



Performance Agreement 2021 - 2022

Director: Community Services



PERFORMANCE AGREEMENT

**MADE AND ENTERED INTO BY AND BETWEEN
GEORGE MUNICIPALITY HEREBY REPRESENTED BY:**

**THE ACTING MUNICIPAL MANAGER
DR M GRATZ
(herein and after referred as Employer)**

AND

**THE DIRECTOR: COMMUNITY SERVICES
ALLEN ANTHONY PAULSE
(herein and after referred as Employee)**

FOR THE FINANCIAL YEAR:

01 JULY 2021 - 30 JUNE 2022

1. INTRODUCTION

- 1.1 The Employer, duly represented by Dr Michele Gratz, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, Allen Anthony Pausle, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred 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 promote local government policy goals;**
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5)-of the Systems 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 Municipal Manager" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act
- 1.5.3 "the Employee" means the Director: Planning and Development appointed in terms of Section 56 of the Systems Act;
- 1.5.4 "the Employer" means George Municipality; and
- 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2021 and will remain in force until 30 June 2022 where-after a new Performance Agreement will be concluded between the parties for the next 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 31st 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 current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out:

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The time frames within which those performance objectives and targets must be met; and

4.1.3 The core competency requirements (as defined in Annexure B) as the management skills regarded as critical to the position held by the Employee.

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 will include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators (KPIs, also referred to as Pre-determined Objectives) 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 targets 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

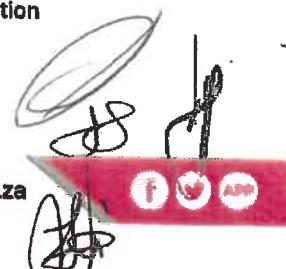
5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;



- 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 service providers 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 (KPAs) (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 will be assessed will consist of two components, KPA's and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which will 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 (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the KPAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee; and
- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment score. The competencies will be assessed every six months (January and July).

LEADING AND CORE COMPETENCIES

- | | |
|---------------------------------------|--|
| 1. Strategic direction and leadership | • Impact and influence
• Institutional performance management
• Strategic planning and management
• Organisational awareness
• Human capital planning and development
• Diversity management
• Employee relations management
• Negotiation and dispute management |
| 2. People management | • Programme and project planning and implementation
• Service delivery management
• Program and project monitoring and evaluation
• Budget planning and execution
• Financial strategy and delivery
• Financial reporting and delivery |
| 3. Programme and project management | • Change vision and strategy
• Process design and improvement
• Change impact monitoring and evaluation
• Policy formulation |
| 4. Financial management | • Risk and compliance management |
| 5. Change leadership | • Cooperative governance |
| 6. Governance leadership | |



<u>7. Moral competence</u>	• Core Competency ..
<u>8. Planning and organising</u>	• Core Competency ..
<u>9. Analysis and innovation</u>	• Core Competency ..
<u>10. Knowledge and information management</u>	• Core Competency
<u>11. Communication</u>	• Core Competency
<u>12. Results and quality focus</u>	• Core Competency

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) as described in 6.6 – 6.12 below;

6.5 The Employee must upload all relevant portfolio of evidence onto the approved performance management system in accordance with the system cut-off dates;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs will 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 will be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his/her self-evaluation to the Employer prior to the formal assessment;



6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

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

6.7 Assessment of the Competencies:

6.7.1 Each Competency will be assessed in terms of the description provided in (Annexure B);

6.7.2 A rating will be provided for each Competency 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 scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 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 scales for KPAs and Competencies respectively:

6.9.1 Rating scale for KPAs - as mentioned in paragraph 5.6:

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	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



Level	Terminology	Description
1	Unacceptable performance	<p>the key performance criteria and indicators as specified in the PA and Performance Plan.</p> <p>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 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.</p>

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Level	Achievement Levels	Description
5	Superior	<p>Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods</p>
4	Advanced	<p>Develops and applies complex concepts, methods and understanding.</p> <p>Effectively directs and leads a group and executes in-depth analyses</p>
3	Competent	<p>Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses</p>
2	Basic	<p>Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention</p>
1	Sub Standard	<p>Applies little to no basic concepts, methods, and understanding of local government operations.</p>

6.10For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established:

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11The Municipal Manager will evaluate the performance of the department/employee as at the end of the 1st, 2nd, 3rd and 4th quarters; and

6.12The Municipal Manager will review core competencies at mid-year and annual performance evaluations.



7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his/her performance agreement will be reviewed on the following dates.

Quarter	Review Period	Review to be completed by
1	<u>July - September</u>	October 2021
2	October – December	January 2022
3	January – March	April 2022
4	April – June and Annual Performance Evaluation	July 2022

7.2 The Employer will keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback will 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

8.1 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 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 will:

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;



- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others:

- 10.1.1 A direct effect on the performance of any of the Employee's functions;
- 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 A substantial financial effect on the Employer.

10.2The 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

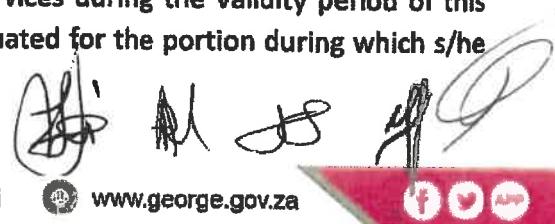
11.1The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

11.2The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;

11.3A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Average Performance Score	Performance Bonus
Between 130% to 149%	Performance bonus range from 5% to 9%
From 150% and above	Performance bonus range from 10% to 14%

11.4In the event of the Employee terminating his/her services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which s/he



was employed and s/he will be entitled to a pro-rata performance bonus based on his/her evaluated performance for the period of actual service, with a minimum of three months; and

11.5The 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

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

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

12.3Where 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

12.4In the case of unacceptable performance, the Employer will:

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his/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

13.1In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;

13.2If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, will be appointed to resolve the matter within 30 (thirty) business days; and

13.3In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations will apply.



14. GENERAL

14.1The 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

14.2Nothing 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.

Duly done and signed at GEORGE on the 9th day of June 2021.


ACTING MUNICIPAL MANAGER

AS WITNESSES:

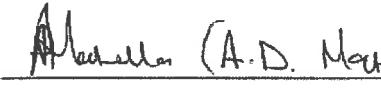
1. K Haarhoff

2. _____

Duly done and signed at George on the 30th day of June 2021.


D: COMMUNITY SERVICES

AS WITNESSES:

1. A. D. Marshall (A. D. Marshall)

2. I Lubbe (I Lubbe)






Performance Plan

Director: Community Services

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The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (eighty percent) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
						Q1	Q2	Q3	Q4	
DIVISIONAL MANAGEMENT										
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Environmental Services Division	Percentage of Indicators of the Environmental Services Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Refuse Removal Division	Percentage of Indicators of the Refuse Removal Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	2



Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Parks & Recreation Division	Percentage of Indicators of the Parks & Recreation Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Community Development Division	Percentage of Indicators of the Community Development Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Library Services Division	Percentage of Indicators of the Library Services Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Sport Development Division	Percentage of Indicators of the Sport Development Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	2





Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Sport Development Division	Effective Management and Functional Supervision of the EPWP Division	90%	90%	90%	90%	90%	2	
GENERAL MANAGEMENT											
734	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Complete 95% of service delivery complaints within the timeframe as specified in the Services Charter	% of service delivery complaints attended to	New	95%	95%	95%	95%	2	
735	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Complete 95% of matters allocated on collaborator (other than service delivery complaints) within 10 days	% of matters allocated on collaborator completed within 10 days	New	95%	95%	95%	95%	1	
736	Municipal Transformation	Good Governance and Human Capital	Submit quarterly reports to the internal audit	Number of risk management reports submitted	4	4	1	1	1	2	

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Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
	and Institutional Development	division on the management of risks identified for the Directorate									
737	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Conduct bi-annual evaluations of staff reporting directly to the Director	Number of formal evaluations completed	2	2	0	0	1	0	2
738	Municipal Transformation and Institutional Development	Good Governance and Human Capital	95% of the capital budget for the directorate spent by 30 June	% of capital budget spent by 30 June	85.00%	95%	10%	40%	60%	95%	3
739	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit the Directorate Procurement Plan to the Municipal Manager by 31 July	Procurement plan submitted	1	1	1	0	0	0	1
740	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Achieve 90% of the activities listed in the Procurement Plan on a monthly basis	% of activities achieved	New	90%	90%	90%	90%	90%	1



Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
741	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit at least one funding proposal to secure new funds not currently made available by NT or DoRA	Number of proposals submitted	0	1	0	0	0	1	2
742	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Complete the departmental SDBIP KPIs in line with relevant legislation and regulations by 30 June	SDBIP completed	New	1	0	0	0	1	1
744	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Filling of all vacant budgeted posts within the set timeframes as approved in the action plan	% of vacant budgeted posts filled according to the approved action plan	New KPI	100%	100%	100%	100%	100%	2
745	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Action disciplinary hearings within 7 days and finalise within 45 days	% of disciplinary hearings actioned within 7 days and finalised within 45 days	New	95%	95%	95%	95%	95%	2

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Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
746	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Advertise tenders at least 5 months prior to the expiration of the current tender	% of tenders advertised at least 5 months prior to expiration	New	100%	100%	100%	100%	2	
747	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Develop staff performance agreements with measurable KPI's by September 2021	Number of Performance agreement	New	8	8	8	8	2	
748	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Identify and implement at least one cost cutting measure	Number of cost cutting measures identified and implemented	New	1	1	1	1	2	
749	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Identify and implement at least one innovative solution for a service delivery challenge	Number of innovative solutions for a service delivery challenge identified and implemented	New	1	1	1	1	2	
751	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Enroll staff from post level 12 and upwards for	Number of staff enrolled	New	1	1	1	1	1	



Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
			completion of MMC								
752	Municipal Transformation and Institutional Development	Good Governance and Human Capital	No successful appeals against tender awards	% successful appeals	New	0%	0%	0%	0%	0%	2
753	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Monitor and report monthly to the MIM on SLA's/contracts with service providers in line with relevant legislation Section 116 of the MFMA	Number of evaluations conducted	New	12	3	3	3	3	2
754	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Respond 100% on all audit queries received from the AG within 3 days	% of AG audit queries responded to within 3 days	New	100%	100%	100%	100%	100%	2
755	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Implement 100% of agreed corrective measures as identified within internal and external audit	% of corrective measures identified in internal and external audit	New	100%	100%	100%	100%	100%	2



Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
			reports within due dates	reports implemented							
756	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Account for 95% of all loose assets allocated to the Section during the loose asset count	% of loose assets allocated to Section accounted for during loose asset count	New	98%	98%	98%	98%	2	
757	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Take remedial action for all exceptions on the Time and Attendance Report within 5 working days	% Actions taken	New	95%	95%	95%	95%	2	
758	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Formal evaluation of all staff up to T10 by 28 February 2022	Number of formal evaluation submitted bi-annually	New	1	1	1	1	2	
759	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit 95% of Council items on collaborator on time as per the schedule provided by the MM	% of Council item submitted on time on collab as per schedule	New	95%	95%	95%	95%	1	





Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)			Weight
							Q1	Q2	Q3	
760	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Award all quotations for expenditure less than R30 000 within 5 working days of closure	% of quotations awarded within 5 working days	New	95%	95%	95%	95%	1
761	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit all inputs (non-financial) for the Annual Report to the Manager: IDP and PMS by 31 July	Inputs submitted	New KPI	1	1	0	0	1
762	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit all inputs for the IDP to the Manager: IDP and PMS by 31 December	Inputs submitted	New KPI	1	0	1	0	1
763	Basic Service Delivery	Develop & Grow George	Develop a Sport Master Plan and submit to Council by 31 March 2022	Sport Master Plan Developed	New	1		1		2
764	Basic Service Delivery	Safe, Clean and Green	Identify and procure land for extension of	Land procured	New	1		1		2

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Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)			Weight
							Q1	Q2	Q3	
			Uniondale Cemetery by 30 June 2022							
765	Basic Service Delivery	Safe, Clean and Green	Compile a Tree Management Policy and submit to Council for approval by 30 September 2021.	Tree Management Policy submitted	New	1	1			2
768	Basic Service Delivery	Safe, Clean and Green	Spend 95% of the approved project budget for the rehabilitation of the George and Uniondale landfill site by 30 June 2022 [(Approved project budget actually spent / Approved project budgeted allocated less savings)x100]	% budget spent	New	95%	10%	40%	60%	95%
769	Basic Service Delivery	Safe, Clean and Green	Procure vehicles (4 x 4 Ton Tipper Trucks, 1 x TLB 4X4,	Number of vehicles procured	New	8	0	0	0	2



Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
			1x refuse truck) for Cleansing and Environmental Health and (2 x 3Ton Trucks with drop sides) for Parks and Recreation by 30 June 2022								
TOP LEVEL/ STRATEGIC MANAGEMENT											
TL11	Local Economic Development	Develop & Grow George	Create Full Time Equivalents (FTE's) through government expenditure with EPWP by 30 June 2022	Number of FTE's created	222	180	45	45	45	2	
TL12	Basic Service Delivery	Develop & Grow George	Spend 95% of the approved capital budget for the Touwsstrand sport field fence, the upgrade the of Parkdene sport grounds (netball	% budget spent	New key performance indicator for 2021/22	95%	10%	40%	60%	95%	2



Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight		
							Q1	Q2	Q3	Q4			
			court), the upgrade of the Rosemore sport ground, the construction of the Roerivier sport facility, the upgrade of Uniondale Dorpsveld Clubhouse, the restoration of the Rosemore Indoor Arena by 30 June 2022 [(Capital budget actually spent / Capital budgeted allocated less savings)x100]										
TL13	Basic Service Delivery	Safe, Clean and Green			Spend 95% of the approved capital budget for the construction George composting plant by 30 June 2022 [(Capital	% budget spent	New key performance indicator for 2021/22	95%	10%	40%	60%	95%	2




Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
						Q1	Q2	Q3	Q4	
			budget actually spent / Capital budgeted allocated [less savings]x100]							
			Spend 95% of the approved capital budget for the upgrade of George Cemetery and the extension of Uniondale Cemetery by 30 June 2022 [[Capital budget actually spent / Capital budgeted allocated [less savings]x100]	% budget spent	New key performance indicator for 2021/22	95%	10%	40%	60%	95%
TL14	Basic Service Delivery	Safe, Clean and Green			Obtain Pilot Blue Flag status for at least 2 beaches by 30 November 2021	Number of Pilot Blue Flag status beaches obtained	New key performance indicator for 2021/22	2	0	0
TL15	Basic Service Delivery	Safe, Clean and Green							0	2
										TOTAL 80





COMPETENCES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for twenty percent of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COMPETENCIES		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme 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. It includes:</p> <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
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. It includes:</p> <ul style="list-style-type: none"> • Budget planning and execution 	1.67

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Competency	Definition	Weight
Change leadership	<ul style="list-style-type: none"> • Financial strategy and delivery • Financial reporting and delivery <p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation 	1.67
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 relationships. It includes:</p> <ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
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.	1.67
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.	1.67
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	1.67
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.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67





Competency	Definition	Weight
		TOTAL 20

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Competency Framework

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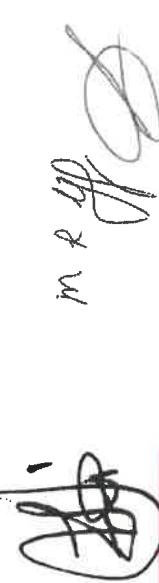


CLUSTER :	LEADING COMPETENCIES	ACHIEVEMENT LEVELS				
		BASIC	COMPETENT	ADVANCED	SUPERIOR	
COMPETENCY NAME : Strategic Direction and Leadership	COMPETENCY DEFINITION : Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate	<ul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



CLUSTER:		LEADING COMPETENCIES			
COMPETENCY NAME :	People Management	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"> Participate in team goalsetting and problem solving Interact and collaborate with people of diverse backgrounds Aware of guidelines for employee development, but requires support in implementing development initiatives 	<ul style="list-style-type: none"> Seek opportunities to increase team contribution and responsibility Respect and support the diverse nature of others and be aware of the benefits of a diverse approach Effectively delegate tasks and empower others to increase contribution and execute functions optimally Apply relevant employee legislation fairly and consistently Effectively identify capacity requirements to fulfill the strategic mandate 	<ul style="list-style-type: none"> Identify ineffective team and work processes and recommend remedial interventions Recognise and reward effective and desired behavior Provide mentoring and guidance to others in order to increase personal effectiveness Identify development and learning needs within the team Inspire a culture of performance excellence by giving positive and constructive feedback to the team 	<ul style="list-style-type: none"> Develop and incorporate best practice people management processes, approaches and tools across the institution Foster a culture of discipline, responsibility and accountability Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution Develop comprehensive integrated strategies and approaches to human capital development and management Actively identify trends and predict capacity requirements to facilitate unified transition and performance management 	<ul style="list-style-type: none"> Achieve agreement or consensus in adversarial environments Lead and unite diverse teams across divisions to achieve institutional objectives 	



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

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

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CLUSTER:		LEADING COMPETENCIES		
COMPETENCY NAME :	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		
		ACHIEVEMENT LEVELS		
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none"> 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 programs and piloting change interventions Understand the impact of change interventions on the institution within the broader scope of local government 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 and nurture relationships with various stakeholders to establish strategic alliance in facilitating change Take the lead in impactful change programs 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 	<ul style="list-style-type: none"> 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 	

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

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

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




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
<ul style="list-style-type: none"> Understand the basic operation of analysis, but lack detail and thoroughness Able to balance independent analysis with requesting assistance from others Recommend new ways to perform tasks within own function Propose simple remedial interventions that marginally challenges the status quo Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking 	<ul style="list-style-type: none"> Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations Demonstrate objectivity, insight and thoroughness when analysing problems Able to break down complex problems into manageable parts and identify solutions Consult internal and external stakeholders on opportunities to improve processes and service delivery Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders Continuously identify opportunities to enhance internal processes Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention
ADVANCED	SUPERIOR
	<ul style="list-style-type: none"> Coaches team members on analytical and innovative approaches and techniques Engage with appropriate individuals in analysing and resolving complex problems Identify solutions on various areas in the institution Formulate and implement new ideas throughout the institution Able to gain approval and buy-in for proposed interventions from relevant stakeholders Identify trends and best practices in process and service delivery and propose institutional application Continuously engage in research to identify client needs

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

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

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

M. K. Hoffman

