

MOSSEL BAY MUNICIPALITY

Performance Agreement

MADE AND ENTERED INTO BY AND BETWEEN:

THE MOSSEL BAY MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

Dr MICHELE GRATZ

(herein and after referred to as Employer)

AND

MR COLIN BERNARD PUREN
DIRECTOR: COMMUNITY SERVICES

(herein and after referred to as Employee)

FOR THE

FINANCIAL YEAR: 1 JULY 2009 - 30 JUNE 2010

Handwritten signatures of the parties involved in the agreement, including the Municipal Manager and the Director of Community Services.

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred 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.

2. PURPOSE OF THIS AGREEMENT

- 2.1 Comply with the provisions of Section 57(1)(b),(4A) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance 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;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; 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.

Handwritten signatures and initials in black ink, located at the bottom right of the page. There are several distinct marks, including what appears to be a signature and some initials.

3. DELIVERY

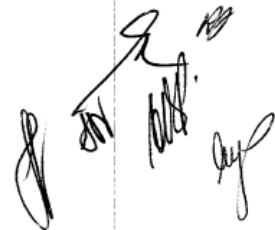
- 3.1 This Agreement will commence on the 01 July 2009 and will remain in force until 30 June 2010 where after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

4. PERFORMANCE OBJECTIVES

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

5. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM.

- 5.1 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.



- 5.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.3 The Employee's assessment will be based on his/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:

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

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

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

6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.

- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).
- 6.5 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

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 the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that 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.



 Several handwritten signatures and initials are present at the bottom right of the page, including a large signature that appears to be 'RS' and other illegible marks.

6.6 For purposes of evaluating the performance of the Employee, an evaluation panel constituted of the following persons will be established –

- 6.6.1 Municipal Manager (primary assessor);
- 6.6.2 Chairperson of Portfolio Committee:..... (secondary assessor);
- 6.6.3 Chairperson of Performance Audit Committee (observer and to report to Council on process followed);
- 6.6.4 Municipal Manager from another municipality optionally (observer); and
- 6.6.5 Member of the Ward Committee optionally (observer).

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 and third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July - September 2009	Informal: October 2009
2	October – December 2009	Developmental Panel Evaluation: February 2010
3	January – March 2010	Informal: April 2010
3	April-June 2010	Reward Panel Evaluation: August 2010

- 7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the 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.
- 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 B. 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

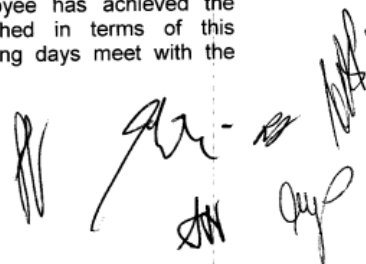
- 11.1 After the annual evaluation exercise has been completed, the employee will be eligible to receive a performance bonus based on the points calculated based on the weightings allocated to each performance objective in "Annexure A" of this agreement.
- 11.2 The performance bonus will be awarded based on the following scheme:
Performance Rating Bonus Amount:
00% - 45% Poor performance 0% of Total package
46% - 55% Average Performance 5% of Total Package
56% - 65% Fair Performance 8% of Total Package
66% - 75% Good Performance 11% of Total Package
76% - 100% Excellent Performance 15% of Total Package

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the employer is, at any time during the employee's employment, not satisfied with the manager'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.
- 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 Council in terms of this Agreement, or where a dispute or difference arises as to the extent to which the employee has achieved the performance objectives and targets established in terms of this Agreement, the employee may within 3 working days meet with the

Handwritten signatures and initials in black ink, located at the bottom right of the page. There are several distinct marks, including what appears to be a large signature and some smaller initials.

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 10 working days, an independent arbiter, acceptable to both parties, should be appointed to resolve the matter within thirty 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.
- 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.
- 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 MOSSEL BAY on this the 31st day of JULY 2009.

AS WITNESSES:

1. [Signature]
2. [Signature]

[Signature]
MUNICIPAL MANAGER

Thus done and signed at MOSSEL BAY on this the 31st day of July 2009.

AS WITNESSES:

1. [Signature]
2. [Signature]

[Signature]
DIRECTOR: COMMUNITY SERVICES

Performance Plan

Mr C Puren
Director: Community Services



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.

National KPA	KPI Name	KPI Definition	Target Unit	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	
BSD	Capital Project Performance	Delivery of capital projects as defined in the Departmental SDBIP	% of Projects completed	Targets as set in the SDBIP			Targets as set in the SDBIP			Targets as set in the SDBIP			Targets as set in the SDBIP			5
	<ul style="list-style-type: none"> Administration Public Safety and Rescue Chalets / Caravan Parks 	Targets as set in the SDBIP		Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP		
BSD	Capital Project Performance	Delivery of capital projects as defined in the Departmental SDBIP	% of Projects completed	Targets as set in the SDBIP			Targets as set in the SDBIP			Targets as set in the SDBIP			Targets as set in the SDBIP			5
	<ul style="list-style-type: none"> Sports and Recreation Cleansing Cemeteries 	Targets as set in the SDBIP		Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP	Targets as set in the SDBIP		
	Reporting	Address reporting requirements within the required timeframes														5
MFVM	SDBIP update + Reporting to council, NT, PT and IGNITE	Update of SDBIP on a monthly basis by the 10th of each month.	Monthly	100	100	100	100	100	100	100	100	100	100	100	100	
MFVM	Submission of Annual Report information	Departmental Report submitted by 30 November	Nov.09													1

National KPA	KPI Name	KPI Definition	Target Unit												Weighting		
			Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10			
GGPP	Responding to Audit Reports	Responding to reporting requirements as prescribed	5														
MFVM	Updating of Internal audit queries within 6 months (Management Tool) from date of reports	% of queries rectified within 6 months	80	80	80	80	80	80	80	80	80	80	80	80	80	80	
MFVM	Management Tool with regards to external audit queries	% of total queries rectified each month		60	70	80											
	External Audit Report to be submitted as part of annual report	Report submitted by 31 December							100								
MFVM	Departmental Management	Delivery of departmental management KPI's as defined in the Departmental SDBIP	5														
MFVM	Effective and compliant procurement practices	No of successful appeals against municipality on the awarding of tenders.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
MFVM	Average lapse time between date allocated on Collaborator document flow system and date addressed should not exceed 10 working days	% within 10 working days	95	95	95	95	95	95	95	95	95	95	95	95	95	95	

Handwritten signature

National KPA	KPI Name	KPI Definition	Target Unit	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	
	Liaison with Leadership	Participation in directors meeting	% Bi-weekly meetings	80	80	80	80	80	80	80	80	80	80	80	80	80
GGPP	Liaison with Leadership	Meetings with management team per month	% Bi-weekly meetings	80	80	80	80	80	80	80	80	80	80	80	80	80
MTID	Implementation of Council resolutions	Items implemented within required timeframe	% delivered within required timeframe	100	100	100	100	100	100	100	100	100	100	100	100	100
GGPP	Implementation of assignments from municipal manager	All assignment implemented within required timeframes	% of assignments addressed	100	100	100	100	100	100	100	100	100	100	100	100	100
GGPP	Compliance to safety regulations	Implementation and management of safety measures														5
GGPP	Compliance to safety regulations	Monitor and address safety issues	% monthly monitoring and addressed		60	60	70	70	70	70	90	90	90	90	90	90
MTID	Compliance to safety regulations	Plan and budget for safety related shortcomings	Plan for adjustment estimate						1							
MTID	Review of by-laws and policies	# of policies and by-laws reviewed and updated	1 per quarter			1			1					1		5
MTID	Safeguarding of assets	Assets recorded and safeguarded														5
MFVM	Survey of all fixed and loose assets for impairment (idle/obsolete/broken and useful life)	Annual impairment completed	1 Complete impairment report		1											

Handwritten signature

National KPA	KPI Name	KPI Definition	Target Unit	Target Q1			Target Q2			Target Q3			Target Q4			Weighting	
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10		
MFVM	Updating of Insurance Portfolio with all new capitalised, written-off and redundant assets	Recorded in Insurance Portfolio and submit to Insurers	% of changes updated on portfolio	100	100	100	100	100	100	100	100	100	100	100	100	100	
MFVM	Updating of annual renewal of Insurance Portfolio	Completion of Portfolio by September and March	2 Complete Portfolio		1							1					
MFVM	Asset Management Plan	Review, assist and development of Asset Management Plans	% of Asset Management Plans completed												100		
	Housing	Housing planning and support															5
BSD	Gender and Disability	Plan to assist with housing for women and the disabled	Plan in place							1							
BSD	Housing Master Plan	Drafting of master plan for municipal area (to include community upliftment projects)	% completed			25									75	100	
BSD	Home owners education programme	Training of 500 new home owners	% completed			25									75	100	
BSD	Squatter Management Plan	Drafting of plan to minimise squatters and to address their needs	% completed			25									75	100	

National KPA	KPI Name	KPI Definition	Target												Weighting	
			Target Unit	Target Q1			Target Q2			Target Q3			Target Q4			
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	
	Waste Management	Effective service delivery														5
BSD	Reduction in waste to landfill site	5% reduction in waste	% reduction			5			5							5
BSD	Training of staff	4 Staff Training (sessions)	# training sessions			1			1							1
BSD	Accessibility and monitoring of sustainable waste management sites	Regular monitoring of transfer station (4 per month)	% progress	90	90	90	90	90	90	90	90	90	90	90	90	90
BSD	Accessibility and monitoring of sustainable waste management sites	Plan and programmes implemented to address illegal dumping	% progress							100						
BSD	Community Education	2000 individuals sensitised	# Trained			500			500							500
	Public Safety & Rescue Services	Effective service delivery														5
BSD	Response to call-outs	95% of call outs responded to within 15 minutes	% of call outs	95	95	95	95	95	95	95	95	95	95	95	95	95
BSD	Fire Prevention inspections and awareness	300 Fire Prevention inspections and awareness	No of inspections			75			75							75
BSD	Information or training sessions	200 individuals trained	No of training sessions			50			50							50
BSD	Development and implementation of training program for staff	Develop and implement training program for staff	No of staff			4			6							10

National KPA	KPI Name	KPI Definition	Target Unit	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	
BSD	Training visits to MHI and high risk buildings	100 training visits to MHI and high risk buildings	No of visits			25			25			25			25	
	Law Enforcement	Effective Law Enforcement														5
BSD	Law Enforcement Section	Law Enforcement Section operational and in place	Effective micro structure in place				1									
BSD	Organised Law enforcement operations	12 Law enforcement operations	3 per quarter	1	1	1	1	1	1	1	1	1	1	1	1	
BSD	Law enforcement - Squatter Control	12 Law enforcement operations	3 per quarter	1	1	1	1	1	1	1	1	1	1	1	1	
	Traffic Management	Effective Traffic Management														5
BSD	Road Safety Training	12 of Institutions training presented	No of Institutions			3			5			1			3	
MTID	Staff training traffic	40 employees	No of employees			10			10			10			10	
BSD	Speed Law enforcement	Six streets covered with speed Law enforcement per month	# of main streets	6	6	6	6	6	6	6	6	6	6	6	6	6
	Sport and Recreation	Effective Management of Caravan Parks, Beaches and Sports Ground														5
BSD	Caravan Park Management	Caravan Parks and Chalets	Maintenance Plan in place					1								

National KPA	KPI Name	KPI Definition	Target Unit	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	
		maintained														
BSD	Management of Beaches	Effective Security Management at beaches	Security measures in place		1			1								
BSD	Management of Beaches	Cleaning up of beaches	No of clean up campaigns and regular monitoring	1	1	1	1	1	1	1	1	1	1	1	1	1
BSD	Management of Sports Grounds	Maintenance Plan	Maintenance Plan in place for Management of Sports Grounds					1								
		Effective Management of Community Halls														5
BSD	Management of Community Halls	Management plan in place for maintenance of halls	Plan in place								1					
BSD	Management of Community Halls	Effective maintenance performed in accordance with budget	Effective spending of budget												100	
BSD	Booking of Community Halls	Effective booking system reviewed and implemented	Booking system in place								1					
BSD	Parks	Maintenance and Education on Environmental														5

National KPA	KPI Name	KPI Definition	Target Unit	Target Q1			Target Q2			Target Q3			Target Q4				
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Weighting	
		matters															
BSD	Arranging of awareness campaigns at schools and interest groups	Arrange at least 2 awareness campaigns	# campaigns completed				1										2
BSD	Deforestation of alien vegetation budget spent	Percentage of deforestation of alien vegetation budget spent	% budget spent		10		30				60						100
BSD	Compilation of maintenance plan for sport grounds and open spaces	% completed	% completed		10		30				60						100
BSD	Greening of the green areas by end 2010	# of areas greened	# areas greened				2				1						1
BSD	Management of Cemeteries	Plan in place to address problem of vandalism at cemeteries	Plan in place								1						
BSD	Cleanest town competition	Appointment and management of entrepreneurs / deforestation projects	% management of projects											100	100	100	100

CORE COMPETENCY FRAMEWORK

Core Managerial Skill	Select prof. level (refer Annexure C)	Definition	Weighting	Comments
Strategic Leadership and Management	A	Skills to be able to provide a vision, set the direction for the municipality or department and inspire others in order to deliver on the municipality's mandate	2	
Programme and project management	C	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	1	
Financial Management	B	Skills required to manage projects and/or department work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling costs throughout the year by allocating resources appropriately and understanding and anticipating the impact of other departments on own budget and adopting where necessary.	2	
Change Management	A	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	2	
Knowledge management	A	This includes the working knowledge of Council regulations, by-laws and policies, National, Provincial and Local Government structures and applicable legislation.	2	
Planning and organising	A	Skills required to plan and organise an activity so that a specific goal is achieved. This requires setting priorities and allocating time and resources. It involves being aware of the interrelationships among activities in a project and then planning tasks and resource allocation accordingly. It requires being able to work effectively under short deadlines.	2	
Problem solving and analytical thinking	C	Be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	1	
People and diversity management	C	Skills to manage and encourage people, optimise their outputs and effectively manage relationships. This includes holding regular meetings with his/ her team so that information can be shared and so that the team is aware of decisions that may affect them. It also involves distributing workloads so that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately the municipality	1	

Select prof. level (refer Annexure C)		Definition	Weighting	Comments
Core Managerial Skill				
Client orientation and customer focus	A	Whether providing a service to an internal or external customer this means trying to determine the needs of the customer and then meeting those needs. At a minimum employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without argument. Ideally managers are required to be proactive by trying to understand needs of the customer and providing an appropriate service based on these underlying needs	2	
Service delivery innovation	B	This is about wanting to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something but rather are encouraged to use their initiative to make sure that things get done accurately and efficiently.	2	
Communication	C	Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	1	
Accountability and ethical conduct		Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the municipality		
Advanced negotiation skills	B	Skills required negotiating favourable deals for the municipality by preparing for negotiations which require a risk analysis to be conducted since the outcome is not necessarily predictable. This includes applying skills and techniques of negotiating that show an understanding of the other parties needs and agenda.	1	
Supply chain management	B	Understanding of the policy approved by Council, appointment and management of services providers within the approved framework	0.5	
Computer literacy		Skills required to use office based equipment in order to do one's job. This include word processing, developing and working with spreadsheets and creating reports		
Report writing		Skills required to write complex reports by collecting and presenting relevant information and tailoring the report to the requirements of the targeted audience		
Statistical Data	B	The collection and management of data on a monthly basis as required by legislation, provincial and national departments and to measure the performance of the municipality	0.5	