

PERFORMANCE PLAN
DEPUTY MUNICIPAL MANAGER COMMUNITY SERVICES
UMHLATHUZE MUNICIPALITY

This plan defines the Council's expectations of the Deputy Municipal Manager Community Services in accordance with 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 (MM) (as representative of Council).

There are 6 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 key performance areas (KPA's) and their related performance indicators, weightings and target dates.
5. Competency Requirements
6. Consolidated score (Performance Assessment Calculator)

The period of this plan is from 1 July 2014 to 30 June 2015.

Signed and accepted by the **Deputy Municipal Manager :**

Community Services (DMM ComS):.....

Date:2014-07-30

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

Date:2014-07-30

1. POSITION PURPOSE

To perform all the duties and functions of the Deputy Municipal Manager Community Services (DMM ComS) 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 Community 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 Community 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 Mayor may request input from agendas, minutes and “customers” on the DMM ComS’s 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 ComS’s performance since they have worked closely with him on some or all aspects of his job.
3. The DMM ComS 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 ComS to provide a rating for himself for the final assessment against the agreed objectives in the column provided in the KPA scorecard.
5. The DMM ComS 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 ComS 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 ComS’s 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 ComS 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 ComS at this level. The appraisal indicates that the DMM ComS 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 ComS 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 ComS 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 ComS 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 ComS 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 ComS 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 ComS on all Competencies will be based on the rating scale as reflected in section 4 of the performance plan.
12. The Municipal Manager and the DMM ComS to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The Municipal Manager and DMM ComS 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 Key Performance Areas:

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 Key Performance Areas.

The Deputy Municipal Manager Community Services is directly accountable for the following IDP Programmes directly linked to the IDP Framework for the 2014/2015 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	1.4	Public Safety and Security Services (Public Safety)				
				1.4.1	Fire & Rescue Services		
						1.4.1.1	Fire Prevention
						1.4.1.2	Fire Training
						1.4.1.3	Fire and Rescue Operations
						1.4.1.4	Fire and Rescue Administration
				1.4.2	Traffic Services		
						1.4.2.1	Crime Prevention
						1.4.2.2	Licensing (Vehicles)
						1.4.2.3	Traffic Operations and Administration
						1.4.2.4	Traffic Control Room
				1.4.3	Security Services (Crime Prevention and CCTV System)		
				1.4.4	Disaster Management		

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
Basic Service Delivery & Infrastructure Development	Sustainable Infrastructure and Service Provision	2.4	Health and Cleansing				
				2.4.1	Solid Waste Management		
						2.4.1.1	Waste Management Inland
						2.4.1.2	Waste Management Coastal
						2.4.1.3	Waste Management Administration
				2.4.2	Primary Health (Clinic Services)		
						2.4.2.1	Clinic Services - Empangeni
						2.4.2.2	Clinic Services - Richards Bay
						2.4.2.3	Occupational Health
				2.4.3	Public Health and Pollution Control		
						2.4.3.1	Environmental Health Coastal
						2.4.3.2	Environmental Health Inland
						2.4.3.3	Air Pollution Control and Environmental Impact
		2.6	Recreation and Environmental Services				
				2.6.1	Horticultural Management		
						2.6.1.1	Biodiversity (Cemeteries) and Conservation
						2.6.1.2	Operations management
				2.6.2	Sport & Recreation		
						2.6.2.1	Recreational Facilities Management
						2.6.2.2	Sport and Recreation Development
				2.6.3	Arts and Culture		
						2.6.3.1	Public Libraries
						2.6.3.2	Museum
						2.6.3.3	Community Halls and Thusong Centres
				2.6.4	Recreational Projects Management		
				2.6.5	Horticultural Contracts Management		
Municipal Institutional Development & Transformation	Institutional Development	4.1	Human Resource and Industrial Relations Services				
Municipal Financial Viability & Management	Sound Financial Management	5.1	Expenditure				
		5.2	Revenue				

4. KEY PERFORMANCE AREA SCORECARD

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
TRAFFIC, VEHICLE LICENSING AND CRIME PREVENTION SERVICES												
Provision of Security and Traffic Services	1.1.1	1.4.2.3	Ensure Speed enforcement by screening of vehicles at random intervals and locations for at least 2800 hours by 30 June 2015	30 Jun 2015	2	a) Schedule of hours spent on speed enforcement b) Copy of report to Council with supporting documentation	Target:	Target:	Target:	Target:		
							700 hours	700 hours	700 hours	700 hours		
	Achievements:	Achievements:	Achievements:	Achievements:								
	Target Met / Not met	Target Met / Not met	Target Met / Not met	Target Met / Not met								
	1.1.2	1.4.2.3	Ensure High Visibility Patrols, foot/ bit patrol, Point duty and Moving Violations by traffic vehicles especially within peak hours for at least 2000 hours by 30 June 2015	30 Jun 2015	2	a) Schedule of hours spent on Patrols b) Copy of report to Council	Target:	Target:	Target:	Target:		
							500 hours	500 hours	500 hours	500 hours		
	Achievements:	Achievements:	Achievements:	Achievements:								
	Target Met / Not met	Target Met / Not met	Target Met / Not met	Target Met / Not met								
	1.1.3	1.4.2.3	Conduct at least 180 Road Worthiness and Driver Fitness Exercises(Road blocks) by 30 June 2015	30 Jun 2015	2	a) Copy duty roster indicating number of exercises b) Copy of report to Council	Target:	Target:	Target:	Target:		
							45 Exercises	45 Exercises	45 Exercises	45 Exercises		
Achievements:	Achievements:	Achievements:	Achievements:									
Target Met / Not met	Target Met / Not met	Target Met / Not met	Target Met / Not met									
1.1.4	1.4.2.3	Conduct at least 52 Road Safety Educational programmes by 30 June 2015	30 Jun 2015	2	a) Evidence of program presented. b) Copy of report to Council	Target:	Target:	Target:	Target:			
						13 programmes	13 Programmes	13 Programmes	13 Programmes			
Achievements:	Achievements:	Achievements:	Achievements:									
Target Met / Not met	Target Met / Not met	Target Met / Not met	Target Met / Not met									
1.1.5	1.4.2.3	Ensure development of a crime prevention strategy for the City of uMhlathuze Municipality	30 Jun 2015	2	a)Evidence of strategy document. b) Copy of report to Council	Target:	Target:	Target:	Target:			
						Prepare and circulate a draft strategy for comments to all relevant stakeholders	Compilation of comments and refining the final draft	Submitting a report to council	Project initiation			
Achievements:	Achievements:	Achievements:	Achievements:									
Target Met / Not met	Target Met / Not met	Target Met / Not met	Target Met / Not met									

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by "X" (with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
	1.1.6	1.4.3.2	Conduct at least 48 exercises with the intention to screen drivers for outstanding traffic fines by 30 June 2015	30 Jun 2015	2	a) Evidence of exercises conducted. b) Copy of quarterly reports to Council	<u>Target:</u> 12 Exercises <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 12 Exercises <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 12 Exercises <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 12 Exercises <u>Achievements:</u> Target Met / Not met		
	1.1.7	1.4.2.2	Ensure testing of Learners Driver's Licensing at least 3 sessions per week with 40 candidates per session and report quarterly statistics to Council.	30 Jun 2015	2	a) Record of names and ID numbers of candidates per test session b) Copy of quarterly reports to Council	<u>Target:</u> 1440 learner driver's license tested <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 1440 learner driver's license tested <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 1440 learner driver's license tested <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 1440 learner driver's license tested <u>Achievements:</u> Target Met / Not met		
					14							
EMERGENCY SERVICES AND DISASTER MANAGEMENT												
Provision of Fire and Rescue Services	2.1	1.4.4	Conduct 2 000 fire prevention inspections on business premises by 30 June 2015	30 Jun 2015	4	a) List of business premises to be inspected b) Completed and signed inspection reports by officers confirming inspections c) Copy of quarterly report with supporting documentation to Council	<u>Target:</u> • 500 fire prevention inspections <u>Achievements:</u> Target Met / Not met	<u>Target:</u> • 500 fire prevention inspections <u>Achievements:</u> Target Met / Not met	<u>Target:</u> • 500 fire prevention inspections <u>Achievements:</u> Target Met / Not met	<u>Target:</u> • 500 of fire prevention inspections <u>Achievements:</u> Target Met / Not met		
	2.2	1.4.4.	Conduct 15 emergency exercises at High Risk Installations by 30 June 2015	30 Jun 2015	4	a) List of high risk installations b) Evidence of communication to high risk installation sites c) Copy of progress report with supporting documentation and a copy of the resolution	<u>Target:</u> 3 exercises <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 4 exercises <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 4 exercises <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 4 exercises <u>Achievements:</u> Target Met / Not met		
	2.3	1.4.4	Meet with Advisory forum representing all major industries 4 times	30 Jun 2015	4	a) Copies of DMP with updates where applicable b) List of major industries	<u>Target:</u> 1 meeting <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 1 meeting Update of DMP <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 1 meeting <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 1 Meeting Update of DMP <u>Achievements:</u> Target Met / Not met		

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by "X" (with reference to supportive documentation)				DMM ComS 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		
			annually and Review and update Disaster Management Plan (DMP) twice per annum		12	c) Minutes of 3 meetings held d) Copy of item to Council						
CLINIC SERVICES												
Provision of Health Facilities and Services	3.1	2.4.2	<u>Patients Under 5 Years:</u> - Perform 18 800 Immunisations annually	30 Jun 2015	3	a) Copy of report with supporting documentation indicating areas of compliance to Council with resolution	<u>Target:</u> 4700 Immunisations	<u>Target:</u> 4700 Immunisations	<u>Target:</u> 4700 Immunisations	<u>Target:</u> 4700 Immunisations		
			<u>Patients Over 5 Years:</u> - HIV Testing (16 000 per annum) - TB Testing (6000 per annum)				4000 HIV Tests 1500 TB Tests	4000 HIV Tests 1500 TB Tests	4000 HIV Tests 1500 TB Tests	4000 HIV Tests 1500 TB Tests		
	3.2	2.4.2	Provide 1600 Health Talks in the clinic on relevant health matters such as HIV, Rabies, Cancer, TB and Family Planning by 30 June 2015	30 Jun 2015	3	a) Copies of photographs b) Copies of quarterly progress reports to 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		
							400 Talks	400 Talks	400 Talks	400 Talks		
	3.3	2.4.2.3	Deliver an occupational health care service to employees of the municipality	30 Jun 2015	2	a) Copy of quarterly reports with supporting documentation indicating statistics of occupational health services delivered quarterly to Council with resolution	<u>Target:</u> xx Employee visits	<u>Target:</u> xx Employee visits	<u>Target:</u> xx Employee visits	<u>Target:</u> xx Employee visits		
							<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		
					8							
PUBLIC HEALTH AND POLLUTION CONTROL (ENVIRONMENTAL HEALTH)												
Provide a safe and clean environment in terms of the Air	4.1	2.4.3	Provide 6 Air Pollution Education/Awareness Programmes to the community, businesses	30 Jun 2015	2	a) Quarterly Report to Council	<u>Target:</u> Provide and install 3 Air Quality Awareness Sign Boards	<u>Target:</u> 2 Programs 1 Quarterly Report	<u>Target:</u> 2 Programs 1 Quarterly Report	<u>Target:</u> 2 Programs 1 Quarterly Report		

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM ComS 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		
Quality Act 39 of 2004.	4.2	2.4.3.3	Conduct 60 Air Quality Management inspections on business premises by 30 June 2015 and report quarterly progress.	30 Jun 2015	2	a) List of business premises to be inspected b) Completed and signed inspection reports by officers confirming inspections c) Copy of quarterly report with supporting documentation to Council	<u>Target:</u> 15 Inspections	<u>Target:</u> 15 Inspections	<u>Target:</u> 15 Inspections	<u>Target:</u> 10 Inspections		
							<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		
	4.3	2.4.3	Attend to all qualifying Indigent/Pauper Burial applications	30 Jun 2015	2	Quarterly Report to Council	<u>Target:</u> 100% applications	<u>Target:</u> 100% applications	<u>Target:</u> 100% applications	<u>Target:</u> 100% applications		
							<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		
	4.4	2.4.3.3	Alignment and implementation of Air Quality Management Plan by 30 June 2015	30 Jun 2015	2	a) Copies of laboratory results b) Copies of quarterly reports to Council	<u>Target:</u> Finalise Public Participation in Development of Implementation Plan	<u>Target:</u> Implementation Plan of Air quality Management	<u>Target:</u> Implementation Plan of Air Quality Management	<u>Target:</u> Implementation of Air quality Management Plan		
							<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		
	4.5	2.4.3.3	Formulation and implementation of Air Quality Management Strategy by 30 June 2015	30 Jun 2015	2	a) Copies of inspection reports b) Copies of quarterly reports to Council	<u>Target:</u> Finalise Public Participation in Development of Implementation Plan	<u>Target:</u> Implementation of Air quality Management Strategy	<u>Target:</u> Implementation of Air quality Management Strategy	<u>Target:</u> Implementation of Air quality Management Strategy		
							<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		
	4.6	2.4.3.3	Monitor ambient air quality within the City of uMhlathuze	30 Jun 2015	2	a) To meet a minimum target of 80% data capture per parameter	<u>Target:</u> Installation of ambient monitoring stations	<u>Target:</u> 100% achievement	<u>Target:</u> 100% achievement	<u>Target:</u> 100% achievement		

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM ComS 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		
					12	per station per month. b) Report daily maximum SO2 concentrations at each ambient air monitoring system and meteorological conditions c) Copy of quarterly report to Council						
WASTE MANAGEMENT COLLECTION AND CLEANING												
Provision of Solid waste and refuse Removal Services and contribute to environmental sustainability through solid waste management	5.1	2.4.1	Recycle 15% of total Waste by 30 June 2015	30 Jun 2015	4	a) Evidence of waste collected for 2013/2014 financial year with calculations to support re-cycling figures b) Basis of calculation with evidence of recycling c) Copy of report with supporting documents and resolution	Target: 15% recycling of total waste collected in 1 st quarter Achievements: Target Met / Not met	Target: 15% recycling of total waste collected in 2 nd quarter Achievements: Target Met / Not met	Target: 15% recycling of waste collected in 3 rd quarter Achievements: Target Met / Not met	Target: 15% recycling of total waste collected in 4 th quarter Achievements: Target Met / Not met		
	5.2	2.4.1	Ensure 16 clean-up campaigns and educational programs using schools as venues by 30 June 2015	30 Jun 2015	4	a) List of schools to be targeted b) Copies of communication to schools c) Evidence of implementation of campaign d) Copy of quarterly progress reports to Council with supporting evidence	Target: 4 clean-up campaigns Achievements: Target Met / Not met	Target: 4 clean-up campaigns Achievements: Target Met / Not met	Target: 4 clean-up campaigns Achievements: Target Met / Not met	Target: 4 clean-up campaigns Achievements: Target Met / Not met		
	5.3	2.4.1	Increase access to waste removal services by 3000 households (concentrating on rural areas)	30 Jun 2015	7	a.) Copy of quarterly report to Council	Target: 500 Additional households Achievements: Target Met / Not met	Target: 500 Additional households Achievements: Target Met / Not met	Target: 1000 Additional households Achievements: Target Met / Not met	Target: 1000 Additional households Achievements: Target Met / Not met		
	5.4	2.4.1	Establish Four Recycling nodes in	30 Jun 2015	4	a.) Copy of quarterly report to Council b.) List of beneficiaries	Target: one recycling nodes benefiting 50	Target: one recycling nodes benefiting 50	Target: one recycling nodes benefiting 50	Target: one recycling nodes benefiting 50		

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM ComS 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		
			different areas within the City benefitting 200 Waste entrepreneurs. by 30 June 2015		19	per recycling node c.) Collection node.						
SPORT AND RECREATION												
Ensure excess of community sports facilities to all	6.1	2.6.2.2	Present 4 (four) mass participation and recreational programmes.	30 Jun 2015	2	a) List of approved sport development programs per target spread over financial year b) Evidence of communications to target audience c) Copy of agenda and program content d) Copy of quarterly progress report to Council	<u>Target</u> 2 Programs	<u>Target</u> 1 Program	<u>Target</u> 1 Program	<u>Target</u> None		
							<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		
	6.2	2.6.2.2	Present 2 (two) sports development programmes by 31 December 2014.	31 Dec 2015	2	a) List of approved sport development programs per target spread over financial year b) Evidence of communications to target audience c) Copy of agenda and program content d) Copy of quarterly progress report to Council	<u>Target</u> 1program	<u>Target</u> 1program	<u>Target</u> None	<u>Target</u> None		
							<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		
	6.4	2.6.2.1	Develop and upgrade 5 (five) sports facilities by 31 March 2015.	31 Mar 2015	2	a.) Copy of quarterly progress report to Council	<u>Target:</u> 3 Facilities	<u>Target:</u> 0 Facilities	<u>Target:</u> 2 Facilities	<u>Target:</u> 0 Facilities		
							<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		
					6							
HORTICULTURAL SERVICES												
Provision of Horticultural	7.1	2.6.1.1	Promote indigenous vegetation by planting	30 Jun 2015	2	a) Indigenous trees register	<u>Target:</u> 300 Trees	<u>Target:</u> 300 Trees	<u>Target:</u> 100 Trees	<u>Target:</u> 300 Trees		

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM ComS 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		
Services			1000 trees by 30 June 2015			b) Evidence of purchase invoice or requisition if internally grown c) List of trees planted per location (street, area etc where applicable) d) Copy of quarterly progress report to Council						
	7.2	2.6.1.2	Phase development of four parks by 30 June 2015	30 June 2015	2	a) Site plans b) EIS's c) Layout plans d) Completion of construction	<u>Target:</u> Site plans and EIA's completed <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 2 parks developed; Empangeni Civic & Enseleni Hall <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 1 park developed; Ngwelezane Hall <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 1 parks developed; Esikhaleni around swimming pool area <u>Achievements:</u> Target Met / Not met		
ARTS AND CULTURE												
Deliver an Arts and Culture service to the public	7.3	2.6.3.1	Ensure construction of Aqaudene library and extension to Esikhaleni library by 30 June 2015	30 June 2015	2	a) Quarterly progress reports	<u>Target:</u> Report on project's status <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Report on project's status <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Esikhaleni library upgraded <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Aqaudene library constructed <u>Achievements:</u> Target Met / Not met		
	7.4	2.6.3.2	Draft a Strategy/policy for arts and culture for approval by Council by 30 June 2015	30 June 2015	2	a) Strategy/policy approved by Council b) Council resolution	<u>Target:</u> Present first draft of strategy/policy to stakeholders <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Finalize the strategy/policy and submit to Council for approval <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Pilot implementation of strategy <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Finalize implementation of strategy <u>Achievements:</u> Target Met / Not met		
	7.5	2.6.3.2	Coordinate two arts and crafts cultural events by 31 March 2015	30 June 2015	2	a) Report back on events to Council b) Council resolution	<u>Target:</u> Umkhosi womhlanga <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Submit feedback to Council on event <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Music Festival <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Submit feedback to Council on event <u>Achievements:</u> Target Met / Not met		
					6							

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
STRATEGIC PLANNING AND DEPARTMENTAL MANAGEMENT												
Departmental Meetings and information sharing	8.1	4.1	Two bi-meetings Extended Management Meetings including Organised Labour	30 June 2015	1	a) Minutes of Meetings b) Attendance registers	<u>Target</u> 1 Meeting	<u>Target</u> 1 Meeting	<u>Target</u> 1 Meeting	<u>Target</u> 1 Meeting		
							<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		
	8.2	4.1	Conduct twelve (12) Monthly Departmental Management Meetings up to 30 June 2015	30 June 2015	2	a) Minutes of Meetings b) Attendance registers	<u>Target</u> 3 Meetings	<u>Target</u> 3 Meetings	<u>Target</u> 3 Meetings	<u>Target</u> 3 Meetings		
							<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		
Percentage of capital budget spent on capital projects/items budgeted for in the approved capital budget.	8.3	5.1	Ensure execution of all projects provided for on the Capital Budget under the direct control of the department by 30 June 2015	30 Jun 2015	13	a) Capital Budget expenditure report b) Component 5 of the SDBIP	<u>Target:</u> Evidence of expenditure	<u>Target:</u> Evidence of Expenditure	<u>Target:</u> Evidence of Expenditure	<u>Target:</u> Evidence of Expenditure		
							<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		
Manage departmental risk identified in the organisational risk assessment register	8.4	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 2015	2	a) Quarterly risk assessment registers	<u>Target:</u> Quarterly risk assessment register	<u>Target:</u> Quarterly risk assessment register	<u>Target:</u> Quarterly risk assessment register	<u>Target:</u> Quarterly risk assessment register		
							<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		
Sufficient departmental response to	8.5	1.1.1	Respond to all internal and external audit enquiries and other	30 Jun 2014	1	a) Evidence of receipt of query recorded in a register and the date of response	<u>Target:</u> 1 Quarterly report	<u>Target:</u> 1 Quarterly report	<u>Target:</u> 1 Quarterly report	<u>Target:</u> 1 Quarterly report		

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by "X" (with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
internal and external audit and general enquiries and implement approved recommendations timeously.			general enquiries and implement all approved recommendations within 30 days unless there is reason why implementation is not possible, in which case an agreed extended date to be agreed with and approved by the MM to ensure an unqualified audit report relating to the DMM ComS area of responsibility			acknowledged by auditors b) Measurement to be based on testing a random sample of 5 items, which would provide assurance that the recommendations have been consistently implemented from the action date indicated.	Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met		
					19							
TOTAL					100							

5. COMPETENCY REQUIREMENTS FOR THE DEPUTY MUNICIPAL MANAGER COMMUNITY SERVICES

Refer to separate document (DMS 970612) reflecting Competency requirements in terms of the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers (GN 21 of 17 February 2014, Annexure A2).

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.

6. CONSOLIDATED SCORE SHEET (Refer to Performance Assessment Rating Calculator)

The consolidated performance Evaluation Results will be attached separately to this Performance Plan

COMPETENCY FRAMEWORK

Competency Assessment Sheet

2014/2015

1. In terms of Local Government: Regulations on appointment and conditions of employment of Senior Managers, Reg. 21 of 17 January 2014, the "Core competencies" are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and "Leading competencies" means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.
2. There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance.
3. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance and is listed as follows:

LEADING COMPETENCIES		
COMPETENCY		Weighting
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	9
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	9
Program and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	9
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	9
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	8
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	8
WEIGHTING LEADING COMPETENCIES		52
CORE COMPETENCIES		
COMPETENCY		Weighting
Moral Competence		8
Planning and Organising		8
Analysis and Innovation		8
Knowledge and Information Management		8
Communication		8
Results and Quality Focus		8
WEIGHTING CORE COMPETENCIES		48
Total Percentage Weighting		100 %

4. The assessment of the manager on the performance of competencies will be based on the following rating scale:

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

5. The following competencies are to be evaluated during the Annual Performance Assessment:

COMPETENCY 1

Cluster	Leading Competencies		
Competency Name	Strategic Direction and Leadership		
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate• Describe how specific tasks link to institutional strategies but has limited influence in directing strategy• Has a basic understanding of institutional performance management, but lacks the ability to Integrate systems into a collective whole• Demonstrate a basic understanding of key decision makers	<ul style="list-style-type: none">• Give direction to a team in realising the institution's strategic mandate and set objectives• Has a positive impact and influence on the morale, engagement and participation of team members• Develop actions plans to execute and guide strategy implementation• Assist in defining performance measures to monitor the progress and effectiveness of the institution• Displays an awareness of institutional structures and political factors• Effectively communicate barriers to execution to relevant parties• Provide guidance to all stakeholders in the achievement of the strategic mandate• Understand the aim and objectives of the institution and relate it to own work	<ul style="list-style-type: none">• Evaluate all activities to determine value and alignment to strategic intent• Display in-depth knowledge and understanding of strategic planning• Align strategy and goals across all functional areas• Actively define performance measures to monitor the progress and effectiveness of the institution• Consistently challenge strategic plans to ensure relevance• Understand institutional structures and political factors, and the consequences of actions• Empower others to follow strategic direction and deal with complex situations• Guide the institution through complex and ambiguous concern• Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	<ul style="list-style-type: none">• Structure and position the institution to local government priorities• Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework• Hold self-accountable for strategy execution and results• Provide impact and influence through building and maintaining strategic relationships• Create an environment that facilitates loyalty and innovation• Display a superior level of self-discipline and integrity in actions• Integrate various systems into a collective whole to optimise institutional performance management• Uses understanding of competing interests to manoeuvre successfully to a win/win outcome
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 2

Cluster	Leading Competencies		
Competency Name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Participate in team goal setting and problem solving• Interact and collaborate with people of diverse backgrounds• Aware of guidelines for employee development, but requires support in Implementing development initiatives	<ul style="list-style-type: none">• Seek opportunities to increase team contribution and responsibility• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach• Effectively delegate tasks and empower others to increase contribution and execute functions optimally• Apply relevant employee legislation fairly and consistently• Facilitate team goal setting and problem solving• Effectively identify capacity requirements to fulfil the strategic mandate	<ul style="list-style-type: none">• Identify ineffective team and work processes and recommend remedial interventions• Recognise and reward effective and desired behaviour• Provide mentoring and guidance to others in order to increase personal effectiveness• Identify development and learning needs within the team• Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism• Inspire a culture of performance excellence by giving positive and constructive feedback to the team• Achieve agreement or consensus in adversarial environments• Lead and unite diverse teams across divisions to achieve institutional objectives	<ul style="list-style-type: none">• Develop and incorporate best practice people management processes, approaches and tools across the institution• Foster a culture of discipline, responsibility and accountability• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution• Develop comprehensive integrated strategies and approaches to human capital development and management• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 3

Cluster	Leading Competencies		
Competency Name	Program and Project Management		
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Initiate projects after approval from higher authorities• Understand procedures of program and project management methodology, implications and stakeholder involvement• Understand the rational of projects in relation to the institution's strategic objectives• Document and communicate factors and risk associated with own work• Use results and approaches of successful project implementation as guide	<ul style="list-style-type: none">• Establish broad stakeholder involvement and communicate the project status and key milestones• Define the roles and responsibilities of the project team and create clarity around expectations• Find a balance between project deadline and the quality of deliverables• Identify appropriate project resources to facilitate the effective completion of the deliverables• Comply with statutory requirements and apply policies in a consistent manner• Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	<ul style="list-style-type: none">• Manage multiple programs and balance priorities and conflicts according to institutional goals• Apply effective risk management strategies through impact assessment and resource requirements• Modify project scope and budget when required without compromising the quality and objectives of the project• Involve top-level authorities and relevant stakeholders in seeking project buy-in• Identify and apply contemporary project management methodology Influence and motivate project team to deliver exceptional results• Monitor policy implementation and apply procedures to manage risks	<ul style="list-style-type: none">• Understand and conceptualise the long-term implications of desired project outcomes• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives• Consider and initiate projects that focus on achievement of the long-term objectives Influence people in positions of authority to implement outcomes of projects• Lead and direct translation of policy into workable actions plans• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 4

Cluster	Leading Competencies		
Competency Name	Financial Management		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Understand basic financial concepts and methods as they relate to institutional processes and activities• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems• Understand the importance of financial accountability• Understand the importance of asset control	<ul style="list-style-type: none">• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate• Assess, identify and manage financial risks• Assume a cost saving approach to financial management• Prepare financial reports based on specified formats• Consider and understand the financial implications of decisions and suggestions• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	<ul style="list-style-type: none">• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility• Prepare budgets that are aligned to the strategic objectives of the institution• Address complex budgeting and financial management concerns• Put systems and processes in place to enhance the quality and integrity of financial management practices• Advise on policies and procedures regarding asset control• Promote National Treasury's regulatory framework for Financial Management	<ul style="list-style-type: none">• Develop planning tools to assist in evaluating and monitoring future expenditure trends• Set budget frameworks for the institution• Set strategic direction for the institution on expenditure and other financial processes• Build and nurture partnerships to improve financial management and achieve financial savings• Actively identify and implement new methods to improve asset control• Display professionalism in dealing with financial data and processes
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 5

Cluster		Leading Competencies	
Competency Name		Change Leadership	
Competency Definition		Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Display an awareness of change interventions, and the benefits of transformation initiatives• Able to identify basic needs for change• Identify gaps between the current and desired state• Identify potential risk and challenges to transformation, including resistance to change factors• Participate in change programs and piloting change interventions• Understand the impact of change interventions on the institution within the broader scope of Local Government	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment• Maintain calm and focus during change• Able to assist team members during change and keep them focused on the deliverables• Volunteer to lead change efforts outside of own work team• Able to gain buy-in and approval for change, from relevant stakeholders• Identify change readiness levels and assist in resolving resistance to change factors• Design change interventions that are aligned with the institution's strategic objectives and goals	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders• Secure buy-in and sponsorship for change initiatives• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change• Take the lead in impactful change programs• Benchmark change interventions against best change practices• Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation• Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions• Actively adapt current structures and processes to incorporate the change interventions• Mentor and guide team members on the effects of change resistance factors and how to integrate change• Motivate and inspire others around change initiatives
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 6

Cluster	Leading Competencies		
Competency Name	Governance Leadership		
Competency Definition	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships		
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders• Provide input into policy formulation	<ul style="list-style-type: none">• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution• Actively drive policy formulation within the institution to ensure the achievement of objectives	<ul style="list-style-type: none">• Able to link risk initiatives into key institutional objectives and drivers• Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives• Demonstrate a thorough understanding of risk retention plans• Identify and implement comprehensive risk management systems and processes• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations	<ul style="list-style-type: none">• Demonstrate a high level of commitment in complying with governance requirements• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework• Able to advise Local Government on risk management strategies, best practice interventions and compliance management• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government• Able to shape, direct and drive the formulation of policies on a macro level
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 7

Cluster	Core Competencies		
Competency Name	Moral Competence		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Realise the impact of acting with integrity, but requires guidance and development in implementing principles• Follow the basic rules and regulations of the institution• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	<ul style="list-style-type: none">• Conduct self in alignment with the values of Local Government and the institution• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver• Actively report fraudulent activity and corruption within local government• Understand and honour the confidential nature of matters without seeking personal gain• Able to deal with situations of conflict of interest promptly and in the best interest of local government	<ul style="list-style-type: none">• Identify, develop, and apply measures of self-correction• Able to gain trust and respect through aligning actions with commitments• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders• Present values, beliefs and ideas that are congruent with the institution's rules and regulations• Takes an active stance against corruption and dishonesty when noted• Actively promote the value of the institution to internal and external stakeholders• Able to work in unity with team and not seek personal gain• Apply universal moral principles consistently to achieve moral decisions	<ul style="list-style-type: none">• Create an environment conducive of moral practices• Actively develop and implement measures to combat fraud and corruption• Set integrity standards and shared accountability measures across the institution to support the objectives of local government• Take responsibility for own actions and decisions, even if the consequences are unfavourable
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 8

Cluster		Core Competencies	
Competency Name		Planning and Organising	
Competency Definition		Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans• Able to follow existing plans and ensure that objectives are met• Focus on short term objectives in developing plans and actions• Arrange information and resources required for a task, but require further structure and organisation	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task• Recognise the urgency and importance of tasks• Balance short and long-term plans and goals and incorporate into the team's performance objectives• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources• Measures progress and monitor performance results	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation• Identify in advance required stages and actions to complete tasks and projects• Schedule realistic timelines, objectives and milestones for tasks and projects• Produce clear, detailed and comprehensive plans to achieve institutional objectives• Identify possible risk factors and design and Implement appropriate contingency plans• Adapt plans in light of changing circumstances• Prioritise tasks and projects according to their relevant urgency and importance	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions• Able to project and forecast short, medium and long term requirements of the institution and local government• Translate policy into relevant projects to facilitate the achievement of institutional objectives
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 9

Cluster	Core Competencies		
Competency Name	Analysis and Innovation		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Understand the basic operation of analysis, but lack detail and thoroughness• Able to balance independent analysis with requesting assistance from others• Recommend new ways to perform tasks within own function• Propose simple remedial interventions that marginally challenges the status quo• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	<ul style="list-style-type: none">• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations• Demonstrate objectivity, insight, and thoroughness when analysing problems• Able to break down complex problems into manageable parts and identify solutions• Consult internal and external stakeholders on opportunities to improve processes and service delivery• Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders• Continuously identify opportunities to enhance internal processes• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	<ul style="list-style-type: none">• Coaches team members on analytical and innovative approaches and techniques• Engage with appropriate individuals in analysing and resolving complex problems• Identify solutions on various areas in the institution• Formulate and implement new ideas throughout the institution• Able to gain approval and buy- in for proposed interventions from relevant stakeholders• Identify trends and best practices in process and service delivery and propose institutional application• Continuously engage in research to identify client needs	<ul style="list-style-type: none">• Demonstrate complex analytical and problem solving approaches and techniques• Create an environment conducive to analytical and fact-based problem-solving• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence• Create an environment that fosters innovative thinking and follows a learning organisation approach• Be a thought leader on innovative customer service delivery, and process optimisation• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 10

Cluster		Core Competencies	
Competency Name		Knowledge and Information Management	
Competency Definition		Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Collect, categorise and track relevant information required for specific tasks and projects• Analyse and interpret information to draw conclusions• Seek new sources of information to increase the knowledge base• Regularly share information and knowledge with internal stakeholders and team members	<ul style="list-style-type: none">• Use appropriate information systems and technology to manage institutional knowledge and information sharing• Evaluate data from various sources and use information effectively to influence decisions and provide solutions• Actively create mechanisms and structures for sharing of information• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	<ul style="list-style-type: none">• Effectively predict future information and knowledge management requirements and systems• Develop standards and processes to meet future knowledge management needs• Share and promote best practice knowledge management across various institutions• Establish accurate measures and monitoring systems for knowledge and information management• Create a culture conducive of learning and knowledge sharing• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	<ul style="list-style-type: none">• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information• Establish partnerships across local government to facilitate knowledge management• Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach• Recognise and exploit knowledge points in interactions with internal and external stakeholders
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 11

Cluster	Core Competencies		
Competency Name	Communication		
Competency Definition	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome		
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools• Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration• Disseminate and convey information and knowledge adequately	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs• Adapt communication content and style to suit the audience and facilitate optimal information transfer• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders• Compile clear, focused, concise and well-structured written documents	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders• Develop a well-defined communication strategy• Balance political perspectives with institutional needs when communicating viewpoints on complex issues• Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution• Able to communicate with the media with high levels of moral competence and discipline	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution• Able to inspire and motivate others through positive communication that is impactful and relevant• Creates an environment conducive to transparent and productive communication and critical and appreciative conversations• Able to coordinate negotiations at different levels within local government and externally
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 12

Cluster	Core Competencies		
Competency Name	Results and Quality Focus		
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Understand quality of work but requires guidance in attending to important matters• Show a basic commitment to achieving the correct results• Produce the minimum level of results required in the role• Produce outcomes that is of a good standard• Focus on the quantity of output but requires development in incorporating the quality of work• Produce quality work in general circumstances, but fails to meet expectation when under pressure	<ul style="list-style-type: none">• Focus on high priority actions and does not become distracted by lower-priority activities• Display firm commitment and pride in achieving the correct results• Set quality standards and design processes and tasks around achieving set standards• Produce output of high quality Able to balance the quantity and quality of results in order to achieve objectives• Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	<ul style="list-style-type: none">• Consistently verify own standards and outcomes to ensure quality output• Focus on the end result and avoids being distracted• Demonstrate a determined and committed approach to achieving results and quality standards• Follow task and projects through to completion• Set challenging goals and objectives to self and team and display commitment to achieving expectations• Maintain a focus on quality outputs when placed under pressure• Establishing institutional systems for managing and assigning work,• Defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	<ul style="list-style-type: none">• Coach and guide others to exceed quality standards and results• Develop challenging, client-focused goals and sets high standards for personal performance• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required• Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations• Take appropriate risks to accomplish goals• Overcome setbacks and adjust action plans to realise goals• Focus people on critical activities that yield a high impact
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			