMMUNITY SERVICES**

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE EXECUTIVE AUTHORITY OF  
THE OVERBERG DISTRICT MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER  
**MR D P BERETTI**

(herein and after referred as Employer)

AND

DIRECTOR: COMMUNITY SERVICES  
**MR P A OLIVER**

(herein and after referred as Employee)

FOR THE

PERIOD: 1 JULY 2018 – 30 JUNE 2019

## 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") Municipal Systems Amendment Act, Act 7 of 2011 ("the Amendment Act"). The Employer and the Employee are hereinafter referred 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 policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 6(c) of the Amendment Act.
- 1.5 In this Agreement the followings terms will have the meaning ascribed thereto:
  - 1.5.1 "this Agreement" – means the performance agreement between the Employer and the Employee and the Annexures thereto;
  - 1.5.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act 117 of 1998 ("Structures Act") as represented by its chairperson, the Executive Mayor;
  - 1.5.3 "the Employee: means the Municipal Manager appointed in terms of Section 82 of the Structures Act,
  - 1.5.4 "the Employer" means Overberg District Municipality herein represented by the Executive Mayor, as elected in terms Section 55 of Local Government Structures Act; and
  - 1.5.5 "the Parties" means the Employer and Employee.

## 2. PURPOSE OF THIS AGREEMENT

- 2.1 Comply with the provisions of Section 57(1)(b),(4A), (4B) and (5) of the Systems Act, and Section 6(c) of the Amendment 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 expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);

- 2.4 Monitor and measure performance against set targeted outputs and outcomes;
- 2.5 Establish a transparent and accountable working relationship
- 2.6 Appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

### **3. COMMENCEMENT AND DURATION**

- 3.1 This Agreement will commence on the **01 July 2018** and will remain in force until **30 June 2019** where after a new Performance Agreement shall be concluded between the parties for the rest of the financial year or any portion thereof;
- 3.2 The parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31<sup>st</sup> of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 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 – Key Performance Indicators) sets out –
  - 4.1.1 The performance objectives and targets that must be met by the Employee;
  - 4.1.2 The time frames within which those performance objectives and targets must be met; and
  - 4.1.3 The core competency requirements (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) are essential to the role of a senior manager employed at the municipality.
- 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:

- 4.2.1 Key objectives that describe the main tasks that needs to be done;
  - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
  - 4.2.3 Target dates that describe the timeframe in which the work must be achieved; and
  - 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
  - 4.4 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. PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The Employee agrees to participate in the performance management system that the municipality adopted for the employees of the municipality;
- 5.2 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 employees and relevant stakeholders to perform to the standards required;
- 5.3 The Employer will consult the employee about the specific performance standards and targets that will be included in the performance management system applicable to the employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 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;
- 5.6 The Employee's assessment will be based on his/her 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:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery and Infrastructure	
Municipal Transformation and Institutional Development	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance, Public Participation Accountability and Transparency	
<b>TOTAL</b>	<b>80%</b>

5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies consist of six (6) leading competencies which comprise of twenty (20) driving competencies that drive the strategic intent and direction of local government and six (6) core competencies which drive the execution of the leading competencies.

<b>LEADING COMPETENCIES</b>	
Strategic Capability 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>
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relation Management</li> <li>• Negotiation and dispute Management</li> </ul>
Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service delivery Management</li> <li>• Program and Project Monitoring and evaluation</li> </ul>
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>
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>
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and compliance Management</li> <li>• Cooperative Governance</li> </ul>
<b>CORE COMPETANCIES</b>	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Result and Quality Focus	

## 6. PERFORMANCE ASSESSMENT

- 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);
- 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 KPI's 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;
  - 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the final score;
  - 6.6.3 The Employee will do a self-evaluation and submit it to the Employer prior to the formal assessments; and
  - 6.6.4 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; and

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

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.4 and 6.7.3 above; and

6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPI's:

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.



- 6.10 The assessment of the performance of the Employee will be based on the following rating scale for each CCR's.

Score	Level	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
1-2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention

- 6.11 For purposes of evaluating the performance of the Employee at mid-year and year-end assessment, an evaluation panel constituted of the following persons will be established –

6.11.1 Municipal Manager;

6.11.2 Municipal Manager from another municipality;

6.11.3 Chairperson of the Audit and Performance Audit Committee or in his/her absence thereof, his/her secunde; and

6.11.4 A Member of the Mayoral Committee (Portfolio Chairperson)

- 6.12 The Executive Mayor will give performance feedback within five (5) working days to the Employee after the assessment of the 1<sup>st</sup> and 3<sup>rd</sup> quarter, mid-year and year-end assessment meetings.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding reviews in the first (1<sup>st</sup>) and third (3<sup>rd</sup>) quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July - September	
2	October – December	
3	January – March	
4	April - June	

- 7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;
- 7.4 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
- 7.5 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 is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after the each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

## **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/her 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 reasonably require from time to time assisting him/her 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 the 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 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

**11. REWARD**

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the year-end performance assessment
- 11.3 The performance bonus will be awarded pro-rata according to the period of this agreement based on the following:

<b><i>Performance Rating</i></b>	<b><i>Bonus</i></b>
0%-64%	0% of Total Package
65%-66%	5% of Total Package
67%-68%	6% of Total Package
69%-70%	7% of Total Package
71%-72%	8% of Total Package
73%-74%	9% of Total Package
75%-76%	10% of Total Package
77%-78%	11% of Total Package
79%-80%	12% of Total Package
81%-82%	13% of Total Package
83%-100%	14% of Total Package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, but only after three months after the start of this agreement inception date, the Employee's performance will be evaluated for the period during which he was employed and he will be entitled to a

pro-rata performance bonus based on his evaluated performance for the period of actual service; and

- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

## **12. MANAGEMENT OF EVALUATION OUTCOMES**

- 12.1 Where the Employer is, at any time during the employees employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the employer will give notice the employee to attend a meeting;

- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

- 12.3 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 resolving the dispute or difference; and

- 12.4 In the case of unacceptable performance, the employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

12.4.2 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.

## **13. DISPUTE RESOLUTION**

- 13.1 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 three (3) working days meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;

- 13.2 If the parties could not resolve the issues within ten (10) working days, an independent arbiter, acceptable to both parties, should be appointed to resolve the matter within thirty (30) days;

- 13.3 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; and

13.4 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

**14. GENERAL**

14.1 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; and

14.2 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.

Thus done and signed at \_\_\_\_\_ on the \_\_\_\_\_ day of \_\_\_\_\_ 2018.

**AS WITNESSES:**

1. \_\_\_\_\_

\_\_\_\_\_  
**DIRECTOR: COMMUNITY SERVICES**

2. \_\_\_\_\_

Thus done and signed at \_\_\_\_\_ on the \_\_\_\_\_ day of \_\_\_\_\_ 2018.

**AS WITNESSES:**

1. \_\_\_\_\_

\_\_\_\_\_  
**MUNICIPAL MANAGER**

2. \_\_\_\_\_

## KEY PERFORMANCE INDICATORS

The following Key Performance Indicators (KPI's) provide the details of the evidence that must be provided to show that a key objective has been obtained. The weightings show the relative importance of the key objectives to each other and should add up to 80% of the total assessment score.

No.	SDBIP KPI No.	National KPA [R]	STRATEGIC Objective [R]	KPI	Unit of Measurement	Baseline	Target			Target Q3	Weight	SOE
							Q1	Q2	Q3			
1	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Take domestic drinking water samples in towns and communities to monitor water quality (SAN 241 as amended)	Number of samples taken per annum	474 per annum	130	110	120	120		Laboratory results/submission forms
2	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Take food samples to monitor the quality of Food ito the FCD Act and legislative requirements	Number of samples taken per annum	389 per annum				400		Laboratory results/submission forms
3	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Inspect waste management sites wrt generators and couriers of medical waste according to Municipal Health By-Law of Council	Number of sites inspected per annum	132 per annum		60		60		Laboratory results/submission form
4	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Take water sample at Sewerage Final Outflow to monitor water quality (SAN 241 as amended)	Number of samples taken per annum	130 per annum	40	40	40	40		Laboratory results/submission forms
5	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Inspect Food Premises to according to Regulation R.962	Number of food Premises inspected per annum	1487 per annum	390	390	390	390		Inspection forms

6	TL	Local Economic Development	To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy	Coordinate EPWP training campaigns on municipal health matters in the Overberg by June 2019	Number of EPWP training held per annum	300	75	75	75	75	75	Attendance registers
7	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Report quarterly to the Community Services Portfolio Committee on the activities of the Municipal Coastal Committee	Number of reports submitted per annum	4 per annum	1	1	1	1	1	Minutes of Community Services Portfolio meetings where reports were tabled
8	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Report annually to the Community Portfolio Committee on the outcome of Karwyderskraal Landfill site adherence to the permit conditions by June 2019	Report submitted to the Community Portfolio Committee	Annually					1	Minutes of Community Services Portfolio meetings where report was tabled
9	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Report quarterly to the Community Portfolio Committee on the activities of the Regional Waste Forum	Number of reports submitted per annum	4 per annum	1	1	1	1	1	Minutes of Community Services Portfolio meetings where reports were tabled
10	TL	Local Economic Development	To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy	Create temporary job opportunities through the alien vegetation clearing initiatives by 30 June 2019	Number of job opportunities created per annum	47						Attendance register

11	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Develop cell 4 at Karwyderskraal Landfill site by June 2019	Cell 4 developed	New KPI				1	Completion Certificate
12	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Table the revised Disaster Risk Management Plan to Council by 30 June 2019	Revised Disaster Management Plan tabled to Council	Disaster Risk Management Plan				1	Minutes of Council meeting where plan was tabled
13	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Table to Council the revised Disaster Management Framework by 30 June 2019	Revised Disaster Management Framework tabled to Council	Disaster Management Framework				1	Minutes of Council meeting where framework was tabled
14	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Revised Safer Communities Project Plan and tabled to Community Services Portfolio Committee by December 2018	Revised Safer Community Project Plan tabled	Safer Communities Project Plan		1			Minutes of the Portfolio Community Services meeting where plan was tabled
15	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Present Revised Festive and Fire Season Readiness Plan by 1 December 2018 to DCFTech	Revised Festive and Season Readiness plan presented	Festive and Fire Season Readiness Plan		1			Minutes of DCF Tech where plan was tabled
16	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Construction of a Fire Station at Caledon by June 2019	Fire Station constructed	Minutes of DCF Tech where reports were tabled				1	Completion Certificate
17	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Report quarterly to the DCF Tech on drought and water security	Number of draught and water security reports submitted per annum	New KPI		1	1	1	Minutes of DCF Tech where reports were tabled



18	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Facilitate integrated fire management sessions with land owners in the Overberg by June 2019	Number of sessions facilitated per annum	8 per annum					8	Attendance Register
19	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Rehabilitation of road DR 1286 (Kriega) by June 2019	Number of kilometers road rehabilitated per annum	New KPI					3.72 km	Completion Certificate
20	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Kilometers of gravel roads to be regravelled	Number of kilometers road regravelled per annum	46.08 km	15	13.67	11	13		Monthly summary of Km's re-gravelled against planned(graphs)
21	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Kilometers of gravel roads to be bladed	Number of kilometers roads bladed per annum	6284 km	1800	1350	1300	1550		Monthly IMMs report
22	TL	Basic Service Delivery	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Submit annually business plan for provincial roads budget allocation to Dept of Transport and Public Works by 31 March 2019	Annual business plan submitted	March			1			Confirmation of submission of Business Plan
23	TL	Local Economic Development	To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy	Finalised the development of District RED & Tourism Strategy and submit to Council by June 2019	District RED & Tourism Strategy submitted to Council	LED strategy and action plan				1		Minutes where strategy was tabled to Council
24	TL	Local Economic Development	To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy	Create temporary job opportunities through the municipality's EPWP programme by 30 June 2019 (Reg)	Number of temporary created during the financial year	543 per annum				450		EPWP Report at year end

25	TL	Local Economic Development	To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy	Report to the Community Portfolio Committee by December 2018 on the process of Blue Flag status for ODM Resorts	Blue Flag status progress report tabled	New KPI	1				Minutes of portfolio Committee where report was tabled
26	TL	Local Economic Development	To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy	Conclude MOU with Department of Social Development by December 2018	MOU signed	New KPI	1				Signed MOU
27	d	Municipal Financial Viability and Management	To ensure municipal transformation and institutional development by creating a staff structure that would adhere to the principles of employment equity and promote skills development	The percentage of the Directorate Community Services capital budget to be spent by June 2019. (Actual amount spent on capital/total capital budget of division)	% of Capital budget actually spent	95%				95%	Project report from SAMRAS
27	D	Good Governance and Community Participation	To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through existing IDP structures	Effective directing and supervision of Sub Department Municipal Health Services	90% of the KPI's of Department have been met (Total met on year-to-date/Total KPI's)	90% per quarter	90	90	90	90	SDBIP Report
28	D	Good Governance and Community Participation	To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through existing IDP structures	Effective directing and supervision of Sub Department Environmental Management	90% of the KPI's of Department have been met (Total met on year-to-date/Total KPI's)	90% per quarter	90	90	90	90	SDBIP Report

29	D	Good Governance and Community Participation	To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through existing IDP structures	Effective directing and supervision of Sub Department Emergency Services	90% of the KPI's of Department have been met (Total met on year-to-date/Total KPI's)	90% per quarter	90	90	90	90	SDBIP Report
30	D	Good Governance and Community Participation	To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through existing IDP structures	Effective directing and supervision of Sub Department Roads Services	90% of the KPI's of Department have been met (Total met on year-to-date/Total KPI's)	90% per quarter	90	90	90	90	SDBIP Report
31	D	Good Governance and Community Participation	To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through existing IDP structures	Effective directing and supervision of Sub Department LED, Tourism, Resorts and EPWP	90% of the KPI's of Department have been met (Total met on year-to-date/Total KPI's)	90% per quarter	90	90	90	90	SDBIP Report
										<b>Totaal</b>	<b>80</b>

Signed and accepted by the Director: Community Services

Date

Signed and accepted by the Municipal Manager

Date

## COMPETENCIES

The assessment of the Core Competency Requirements (CCRs) will account for twenty percent (20%) of the total employee assessment score.

LEADING COMPETENCIES		Weight
Strategic Capability and Leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate</p> <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>	•
People Management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives</p> <ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relation Management</li> <li>• Negotiation and dispute Management</li> </ul>	•
Program and Project Management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives</p> <ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service delivery Management</li> <li>• Program and Project Monitoring and evaluation</li> </ul>	•
Financial Management	<p>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</p> <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>	•
Change Leadership	<p>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</p> <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>	•
Governance Leadership	<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 relation</p> <ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and compliance Management</li> <li>• Cooperative Governance</li> </ul>	•

**CORE COMPETENCIES**

Moral Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	
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	
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	
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	
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 to achieve the desired outcome	
Result and Quality Focus	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	
<b>Total</b>		<b>20</b>

\_\_\_\_\_  
Signed and accepted by the Director Community Services

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Date

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Signed and accepted by the Municipal Manager

\_\_\_\_\_  
Date

### Competency Descriptions

Leading Competencies			
Competency Name	Strategic Direction and Leadership		
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<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 actions 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 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>

Cluster	Leading Competencies		
Competency Name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>Participate in team goal-setting and problem solving</li> <li>Interact and collaborate with people of diverse backgrounds</li> <li>Aware of guidelines for employee development, but requires support in implementing development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Seek opportunities to increase team contribution and responsibility</li> <li>Respect and support the diverse nature of others and be aware of the benefits of a diverse approach</li> <li>Effectively delegate tasks and empower others to increase contribution and execute functions optimally</li> <li>Apply relevant employee legislation fairly and consistently</li> <li>Facilitate team goal-setting and problem-solving</li> <li>Effectively identify capacity requirements to fulfill the strategic mandate</li> </ul>	<ul style="list-style-type: none"> <li>Identify ineffective team and work processes and recommend remedial interventions</li> <li>Recognise and reward effective and desired behaviour</li> <li>Provide mentoring and guidance to others in order to increase personal effectiveness</li> <li>Identify development and learning needs within the team</li> <li>Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism</li> <li>Inspire a culture of performance excellence by giving positive and constructive feedback to the team</li> <li>Achieve agreement or consensus in adversarial environments</li> <li>Lead and unite diverse teams across divisions to achieve institutional objectives</li> </ul>	<ul style="list-style-type: none"> <li>Develop and incorporate best practice people management processes, approaches and tools across the institution</li> <li>Foster a culture of discipline, responsibility and accountability</li> <li>Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution</li> <li>Develop comprehensive integrated strategies and approaches to human capital development and management</li> <li>Actively identify trends and predict capacity requirements to facilitate unified transition and performance management</li> </ul>

Cluster		Leading Competencies		
Competency Name		Program and Project Management		
Competency Definition		Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none"> <li>Initiate projects after approval from higher authorities</li> <li>Understand procedures of program 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 programs 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 actions plans</li> <li>Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed</li> </ul>	



<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Financial Management		
<b>Competency Definition</b>	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		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand basic financial concepts and methods as they relate to institutional processes and activities</li> <li>Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> <li>Understand the importance of financial accountability</li> <li>Understand the importance of asset control</li> </ul>	<ul style="list-style-type: none"> <li>Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate</li> <li>Assess, identify and manage financial risks</li> <li>Assume a cost-saving approach to financial management</li> <li>Prepare financial reports based on specified formats</li> <li>Consider and understand the financial implications of decisions and suggestions</li> <li>Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated</li> <li>Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget</li> </ul>	<ul style="list-style-type: none"> <li>Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility</li> <li>Prepare budgets that are aligned to the strategic objectives of the institution</li> <li>Address complex budgeting and financial management concerns</li> <li>Put systems and processes in place to enhance the quality and integrity of financial management practices</li> <li>Advise on policies and procedures regarding asset control</li> <li>Promote National Treasury's regulatory framework for Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>Develop planning tools to assist in evaluating and monitoring future expenditure trends</li> <li>Set budget frameworks for the institution</li> <li>Set strategic direction for the institution on expenditure and other financial processes</li> <li>Build and nurture partnerships to improve financial management and achieve financial savings</li> <li>Actively identify and implement new methods to improve asset control</li> <li>Display professionalism in dealing with financial data and processes</li> </ul>

Cluster	Leading Competencies		
Competency Name	Change Leadership		
Competency Definition	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		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Display an awareness of change interventions, and the benefits of transformation initiatives</li> <li>• Able to identify basic needs for change</li> <li>• Identify gaps between the current and desired state</li> <li>• Identify potential risk and challenges to transformation, including resistance to change factors</li> <li>• Participate in change programs and piloting change interventions</li> <li>• 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</li> <li>• Maintain calm and focus during change</li> <li>• Able to assist team members during change and keep them focused on the deliverables</li> <li>• Volunteer to lead change efforts outside of own work team</li> <li>• Able to gain buy-in and approval for change from relevant stakeholders</li> <li>• Identify change readiness levels and assist in resolving resistance to change factors</li> <li>• 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</li> <li>• Secure buy-in and sponsorship for change initiatives</li> <li>• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness</li> <li>• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change</li> <li>• Take the lead in impactful change programs</li> <li>• Benchmark change interventions against best change practices</li> <li>• Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation</li> <li>• 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</li> <li>• Actively adapt current structures and processes to incorporate the change interventions</li> <li>• Mentor and guide team members on the effects of change, resistance factors and how to integrate change</li> <li>• Motivate and inspire others around change initiatives</li> </ul>

<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Governance Leadership		
<b>Competency Definition</b>	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		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements</li> <li>• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders</li> <li>• Provide input into policy formulation</li> </ul>	<ul style="list-style-type: none"> <li>• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these</li> <li>• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution</li> <li>• Actively drive policy formulation within the institution to ensure the achievement of objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Able to link risk initiatives into key institutional objectives and drivers</li> <li>• Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles</li> <li>• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives</li> <li>• Demonstrate a thorough understanding of risk retention plans</li> <li>• Identify and implement comprehensive risk management systems and processes</li> <li>• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate a high level of commitment in complying with governance requirements</li> <li>• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework</li> <li>• Able to advise Local Government on risk management strategies, best practice interventions and compliance management</li> <li>• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government</li> <li>• Able to shape, direct and drive the formulation of policies on a macro level</li> </ul>

Cluster	Core Competencies		
Competency Name	Moral Competence		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<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>

Cluster		Core Competencies		
Competency Name		Planning and Organising		
Competency Definition		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		
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none"> <li>• Able to follow basic plans and organise tasks around set objectives</li> <li>• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans</li> <li>• Able to follow existing plans and ensure that objectives are met</li> <li>• Focus on short-term objectives in developing plans and actions</li> <li>• Arrange information and resources required for a task, but require further structure and organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Actively and appropriately organise information and resources required for a task</li> <li>• Recognise the urgency and importance of tasks</li> <li>• Balance short and long-term plans and goals and incorporate into the team's performance objectives</li> <li>• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources</li> <li>• Measures progress and monitor performance results</li> </ul>	<ul style="list-style-type: none"> <li>• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation</li> <li>• Identify in advance required stages and actions to complete tasks and projects</li> <li>• Schedule realistic timelines, objectives and milestones for tasks and projects</li> <li>• Produce clear, detailed and comprehensive plans to achieve institutional objectives</li> <li>• Identify possible risk factors and design and implement appropriate contingency plans</li> <li>• Adapt plans in light of changing circumstances</li> <li>• Prioritise tasks and projects according to their relevant urgency and importance</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on broad strategies and initiatives when developing plans and actions</li> <li>• Able to project and forecast short, medium and long term requirements of the institution and local government</li> <li>• Translate policy into relevant projects to facilitate the achievement of institutional objectives</li> </ul>	

Cluster	Core Competencies		
Competency Name	Analysis and Innovation		
Competency Definition	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		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>Understand the basic operation problem solving 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 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>

Cluster	Core Competencies		
Competency Name	Knowledge and Information Management		
Competency Definition	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		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>• Collect, categorise and track relevant information required for specific tasks and projects</li> <li>• Analyse and interpret information to draw conclusions</li> <li>• Seek new sources of information to increase the knowledge base</li> <li>• Regularly share information and knowledge with internal stakeholders and team members</li> </ul>	<ul style="list-style-type: none"> <li>• Use appropriate information systems and technology to manage institutional knowledge and information sharing</li> <li>• Evaluate data from various sources and use information effectively to influence decisions and provide solutions</li> <li>• Actively create mechanisms and structures for sharing of information</li> <li>• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively predict future information and knowledge management requirements and systems</li> <li>• Develop standards and processes to meet future knowledge management needs</li> <li>• Share and promote best-practice knowledge management across various institutions</li> <li>• Establish accurate measures and monitoring systems for knowledge and information management</li> <li>• Create a culture conducive of learning and knowledge sharing</li> <li>• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information</li> <li>• Establish partnerships across local government to facilitate knowledge management</li> <li>• Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach</li> <li>• Recognise and exploit knowledge points in interactions with internal and external stakeholders</li> </ul>

Cluster	Core Competencies		
Competency Name	Communication		
Competency Definition	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 outcome		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<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 an 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>



<b>Cluster</b>	Core Competencies		
<b>Competency Name</b>	Results and Quality Focus		
<b>Competency Definition</b>	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		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand quality of work but requires guidance in attending to important matters</li> <li>Show a basic commitment to achieving the correct results</li> <li>Produce the minimum level of results required in the role</li> <li>Produce outcomes that is of a good standard</li> <li>Focus on the quantity of output but requires development in incorporating the quality of work</li> <li>Produce quality work in general circumstances, but fails to meet expectation when under pressure</li> </ul>	<ul style="list-style-type: none"> <li>Focus on high- priority actions and does not become distracted by lower-priority activities</li> <li>Display firm commitment and pride in achieving the correct results</li> <li>Set quality standards and design processes and tasks around achieving set standards</li> <li>Produce output of high quality</li> <li>Able to balance the quantity and quality of results in order to achieve objectives</li> <li>Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed</li> </ul>	<ul style="list-style-type: none"> <li>Consistently verify own standards and outcomes to ensure quality output</li> <li>Focus on the end result and avoids being distracted</li> <li>Demonstrate a determined and committed approach to achieving results and quality standards</li> <li>Follow task and projects through to completion</li> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations</li> <li>Maintain a focus on quality outputs when placed under pressure</li> <li>Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution</li> </ul>	<ul style="list-style-type: none"> <li>Coach and guide others to exceed quality standards and results</li> <li>Develop challenging, client-focused goals and sets high standards for personal performance</li> <li>Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required</li> <li>Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations</li> <li>Take appropriate risks to accomplish goals</li> <li>Overcome setbacks and adjust action plans to realise goals</li> <li>Focus people on critical activities that yield a high impact</li> </ul>

**PERSONEL DEVELOPMENT PLAN**

Skills Performance Gap	Outcomes Expected	Training	Delivery Mode	Time frames	Work opportunity	Support Person
None						

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 Signed and accepted by the Director: Community Services

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 Date

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 Signed and accepted by the Municipal Manager

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 Date