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**COMMUNITY SERVICES
HAROLD ZUNGU**

**PERFORMANCE AGREEMENT
2018/19**



BA-PHALABORWA MUNICIPALITY

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01 JULY 2018 – 30 JUNE 2019

FINANCIAL YEAR:

FOR THE

(herein and after referred to as the Employee)

ZUNGU HAROLD

SENIOR MANAGER: COMMUNITY AND SOCIAL SERVICES

AND

(herein and after referred to as the Employer)

MS M.I. MOAKAMELA

AS REPRESENTED BY THE MUNICIPAL MANAGER

THE BA-PHALABORWA MUNICIPALITY

MADE AND ENTERED INTO BY AND BETWEEN:

PERFORMANCE AGREEMENT

INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement;
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government 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;
- 1.5 In this Agreement, the following terms will have the meaning ascribed thereto:
 - 1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;
 - 1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;
 - 1.5.3 "the Employee" means the Senior Manager: Community and Social Services appointed in terms of Section 56 of the Systems Act;
 - 1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and
 - 1.5.5 "the parties" means the Employer and the Employee.

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1. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;

- 2.2 Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

- 2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;

- 2.4 Monitor and measure performance against set targeted outputs;

- 2.5 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

- 2.6 In the event of outstanding performance, to appropriately reward the employee;

- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

2. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2018 and will remain in force until 30 June 2019 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof;

- 3.2 The parties will 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;

- 4.3 The Personal Development Plan (Annexure B) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.2.4 weightings showing the relative importance of the key objectives to each other;
- 4.2.3 target dates that describe the time frame in which the targets must be achieved; and
- 4.2.2 key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
- 4.2.1 key objectives that describe the main tasks that need to be done;
- 4.2 The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the Employee
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.1 The performance objectives, key performance indicators and targets that must be met by the Employee;
- 4.1 The Performance Plan (Annexure A) sets out-

3. PERFORMANCE OBJECTIVES

- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and

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The Employee's assessment will be based on his / her performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

5.6 20% of the final assessment.
5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs)) and Core Competency Requirements (CCRs), both of which shall be contained in the Performance Agreement.

5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework;

5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee;

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 Employer, management and municipal staff to perform to the standards required;

5.1 The Employer agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer;

4. PERFORMANCE MANAGEMENT SYSTEM

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.

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CORE MANAGERIAL COMPETENCIES ¹	V	2	%	WEIGHTING	LEVEL ³
Strategic Capability and Leadership			10		
Programme and Project Management			10		
Financial Management	V		5		
Change Management			5		
Knowledge Management			5		
Service Delivery Innovation			10		
Problem Solving and Analysis			15		
People Management and Empowerment	V		10		
Client Orientation and Customer Focus	V		5		
Communication			10		
Accountability and Ethical Conduct			15		

5.8 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (V) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

5.7 Manager's responsibilities are also directed in terms of the abovementioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added subject to negotiation between the municipal manager and the relevant manager

KPA	No.	Key Performance Areas	100%
1		Spatial Rationale	10%
2		Basic Service Delivery	45%
3		Municipal Financial Viability and Management	10%
4		Local Economic Development (LED)	0%
5		Municipal Transformation and Institutional Development	15%
6		Good Governance and Public Participation	20%
			Converted to 80%

6.5.1 Assessment of the achievement of results as outlined in the Performance Plan

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to *ad-hoc* tasks that had to be performed under the KPA

(b) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically.

- 6.5 The Annual performance appraisal will involve:
- 6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP
- 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;
- 6.2 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;
- 6.1.2 The intervals for the evaluation of the Employee's performance;
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1 The Performance Plan (Annexure A) to this Agreement sets out:

5. PERFORMANCE ASSESSMENT

¹As published and defined within the Draft Competency Guidelines,
 Government Gazette 23, March 2007

²Compulsory for municipal manager

³Proficiency level (1, 2 or 3) as stipulated in the Draft Competency Guidelines, Government Gazette 23, March 2007

Converted to 20%	
TOTAL PERCENTAGE	100%

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Level	% score	Terminology	Description
5	167	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.

scale for KPIs and CCRs:

6.6 The assessment of the performance of the Employee will be based on the following rating

- (b) Such overall rating represents the outcome of the performance appraisal.
- (d) and 6.5.2 (d) above; and

(a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1

6.5.3 Overall rating

calculated above.

(d) An overall score will be calculated based on the total of the individual scores

contracting process, to provide a score

(c) This rating should be multiplied by the weighting given to each CCR during the

(b) An indicative rating on the five-point scale should be provided for each CCR

standards have been met

(a) Each CCR should be assessed according to the extent to which the specified

6.5.2 Assessment of the CCRs:

calculated above.

(d) An overall score will be calculated based on the total of the individual scores

assessment; and

(c) The Employee will submit his self-evaluation to the Employer prior to the formal

performance where a disagreement

During assessment, the employee has a chance to submit evidence of
 These scores are carried over to the applicable employee's performance plan.

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(Exco);

- 6.7 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:
- 6.7.1 Municipal Manager
 - 6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee
 - 6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee

Level	% score	Terminology	Description
4	133 – 166	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	100 – 132	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	67 – 99	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 performances criteria and indicators as specified in the PA and Performance Plan.
1	0 - 66	Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

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9.1 The Employer shall:

9. OBLIGATIONS OF THE EMPLOYER

is made.

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 each assessment. In that case, the Employee will be fully consulted before any such change or plan

8. DEVELOPMENTAL REQUIREMENTS

case 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

before any such change is made;

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

performance;

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

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

Quarter	Review Period	Review to be completed by
1	July – September 2018	October 2018
2	October – December 2018	February 2019
3	January – March 2019	April 2019
4	April – June 2019	August 2019

be verbal if performance is satisfactory:

on the following dates with the understanding that reviews in the first and third quarter may

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed

7. SCHEDULE FOR PERFORMANCE REVIEWS

secretariat services to the evaluation panels.

6.7.5 The manager responsible for human resources of the municipality must provide

6.7.4 A Municipal Manager from another municipality; and

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

11. MANAGEMENT OF EVALUATION OUTCOMES

- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay
- 10.1.3 A substantial financial effect on the Employer
- Employer
- 10.1.2 Commit the Employee to implement or to give effect to a decision made by the
- 10.1.1 A direct effect on the performance of any of the Employee's functions
- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others:

10. CONSULTATION

- 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.
- 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
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;

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- 13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments; and
- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer;

13. GENERAL

- 12.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.
- 12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and
- 12.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (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;

12. DISPUTE RESOLUTION

- 11.3.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.
- 11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance;
- 11.3 In the case of unacceptable performance, the Employer shall:
 - 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

MUNICIPAL MANAGER

Immanuel

2. [Signature]

1. [Signature]

AS WITNESSES:

Thus done and signed at Phalaborwa on this the 11th day of July 2018

2. [Signature]

1. [Signature]

AS WITNESSES:

[Signature]

SENIOR MANAGER: COMMUNITY AND SOCIAL SERVICES

Thus done and signed at PHALABORWA on this the 11TH day of JULY 2018

Annexure A

PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I.MOAKAMELA

["the Employer"]

AND

HAROLD ZUNGU

SENIOR MANAGER COMMUNITY AND SOCIAL SERVICES

["the Employee"]

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COMMUNITY AND SOCIAL SERVICES

SENIOR MANAGER COMMUNITY SERVICES SCORECARD 2018 - 2019

MISSION : " Provision of quality services for community well-being and tourism development"

MISSION: "To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance".

VALUES: Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

FUNCTIONAL AREA: COMMUNITY AND SOCIAL SERVICES

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Quarterly Projections of Service Delivery Targets and Performance Indicators per KPA

KPA: 1

SPATIAL RATIONALE

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KPA 1: Spatial Rationale 10%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
1.1 Spatial Rationale												
1.1.1	Governance and Administration	Facilitate sustainable development	Number of monthly Land Use Management Meetings held	Senior Manager Planning & Development	10	11	Opex	3	5	8	11	Land Management minutes, agenda and reports

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KPA 2:

BASIC SERVICE DELIVERY

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KPA 2: Basic Service Delivery 45%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
2.1 Waste Removal												
2.1.1	Technical infrastructure	Integrate technical infrastructure and services for sustainability	% of rural HH receiving basic refuse removal at least once per week	Senior Manager Community and Social Services	-	24,8%%		24,8%	24,8%	24,8%	100%	Report
2.1.2	Technical infrastructure	Integrate technical infrastructure and services for sustainability	Number of HH receiving free basic refuse removal	Senior Manager Community and Social Services	22941	Reporting indicator						Report
2.1.3	Technical infrastructure	Integrate technical infrastructure and services	R-value and % of waste management services	Senior Manager Community and Social Services	100%	100%		25%	50%	75%	100%	Report

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KPA 2: Basic Service Delivery 45%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
2.1.4	Technical Infrastructure	Integrate technical infrastructure and services for sustainability	Number of reviewed municipal refuse removal services plan	Senior Manager Community and Social Services	1	1		n/a	n/a	n/a	1	Reviewed municipal refuse removal service plan
2.2 Waste Management												
2.2.1	Protect Environment and Community Well being	Sustain the Environment	Number of quarterly reports submitted for rehabilitation and closure of Phalaborwa landfill site	Senior Manager Community and Social Services	New Indicator	4		1	2	3	4	Quarterly report to council and council resolution
2.3 Parks & Cemeteries Services												
2.3.1	Technical Infrastructure	Sustain the environment	Number of reviewed moving and maintenance roster	Senior Manager Community and Social Services	1	1		n/a	n/a	n/a	1	Reviewed maintenance roster
2.3.2	Protect Environment and	Sustain the Environment	Number of reports on maintenance	Senior Manager Community Services	New Indicator	11		3	6	9	11	Monthly reports to council, Council resolution and

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KPA 2: Basic Service Delivery 45%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
2.3.3	Community Well being	Sustain the Environment	Number of reports on maintenance of cemetery 30/06/19	Senior Manager Community Services	New Indicator	11		3	6	9	11	pictures of maintenance parks
2.3.4	Technical infrastructure	Integrate technical infrastructure and services for sustainability	R-value and % of maintenance budget quarterly spent	Senior Manager Community and Social Services	100%	100%		25%	50%	75%	100%	reports
2.4 Library Services												
2.4.1	Social Infrastructure	Integrate social infrastructure and services for sustainability	Number of reviewed municipal libraries development plan	Senior Manager Community and Social Services	1	1		n/a	n/a	n/a	1	Reviewed plan
2.4.2	Social Infrastructure	Integrate social infrastructure and services	Number of quarterly meetings facilitated and secretariat	Senior Manager Community and Social Services	4	4		1	2	3	4	Minutes/ agenda/ attendance registers

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KPA 2: Basic Service Delivery 45%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
		for sustainability	actions completed									
2.5 Traffic & Licensing												
2.5.1	Social Infrastructure	Integrate social infrastructure and services for sustainability	% of Monthly enforcement Plans and Reports (Provision of Traffic Services)	Senior Manager Community and Social Services	-	100%		100%	100%	100%	100%	reports
2.5.2	Social Infrastructure	Integrate social infrastructure and services for sustainability	Number of Monthly E-NATIS Audit Reports and Payment of Required fees to Limpopo Province (Operation of the Registration Authority)	Senior Manager Community and Social Services	12	12		3	6	9	12	reports

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KPA 2: Basic Service Delivery 45%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
2.5.3	Social Infrastructure	Integrate social infrastructure and services for sustainability	% of maintaining the "A" Grade Certificate and Inspectorate Audit Reports. (Driver's License Testing)	Senior Manager Community- and Social Services	-	100%		100%	100%	100%	100%	reports
2.5.4	Social Infrastructure	Integrate social infrastructure and services for sustainability	% of maintaining of "A" Grade Certificate (Roadworthy Centre) and Inspectorate Audit Reports.	Senior Manager Community and Social Services	-	100%		100%	100%	100%	100%	reports
2.5.5	Social Infrastructure	Integrate social infrastructure and services	Number of quarterly Transport Forum meetings	Senior Manager Community and Social Services	4	4		1	2	3	4	Attendance register/ agenda

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KPA 2: Basic Service Delivery 45%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
		for sustainability	facilitated and secretariat actions completed									
2.6 Public Transport and Safety												
2.6.1	Protect Community Road Safety and Well being	Provision of community Road Safety	Number of Roadblocks Conducted by 30/06/19	Senior Manager Community Services	New Indicator	11		3	6	9	11	Monthly reports to council and Council resolution

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KPA 3:

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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KPA 3: Municipal Financial Viability and Management 10%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
3.1 Financial Viability												
3.1.1	Governance and administration	Improve financial viability	R-value and % of Budget quarterly spent	Senior Manager Community and Social Services	100%	100%		25%	50%	75%	100%	Expenditure report

KPA 4:

LOCAL ECONOMIC DEVELOPMENT

KPA 5:

MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

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KPA 5: Municipal Transformation and Institutional Development 15%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administrative	Attract, develop and retain best human capital	Number of Reviewed Departmental Organisational structure by 30/03/19	Senior Manager Community and Social Services	1	1		n/a	n/a	n/a	1	Reviewed organizational structure
5.1.2	Good governance and administrative	Attract, develop and retain best human capital	Number of Submitted monthly attendance registers by the 1 st of each month	Senior Manager Community and Social Services	12	By the 1 st of each month		By the 1 st of each month	By the 1 st of each month	By the 1 st of each month	1	Dated proof of submission
5.1.3	Good governance and administrative	Attract, develop and retain best human capital	Submission of monthly leave forms within 3 days of application	Senior Manager Community and Social Services		Within 3 days of application		Within 3 days of application	Within 3 days of application	Within 3 days of application		Dated proof of submission
5.1.4	Good governance and administrative	Attract, develop and retain best human capital	Submission of monthly overtime before 10 th of each month	Senior Manager Community and Social Services	-	Before the 10 th of each month		Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month		Dated proof of submission
5.1.5	Good governance and administrative	Attract, develop and retain best human capital	Number of monthly Departmental	Senior Manager Community	11	11		3	5	8	11	Agenda, safety minutes

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KPA 5: Municipal Transformation and Institutional Development 15%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
5.1.6	Good governance and administration	Attract, develop and retain best human capital	Submission of monthly safety findings addressed by the 20 th of each month	Senior Manager Community and Social Services	-	By the 20 th of each month		By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	Dated proof of submission	
5.1.7	Good governance and administration	Good governance and public participation	Number of By-Laws reviewed by 30/06/19	Senior Manager Community and Social Services	new	2	opex	n/a	n/a	2	n/a	By-law register
5.2 Skills Development												
5.2.1	Good governance and administration	Attract, develop and retain best human capital	Number of Departmental Skills Development Plan reviewed by 31/04/2019	Senior Manager Community and Social Services	1	1		n/a	n/a	1	n/a	Proof of Submission of Departmental Skills Development Plans
5.3 Performance Management System												
5.3.1	Good governance and administration	Advance good corporate governance	Number of scheduled monthly senior management meetings held by 30/06/19	Senior Manager Community and Social Services	11	11		3	5	8	11	Minutes & attendance register

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KPA 5: Municipal Transformation and Institutional Development 15%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
5.3.2	Good governance and administration	Advance good corporate governance	Number of scheduled monthly departmental meetings successfully held 30/06/19	Senior Manager Community and Social Services	11	11		3	5	8	11	Minutes & attendance register
5.3.3	Good governance and administration	Advance good corporate governance	Number of scheduled monthly portfolio committee meetings successfully held 30/06/19	Senior Manager Community and Social Services	11	11		3	5	8	11	Minutes & attendance register
5.3.4	Good governance and administration	Advance good corporate governance	Number of Signed performance agreements for all 57 Managers	Senior Manager Community and Social Services	1	1		1	n/a	n/a	n/a	Copies of signed Performance Agreements & submission letters to CoGHSTA.

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KPA 6:

**GOOD GOVERNANCE & PUBLIC
PARTICIPATION**

KPA 6: Good Governance and Public Participation 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/18	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.1 Council and Executive Management												
6.1.1	Good governance and administration	Advance good corporate governance	Number of scheduled quarterly Council meetings held by 30/06/2019	Senior Manager Community and Social Services	6	7		2	3	5	7	Minutes, attendance register
6.1.2	Good governance and administration	Advance good corporate governance	Number of scheduled monthly EXCO meetings held by 30/06/2019	Senior Manager Community and Social Services	11	11		3	5	8	11	Minutes of EXCO meetings, attendance register
6.1.3	Good governance and administration	Advance good corporate governance	Number of quarterly resolution register implemented	Senior Manager Community and Social Services	6	6		2	3	5	6	Proof of submission
6.1.4	Good governance and administration	Advance good corporate governance	Deadline for submission of items/reports for Senior management /Exco/Council	Senior Manager Community and Social Services	-	9 days prior to the meeting		9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	Dated proof of submission
6.2 Public Participation and Ward Committees												
6.2.1	Good governance and	Enhance stakeholder involvement	Number of quarterly IDP Rep Forum meetings	Senior Manager Community	5	3		1	n/a	2	3	Attendance registers, agendas, invitations

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KPA 6: Good Governance and Public Participation 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/18	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.2.2	Good governance and administration	Enhance stakeholder involvement	Number of quarterly IDP Steering Committee meetings held by 30/06/2019	Senior Manager Community and Social Services	5	4		1	2	3	4	Attendance registers, agendas, invitations
6.2.3	Good governance and administration	Enhance stakeholder involvement	Number of quarterly IDP Technical Committee meeting held by 30/06/2019	Senior Manager Community and Social Services	5	4		1	2	3	4	Attendance registers, agendas, invitations
6.2.4	Good governance and administration	Enhance stakeholder management	Number of quarterly Mayor's and public participation held by 30/06/19	Senior Manager Community and Social Services	4	4	Opex	1	2	3	4	Attendance register
6.2.5	Good governance and administration	Enhance stakeholder management	Deadline of submission of batho pele report within 7 days of issue to Office of the MM	Senior Manager Community and Social Services	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report		Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Dated proof of submission and memorandum for submission to office of the MM

6.3 Corporate Governance

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KPA 6: Good Governance and Public Participation 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/18	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.3.1	Good governance and administrative	Advance good corporate governance	Number of monthly Local Labour Forum meetings held by 30/06/2019	Senior Manager Community and Social Services	11	11		3	5	8	11	Agenda, Minutes of LLF and attendance register
6.3.2	Good governance and administrative	Advance good corporate governance	Number of quarterly Audit Committee meetings held by 30/06/19	Senior Manager Community and Social Services	7	7		2	4	5	7	Minutes, attendance register
6.3.3	Good governance and administrative	Advance good corporate governance	% implementation of Audit Committee resolutions	Senior Manager Community and Social Services	-	100%	Opex	100%	100%	100%	100%	Audit committee resolution register
6.3.4	Good governance and administrative	Advance good corporate governance	% implementation of Internal Audit recommendations	Senior Manager Community and Social Services	-	75%	Opex	75%	75%	75%	75%	Internal Audit Follow-up report
6.3.5	Good governance and administrative	Advance good corporate governance	Number of quarterly POEs submitted for performance audits to Internal Audit	Senior Manager Community and Social Services	4	4	Opex	1	2	3	4	Dated proof of submission to Internal Audit.

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KPA 6: Good Governance and Public Participation 20%

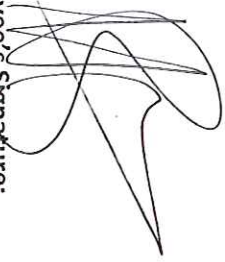
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/18	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.3.6	Good governance and administrative	Good corporate governance and public participation	% of audit queries addressed per quarter (2018/17 Audit Report)	Senior Manager Community and Social Services	75%	100%		100%	100%	n/a	n/a	Audited AG Action Plan
6.3.7	Good governance and administrative	Good corporate governance and public participation	% of audit queries addressed per quarter (2017/18 Audit Report)	Senior Manager Community and Social Services	75%	80%		n/a	n/a	50%	80%	Audited AG Action Plan
6.4 Risk Management & Security management												
6.4.1	Governance and Administration	Advance good corporate governance	Number of monthly departmental Risk register implemented	Senior Manager Community and Social Services	11	11		3	5	8	11	Departmental Security Risk reports
6.4.2	Good governance and administrative	Advance good corporate governance	Number of quarterly risk committee meetings held by 30/06/2019	Senior Manager Community and Social Services	4	4		1	2	3	4	Minutes, attendance registers
6.5 Communications												

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KPA 6: Good Governance and Public Participation 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/18	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.5.1	Good governance and administration	Advance good corporate governance	% Submission of quarterly information for publishing on the website as according to legislation checklist	Senior Manager Community and Social Services	-	100%	Opex	100%	100%	100%	100%	Dated proof of submission to Communications Unit and legislation checklist

Employee's Signature:



Municipal Manager's Signature:



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~~16/07/2018~~

Date:

2018/07/13

Imbokwe

16/07/2018

STRATEGIC RISK FOR THE DIRECTOR PLANNING & DEVELOPMENT

Link To Objective	Risk Category	Risk Description	Background To The Risk	IRE	Current Controls	RRE	Actions To Improve Management Of The Risk	Action Owner	Time Scale
Improve financial viability	Financial	Unfavourable audit outcome (Disclaimer)	2. Loss of supporting documents/Limitation of scope	25	2. Monthly Audit Steering Committee Meetings. (Exco/ Management)	20	2. Implementation and Monitoring of the AG Action Plan and Internal audit recommendation	All Senior Managers'	Quarterly

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From

["the Employee"]

SENIOR MANAGER: COMMUNITY AND SOCIAL SERVICES

HAROLD ZUNGU

AND

["the Employer"]

M.I. MOAKAMELA

AS REPRESENTED BY THE MUNICIPAL MANAGER

BAPHALABORWA MUNICIPALITY

ENTERED INTO BY AND BETWEEN:

(PDP)

PERSONAL DEVELOPMENT PLAN

Annexure B

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1. INTRODUCTION	The aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet objectives as set out in the Performance Agreement as prescribed by legislation. Successful career-path planning ensures competent employees of current and possible future positions. It therefore identifies, prioritises and implements training needs.						
2. COMPETENCE MODELLING	The Department of CoGTA has decided that a competency development model will consist of both managerial and occupational competencies: Managerial competencies should express those competencies which are generic for all management positions Occupational competence refers to competencies which are job/function specific.						
3. COMPILING THE PERSONAL DEVELOPMENT PLAN	A manager, in consultation with his/her subordinate is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached.						
Column 1: Skills/Performance GAP	1. Skills/Performance GAP (in order of priority)	2. Outcomes (measurable development indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her, following appraisal against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 2019...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR	

(a) The identified training needs should be entered into column one. The following should be taken into consideration:

Organisational Needs:

Strategic development priorities and competency requirements, in line with the Municipality's strategic objectives.

The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps. Specific competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job / career related:

Prioritisation of the training needs [1 to ...] in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

Column 2: Outcomes Expected

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/develop ment area	7. Support Person
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 2019	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

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An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the DP is implemented systematically.

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurable and/or development activity)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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Column 5: Suggested Time Lines

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision; coaching and / or mentoring and exchange programmes. Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurable and/or development activity)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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Column 4: Suggested Mode of Delivery

Training needs must be identified with due regard to cost effectiveness and listed in column 3.

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurable and/or development activity)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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Column 3: Suggested Training

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This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurab le indicators: quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunit y created to practice skill/develop ment area	7. Support Person
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Column 7: Support Person

This further ensures internalization of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

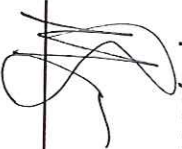
1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measura ble indicators : quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportu nity created to practice skill/dev elopmen t area	7. Support Person
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Column 6: Work Opportunity Created to Practice Skills / Development Area

Personal Development Action Plan

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person
Ethnic PopPI		Ethics training Popi training	External External			mm mm

Employee's Signature:



Municipal Manager's Signature:



Date:

2018/07/13

16/07/2018

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I.MOAKAMELA

["the Employer"]

AND

HAROLD ZUNGU

SENIOR MANAGER COMMUNITY AND SOCIAL SERVICES

["the Employee"]

HZ
← Sign

CORE COMPETENCY FRAMEWORK: DIRECTOR COMMUNITY AND SOCIAL SERVICES

Core Managerial Skills	Definitions	Weight %
Strategic Leadership and Management	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	10
Programme and Project Management	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	15
Financial Management	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget	15
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	5
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	5
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.	15
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure 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 those of the Municipality.	5
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the 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 arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.	5
Service Delivery Innovation	The Skill 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 are encouraged to use their initiative to make sure things get done accurately and efficiently.	15
Communication	Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	5
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.	5

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Employee's Signature:



Date:

2018/07/13

Municipal Manager's Signature:

Immanuel

Date

16/07/2016