

PERFORMANCE PLAN
DEPUTY MUNICIPAL MANAGER CORPORATE SERVICES
CITY OF UMHLATHUZE

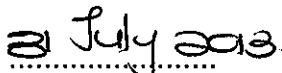
This plan defines the Council's expectations of the Deputy Municipal Manager Corporate Services in accordance with the Deputy Municipal Manager Corporate Services' performance agreement to which this document is attached. Section 57 (5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice No 805, published on 1 August 2006, which provides that performance objectives and targets must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan and determined in agreement with the Municipal Manager (as representative of Council).

There are 7 parts to this plan:

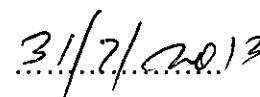
1. A statement about the purpose of the position.
2. Performance review procedure
3. Functional alignment of the individual performance scorecard to the Integrated Development Plan of the organisation
4. Score card detailing IDP Goals (KPA's) and their related performance indicators, weightings and target dates.
5. Core Competency Requirements
6. Consolidated score (Performance Assessment Calculator)
7. Link to reward

The period of this plan is from 1 July 2013 to 30 June 2014.

Signed and accepted by the **Deputy Municipal Manager**
Corporate Services (DMM CS) 

Date: 

Signed by the Municipal Manager (MM) on behalf of Council: 

Date: 



1. POSITION PURPOSE

To perform all the duties and functions of the Deputy Municipal Manager Corporate Services (DMM CS) as required by the relevant legislation or reasonably stipulated by the MM, to be accountable for the execution of all the directions and resolutions of the Municipality, the co-ordination of all the activities of the Municipality, to be accountable for the general supervision, control and efficiency of the Department of the Deputy Municipal Manager Corporate Services and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council and the Deputy Municipal Manager Corporate Services.

2. PERFORMANCE REVIEW PROCEDURE

1. A performance review will be held on a quarterly basis with a formal performance review bi-annually in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.
2. The MM may request input from agendas, minutes and “customers” on the DMM CS’ performance throughout the review period. This may be done through discussion or by asking “customers” to complete a rating form to submit to the evaluation panel for consideration. Customers are people who are able to comment on the DMM CS’ performance since they have worked closely with her on some or all aspects of her job.
3. The DMM CS to prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in section 4 (KPA scorecard below). Achievements to be reported on cumulatively.
4. The DMM CS to provide a rating for herself for the final assessment against the agreed objectives in the column provided in the KPA scorecard.
5. The DMM CS and Evaluation panel to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e. give the DMM CS scores and allow him time to consider them before final agreement. In the event of a disagreement, the evaluation panel has the final say with regard to the final score that is given.
6. The Evaluation panel to provide ratings of the DMM CS’ performance against agreed objectives as a result of portfolio of evidence and/or comments and “customer” input.
7. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.
8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.
9. The assessment of the performance of the DMM CS will be based on the following rating scale for KPA's:

Terminology	Description	Rating Level
Outstanding Performance	Performance far exceeds the standard expected of the DMM CS at this level. The appraisal indicates that the DMM CS 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.	5
Performance significantly above expectation	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the DMM CS has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	4
Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the DMM CS has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	3
Performance not fully Effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the DMM CS has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	2
Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the DMM CS has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The DMM CS 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.	1

10. Only those items relevant for the review period in question should be scored.
11. The assessment of the performance of the DMM CS on the applicable CCR's will be based on the rating scale as reflected in section 4 of the performance plan.
12. The MM and the DMM CS to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The MM and DMM CS to set new objectives, targets, performance indicators, weightings and dates etc. for the following financial year.
14. Poor work performance will be dealt with in terms of regulation 32 (3) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.

3. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE INTEGRATED DEVELOPMENT PLAN (IDP) OF THE ORGANISATION

The Integrated Development Plan (IDP) of the uMhlathuze Local Municipality for the financial year 2013/2014 is aligned to the prescribed National IDP Goals:

1. Good Governance and Public Participation
2. Basic Service Delivery
3. Local Economic Development
4. Institutional Development and Transformation
5. Financial Viability and Management

All departments within the organisation are accountable for the successful fulfilment of IDP specific programmes listed under each of the above National IDP Goals.

The Deputy Municipal Manager Corporate Services is directly accountable for the following IDP Programmes directly linked to the IDP Framework for the 2013/2014 financial year as indicated in the IDP column of the scorecard:

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
Good Governance & Public Participation	Good Governance	1.2	Corporate Services				
				1.2.1	Diverse Administration Services		
						1.2.1.1	Secretariat Services
						1.2.1.2	Facilities Management
				1.2.2	Legal Support Services		
				1.2.3	Records Management		
						1.2.3.1	Central Registry and Switchboard
		1.3	Councillors				
				1.3.1	Councillor Support and Public Participation Services		
						1.3.1.1	Office of the Mayor
Municipal Institutional Development & Transformation	Institutional Development	4.1	Human Resource and Industrial Relations Services				
				4.1.1	Personnel Administration, Recruitment and Placement		
				4.1.2	Personnel Maintenance and Development		
						4.4.2.1	SHE Risk Management

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
Municipal Institutional Development & Transformation	Institutional Development					4.4.2.2	Training Development and Education
						4.4.2.3	Employee wellness
				4.1.3	Labour Relations Management		
				4.1.4	Organisation Development and Change Management		
		4.2	Information, Communications and Technology Services				
				4.2.1	ICT Governance		
				4.2.2	ICT Service Delivery		
				4.2.3	ICT Infrastructure		
Municipal Financial Viability & Management	Sound Financial Management	5.1	Expenditure				
		5.2	Revenue				
		5.3	Supply Chain Management				

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4. KEY PERFORMANCE AREA SCORECARD

STRATEGIC OBJECTIVE	IDP	PERFORMANCE TARGETS	Date	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM CS SCORE	EVAL PANEL SCORE
						Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
GOOD GOVERNANCE - ADMINISTRATION											
Ethical Leadership and corporate citizenship											
To promote effective, democratic, responsible, transparent, objective and equitable governance	1.1	1.2.1.1	Capacitation of Council and its stakeholders for effective, meaningful, maximum participation and contribution towards Council structures and its decision making processes	30 Jun 2014	7	a) Schedule and register b) Award of bursary and letter of awarding c) Documented process plan d) Reviewed and documented communication strategy	<u>Target:</u> Training and development of chairpersons and deputies of Council committees and structures	<u>Target:</u> Secure funding and enrol a minimum of 3 councillors on a structured development program	<u>Target:</u> Develop a process flow for effective and efficient dissemination of information from the Ward Committees to the Council and Visa Versa	<u>Target:</u> Develop a strategy to enhance maximum participation of community on matters of Council and structures in the decision making processes	
							<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	
	1.2	1.2.3	Develop processes to ensure proper creation, maintenance, use and disposal of records to achieve efficient, transparent and accountable governance	30 Jun 2014	7	a) Documented file plan b) Business Case c) Proof of training	<u>Target:</u> Develop and maintain proper file plan incorporating a record/document classification system	<u>Target:</u> Develop and approve a Council records disposal system and Policy framework	<u>Target:</u> Investigate the possibility of micro-film and electronic record systems for archival preservation purposes	<u>Target:</u> Provide training for records management staff, registry staff and management on basic records management and National archive and records services	
							<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	
	1.3	1.2.2	Compliance with Laws, rules, codes and standards to ensure and demonstrate ethical responsibility	30 Jun 2014	7	a) Report to Council b) Inventory document c) workshops register d) Working document for Municipal Court e) Workshop	<u>Target:</u> Conduct inventory on all Council contracts and ensure proper execution, records and archive Report on Litigations in favour and against Council	<u>Target:</u> Ensure Council is kept abreast on changes and update on local Government legislation by reporting to Council and conduct road shows Report on Litigations in favour and against Council	<u>Target:</u> Investigate and report on a possibility of establishing Municipal Court Report on Litigations in favour and against Council	<u>Target:</u> Identify at least 3 legislative frameworks governing local Government and ensure basic knowledge to management and Council Report on Litigations in favour and against Council	
							<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	Date	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM CS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating	Rating
							Target: Achievements: Target Met / Not met	Target: Achievements: Target Met / Not met	Target: Achievements: Target Met / Not met	Target: Achievements: Target Met / Not met	1 2 3 4 5	1 2 3 4 5
	1.4	1.3.1	To govern stakeholder relations and provide a platform to take into account the concerns and objectives of Council’s stakeholders in decision making, fundamental to the processes of integrated reporting	30 Jun 2014	6	a) Proof in change request and change done b) Documented strategy c) Report	Target: Transparency: Enhancement of the Website in order to disseminate information to all stakeholders Achievements: Target Met / Not met	Target: Establish communication strategy concerning community participation in terms of section 18 of Municipal Systems Act Achievements: Target Met / Not met	Target: Enhance effective contribution of the community through Ward committee system and report on progress to Council Achievements: Target Met / Not met	Target: Develop a strategy to accommodate for people with disability and participation for the people who cannot read and write Achievements: Target Met / Not met		
	1.5	4.2	To position the Information Technology and Communication as an enabler for business to achieve its objectives and to use it as an asset to leverage to create opportunities and to gain competitive advantage	30 Jun 2014	8	a) Twice per year test b) Documented review framework c) User requirement document and specification and project plan d) Re-appointment of service provider to source funding	Target: Continuous management of Disaster Recovery Plan and testing Achievements: Target Met / Not met	Target: Review of the Master System Plan or the organisation including ICT governance framework Achievements: Target Met / Not met	Target: Compilation of Organisational Resource Planning system Business plan proposal Achievements: Target Met / Not met	Target: Sourcing of funds to implement Digital City networks Achievements: Target Met / Not met		
	1.6	1.3.1	Develop structured programmes to cater for soft community issues	30 June 2014	7	a) Documented policy framework for people living with Disability b) Documented policy framework for Youth c) Documented policy framework for women and gender d) Documented policy framework for Senior citizens	Target: Develop a structured program and policy framework for people living with Disability Achievements: Target Met / Not met	Target: Develop a structured program and policy framework for Youth Achievements: Target Met / Not met	Target: Develop a structured program and policy framework for women and gender Achievements: Target Met / Not met	Target: Develop a structured program and policy framework for Senior citizens Achievements: Target Met / Not met		
	1.7	1.2.1.2	To develop the facilities management unit to be a catalyst for the future strategic development of the municipality and to position itself as a guide to future growth of the city	30 June 2014	6	a) Report to portfolio b) Register c) Correspondence d) Business case	Target: Establish Airport Sub-committee Achievements: Target Met / Not met	Target: Take an Inventory of all Council immovable property developed and non-developed and formulate a strategic policy framework to regulate the custodianship Achievements: Target Met / Not met	Target: Source funding for the development of uMhlathuze Conference Centre Achievements: Target Met / Not met	Target: Develop a strategic plan for the future development of the Richards Bay Airport Achievements: Target Met / Not met		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	Date	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM CS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
							Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met		
	1.8	1.2.1.1	Position the Secretariat service as a strategic business enabler for the service delivery mandate of the Municipality	30 June 2014	7	a) IT signed roll out form b) Workflow document c) Register document d) Document proof	Target:	Target:	Target:	Target:		
							Finalise the Tender for the rollout of tools of trade for the Councillors	Review and develop a work flow to fast track the submission of reports to reduce delays	Develop a register of all Council and Exco resolutions to track implementation of resolutions	Capacitation of all stakeholders on matters to Committee functionality		
					55		Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met		
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT - HUMAN RESOURCES												
To provide a strategic Human Resources support to Council business units, by promoting sound labour relations, creating a conducive environment for employees' wellness, thus upholding and observing health and safety standards in compliance with relevant legislation, ensure development and empowerment of all Council stakeholders and to manage organisational	2.1	4.4.1	To align the recruitment processes with the Government transformation agenda on human capital	30 June 2014	7	a) Quarterly report to Council b) Minutes: EE Forum Meeting c) Retention Strategy d) Employment Equity Plan	Target: Drive employment equity agenda and report to Council on the strategy	Target: Formulate a Council retention strategy <u>Supporting Document</u> Retention Strategy document	Target: Create a conducive environment for employment creation in line with National Government job creation agenda <u>Supporting Document</u> a) Review Recruitment Policy	Target: Attraction of scarce skills <u>Supporting Document</u> a) Attention and Retention Strategy b) Consolidation of Council Resolution in one document		
							Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met		
	2.2	4.1.3	To promote sound labour relations and ensure labour peace and stability within Council	30 June 2014	7	a) Quarterly report to Council	Target: Strengthened relations through joint activities Councillors – 1 <u>Supporting Document</u> a) Labour Relations Workshop for Councillors b) attendance registers	Target: Continuous awareness on labour relations matters Strengthened relations through joint activities Employees – 1 <u>Supporting Document</u> a) Relationship building exercise schedule and registers b) Documented awareness procedures	Target: Embark on a cleaning process of all obsolete <u>Supporting Document</u> Workshop training and register	Target: Strengthened relations through joint activities Management – 1 <u>Supporting Document</u> Review Labour Relations policy		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	Date	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM CS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
							<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met		
change and development in an efficient manner.	2.3	4.4.2.1	Uphold and ensure full compliance with Health and Safety legislation through capacity building	30 Jun 2014	6	a) Quarterly report to Council	<u>Target:</u> Create and maintain a culture of behaviour based safety <u>Supporting Document</u> Health and Safety Policy/Strategy	<u>Target:</u> Review the Monitoring and evaluation strategy of Health and Safety compliance and performance <u>Supporting Document</u> Proposal document for consultation	<u>Target:</u> Capacitate and train employees and management on Health and Safety requirements and regulations <u>Supporting Document</u> a) Attendance registers	<u>Target:</u> Documented plan for implementation of the OHSAS 18001 standard <u>Supporting Document</u> Plan/Proposal documentation with costing		
	2.4	4.4.2.2	Develop a continuous improvement strategy to further enhance skills to enable Council to achieve its mandatory development objectives	30 Jun 2014	7	a) Quarterly report to Council	<u>Target:</u> Create a conducive climate for development interventions for administration and political component <u>Supporting Document</u> a) Training presentations and register b) Course manuals	<u>Target:</u> Continuous monitoring and evaluation in line with organisational workplace skills plan <u>Supporting Document</u> Training documentation	<u>Target:</u> Develop a Training and development strategy <u>Supporting Document</u> a) Training and Development strategy document b) Employee skills audit	<u>Target:</u> Preparation of work place skill plan in line with LGSETA requirements <u>Supporting Document</u> LG Seta Template		
	2.5	4.4.2.3	To review and enhance the employee Health and Wellness strategy	30 June 2014	6	a) Quarterly report to Council	<u>Target:</u> To create a culture that promotes health and wellness in the organisation <u>Supporting Document</u> EAP policy review	<u>Target:</u> Continuous monitoring and evaluation of the employee wellness interventions <u>Supporting Document</u> Case registration documentation	<u>Target:</u> To develop and integrate an organisational employee wellness programme <u>Supporting Document</u> Employee wellness programme documents	<u>Target:</u> Compile an employee need assessment survey report <u>Supporting Document</u> Assessment survey report		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	Date	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM CS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
							<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met		
	2.6	1.1.1	Ensure that departmental risk identified in the organisational risk assessment register is attended to, update and report quarterly risk assessment register.	Quarterly to 30 Jun 2014	6	a) Quarterly risk assessment registers	<u>Target:</u> Quarterly risk assessment register <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Quarterly risk assessment register <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Quarterly risk assessment register <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Quarterly risk assessment register <u>Achievements:</u> Target Met / Not met		
	2.7	4.1.4	Ensure effective management of organizational structure, roles and responsibilities, corporate re-organisation and alignment to streamline employee effectiveness and diversity	30 June 2014	6	a) Quarterly report to Council	<u>Target:</u> Develop a Diversity strategy to enable and enhance a unified workforce <u>Supporting Document</u> Diversity Strategy document <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Develop OD strategy to introduce planned change that will improve organizational work performance <u>Supporting Document</u> a) OD Framework document b) OD Strategy document <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Develop a work-study review strategy to better align processes and functions <u>Supporting Document</u> Work study review documents <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Develop a plan for an integrated technological, structural and behavioural change <u>Supporting Document</u> TSBC integrated plan <u>Achievements:</u> Target Met / Not met		
					45							
Total					100							

5. CORE COMPETENCY REQUIREMENTS FOR THE DEPUTY MUNICIPAL MANAGER CORPORATE SERVICES (CCR)

The ratings attached to this section will impact on the final performance score and will assist in identifying areas of development for inclusion in a personal development plan (PDP) for addressing developmental gaps.

1	2	3	4	5
Performance clearly below acceptable level.	Performance is competent in some aspects, but shows need for improvement in other aspects.	Fully competent performance.	Noticeably better than competent performance.	Distinguished performance, obvious to all.

Core Competency requirement	Description / Definition	Generic Standards for "Fully Effective" Performance	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
A	Core Managerial Competency					
1	Financial Management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives.	<ul style="list-style-type: none"> ➤ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; ➤ Manages and monitors financial risk; ➤ Continuously looks for new opportunities to obtain and save funds; ➤ Prepares financial reports and guidelines based on prescribed format; ➤ Understands and weighs up financial implications of propositions; ➤ Understands, analyses and monitors financial reports; ➤ Allocates resources to established goals and objectives; ➤ Aligns expenditure to cash flow projections; ➤ Ensures effective utilisation of financial resources; ➤ Develops corrective measures/actions to ensure alignment of budget to financial resources; and ➤ Prepares own budget in line with the strategic objectives of the organisation. 	Compulsory	10	
2	People Management and empowerment	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.	<ul style="list-style-type: none"> ➤ Seeks opportunities to increase personal contribution and level of responsibility; ➤ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches; ➤ Delegates and empowers others to increase contribution and level of responsibility; ➤ Applies labour and employment legislation and regulations consistently; ➤ Facilitates team goal setting and problem solving; ➤ Recognises individuals and teams and provides developmental feedback in accordance with performance management principles; 	Compulsory	15	

Core Competency requirement		Description / Definition	Generic Standards for "Fully Effective" Performance	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
A	Core Managerial Competency						
			<ul style="list-style-type: none"> ➤ Adheres to internal and national standards with regards to HR practices; ➤ Deals with labour matters; ➤ Identifies competencies required and suitable resources for specific tasks; ➤ Displays personal interest in the well-being of colleagues; ➤ Able to manage own time as well as time of colleagues and other stakeholders; and ➤ Manages conflict through a participatory transparent approach. 				
3	Client Orientation and Customer Focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	<ul style="list-style-type: none"> ➤ Develops clear and implementable service delivery improvement programmes; ➤ Identifies opportunities to exceed the expectations of customers; ➤ Designs internal work processes to improve customer service; ➤ Adds value to the organisation by providing exemplary customer service; and ➤ Applies customer rights in own work environment. 	Compulsory		15	
4	Change Management	Initiates, supports and champions organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	<ul style="list-style-type: none"> ➤ Performs analysis to determine the impact of changes in the social, political and economic environment; ➤ Keeps self and others calm and focused during times of change or ambiguity; ➤ Initiates, supports and encourages new ideas; ➤ Volunteers to lead change efforts outside of own work team; ➤ Consults and persuades all the relevant stakeholders of the need for change; ➤ Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change; ➤ Coaches colleagues on how to manage change; ➤ Proactively seeks new opportunities for change; ➤ Identifies and assists in resolving resistance to change with stakeholders; ➤ Designs specific projects to enable change that are aligned to the organisational objectives; and ➤ Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts. 	Choice		6	