

# PERFORMANCE AGREEMENT 2021/2022 FINANCIAL YEAR

Made and Entered into by and between

### THE VICTOR KHANYE LOCAL MUNICIPALITY

Herein represented by

### THE ACTING MUNICIPAL MANAGER, LINDA ISAAC ZWANE

(Herein after referred to as the "Employer")

And

## THE EXECUTIVE DIRECTOR, THEMBA DANIEL GOGWANE ID: 660330 5388 089

(Herein and after referred to as the "Employee")

For the period **01 July 2021 – 30 June 2022** 

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The employee of the Victor Khanye Local Municipality in his/her capacity as duly appointed **Executive Director: Technical Services** herein after referred to as the "Employee"

Whereas the Employer has entered into a contract of employment with the Employee in terms of Section 57(1) (a) of the Local Government: Municipal Systems Act, 2000 as amended.

AND Whereas Section 57(1) (b) of the Act read with the Contract of employment concluded between the Parties, require them to conclude an annual Performance Agreement;

AND Whereas the Parties wish to ensure that there is compliance with Section 57(4A), 57(4B) and 57(5) of the Act, that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals;

NOW Therefore the Parties agree as follows:

### **DEFINITIONS**

"The ACT" shall mean the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000 as amended)

**CCR** - Core Competency Requirements

IDP - Integrated Development Plan

SDBIP - Service Delivery Budget Implementation Plan

POE - Portfolio of Evidence

**KPA** - Key Performance Area

KPI - Key Performance Indicator

MFMA - Municipal Finance Management Act

REGULATIONS - shall mean the Local Government: Municipal Systems Act

Performance Regulations for Municipal managers and Managers

directly accountable to Municipal Managers, 2006

FINANCIAL YEAR - refers to the 12-month period which the organisation determines as

its budget year.



### 1. INTRODUCTION

1.1 This performance contract is between **Themba Daniel Gogwane**, the **Executive Director** and **Linda Isaac Zwane** in his capacity as the **Acting Municipal Manager**, within the provisions of the delegated powers as stipulated by Council. The contract is for the 2021/22 financial year only. The expected performance reflected in this contract is based on the reviewed Integrated Development Plan (IDP) 2021/22, the Service Delivery and Budget Implementation Plan (SDBIP) 2021/22. The afore-mentioned documents have been adopted as working documents of Victor Khanye Local Municipality and therefore, shall be the basis of performance assessment.

### 2. PURPOSE OF AGREEMENT

The purpose of this agreement is to: -

- 2.1 Comply with the provisions of Sections 57(1) (b), (4A), (4B) and (5) of the Systems Act as well as the employment contract entered into by and between the parties;
- 2.2 Specify objectives and targets defined and agreed to with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Municipality;
- 2.3 Specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his/her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee; and;
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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### 3. STRATEGIC OBJECTIVE

The **Acting Executive Director** has the overall responsibility of ensuring that he shall be, subject to the policy directives of the Council of the Municipality, responsible and accountable for administratively being in charge of the service delivery programmes within the Budget & Treasury Office, budget, asset management, supply chain management, financial management and review, and any other functions as may be delegated to him/her by the **Municipal Manager**.

### 4. COMMENCEMENT AND DURATION

- 4.1 This Agreement will commence on 01 July 2021 and will remain in force until 30 June 2022 or until a new Performance Agreement, Performance Plan and Personal Development Plan is concluded between the parties for the ensuing financial year or part thereof.
- 4.2 The parties will review the provisions of this Agreement during June each year and will conclude not later than 31st July of each ensuing financial year a new Performance Agreement, Performance Plan and Personal Development Plan that replaces this Agreement.
- 4.3 This Agreement will terminate on the termination of the employment contract entered into by and between the parties for whatever reason.
- 4.4 The parties agree that the contents of the agreement may be revised at any time during the duration thereof with the purpose to determine the applicability thereof.
- 4.5 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties. Immediately be revised.

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### 5. PERFORMANCE OBJECTIVES

- 5.1 The Performance Plan Annexure "A" sets out:
  - 5.1.1 The performance objectives and targets that must be met by the Employee and:
  - 5.1.2 The time frames within which those performance objectives and targets must be met.
- 5.2 The performance objectives and targets reflected in *Annexure "A*" are set by the Employer in consultation with the Employee, and are based on the IDP, SDBIP and Budget of the Employer and shall include the following:
  - 5.2.1 The key objectives that describe the main tasks that need to be done:
  - 5.2.2 The key performance indicators and means of verification that provide the details of the portfolio of evidence (POE) that must be provided to show that a key objective has been achieved;
  - 5.2.3 The target dates that describe the timeframes in which the work must be achieved:
  - 5.2.4 The weightings showing the relative importance of the key objectives to each other.
- 5.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 5.4 The Employer will make available to the Employee such employees as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Employee to ensure that he/she complies with those performance obligations and targets.
- 5.5 The Employee will at his/her request be delegated such powers by the Employer as may in the discretion of the Employer be reasonably required from time to time to enable him/her to meet the performance objectives and targets established in terms of this Agreement.

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- 5.6 The Employee acknowledges the fact that the Employer is entitled to review and make reasonable changes to the provisions of *Annexure "A"* from time to time for operational reasons. The Employer agrees that the Employee will be fully consulted before any such change is made.
- 5.7 The provisions of *Annexure "A"* may be amended by the Employer when the Employer's performance management system is adopted, implemented and/or amended as the case may be.
- 5.8 The Personal Development Plan *Annexure "B"* sets out the Employee's personal development requirements in line with the objectives and targets of the Employer
- 5.9 Disclosure of Financial Interests *Annexure "C"* set out the financial interests of the employee

### 6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the municipality, management and municipal staff of the municipality.
- 6.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the municipality, management and municipal staff to perform to the standards required.
- 6.3 The Employer shall consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 6.4 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPA's), including special projects relevant to the Employee's responsibilities, within the local government framework.
- 6.5 The criteria upon which the performance of the **Employee** must be assessed consist of two components, both of which must be contained in the performance agreement-

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- 6.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCR's), respectively.
- 6.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.5.3 KPA's covering the main areas of work will account for eighty percent (80%) and CCR's will account for twenty percent (20%) of the final assessment.
- 6.6 The **Employee's** assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's, which constitute eighty percent (80%) of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**.

KPA	Key performance areas (KPA'S)	Weighting
1.	Basic Service Delivery and	4.0
	Infrastructure Development	40
2.	Financial Viability and Financial	
	Management	20
3.	Institutional Development and	
	Transformation	10
4.	Good Governance and Public	
	Participation	10
5.	Spatial Development	10
6.	Local Economic Development	10
TOTAL		100%

- 6.7 The key performance areas related to the functional area of Employee shall be subject to negotiation between the Employer and the Employee.
- 6.8 The CCRs will make up the other 20% of the Employee's assessment score as follows:

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Frozente competencies   Strategic Direction and   Impact and Influence   Institutional Performance Management   Strategic Direction and   Institutional Performance Management   Organisational Awareness   People Management   Organisational Awareness   Organisational Awareness   People Management   Organisational Awareness   Organisational Awareness   People Management   Organisational Awareness   Organisational Organisational Organisational Organisational Organisational Organisation   Organisational Organis	Competencies	Components	Competency Definition	Weighting %
Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and dispute Management Programme and Project Planning and Implementation Service Delivery Management Programme and Project Monitoring and Evaluation Financial Strategy and Delivery Financial Reporting and Monitoring Change Vision and Strategy Process Design and improvement Change Impact Monitoring and Evaluation Process Design and improvement Change Impact Monitoring and Evaluation Risk and Compliance management Sisk and Compliance management Cooperative Governance				(total 100%)
Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and dispute Management Programme and Project Planning and Implementation Service Delivery Management Programme and Project Monitoring and Evaluation Evaluation Financial Strategy and Delivery Financial Strategy and Delivery Financial Reporting and Knonitoring Change Vision and Strategy Process Design and improvement Change Impact Monitoring and Evaluation Policy Formulation Risk and Compliance management Risk and Compliance management Scooperative Governance	Leading competencies			
Institutional Performance Management     Strategic Planning and Management     Organisational Awareness     Human Capital Planning and Development     Diversity Management     Employee Relations Management     Negotiation and dispute Management     Negotiation and dispute Management     Programme and Project Planning and Implementation     Service Delivery Management     Programme and Project Monitoring and Evaluation     Budget Planning and Execution     Financial Strategy and Delivery     Financial Reporting and Monitoring     Change Vision and Strategy     Process Design and improvement     Change Impact Monitoring and Evaluation     Policy Formulation     Risk and Compliance management     Cooperative Governance	Strategic Direction and	Impact and Influence	Provide and direct a vision for the institution, and inspire and	
<ul> <li>Strategic Planning and Management</li> <li>Organisational Awareness</li> <li>Human Capital Planning and Development</li> <li>Employee Relations Management</li> <li>Employee Relations Management</li> <li>Negotiation and dispute Management</li> <li>Programme and Project Planning and Implementation</li> <li>Service Delivery Management</li> <li>Programme and Project Monitoring and Evaluation</li> <li>Financial Strategy and Delivery</li> <li>Financial Reporting and Monitoring</li> <li>Change Vision and Strategy</li> <li>Process Design and improvement</li> <li>Change Impact Monitoring and Evaluation</li> <li>Policy Formulation</li> <li>Risk and Compliance management</li> <li>Cooperative Governance</li> </ul>	Leadership	<ul> <li>Institutional Performance Management</li> </ul>	deploy others to delivery on the strategic institutional mandate	(
Organisational Awareness     Human Capital Planning and Development     Diversity Management     Employee Relations Management     Negotiation and dispute Management     Programme and Project Planning and Implementation     Service Delivery Management     Programme and Project Monitoring and Evaluation     Budget Planning and Execution     Financial Strategy and Delivery     Financial Reporting and Monitoring     Change Vision and Strategy     Process Design and improvement     Change Impact Monitoring and Evaluation     Process Design and improvement     Change Impact Monitoring and Evaluation     Risk and Compliance management     Cooperative Governance				D
<ul> <li>Human Capital Planning and Development</li> <li>Diversity Management</li> <li>Employee Relations Management</li> <li>Negotiation and dispute Management</li> <li>Programme and Project Planning and Implementation</li> <li>Service Delivery Management</li> <li>Programme and Project Monitoring and Evaluation</li> <li>Financial Strategy and Delivery</li> <li>Financial Reporting and Monitoring</li> <li>Change Vision and Strategy</li> <li>Process Design and improvement</li> <li>Change Impact Monitoring and Evaluation</li> <li>Policy Formulation</li> <li>Risk and Compliance management</li> <li>Cooperative Governance</li> </ul>		<ul> <li>Organisational Awareness</li> </ul>		
<ul> <li>Diversity Management</li> <li>Employee Relations Management</li> <li>Negotiation and dispute Management</li> <li>Programme and Project Planning and Implementation</li> <li>Service Delivery Management</li> <li>Programme and Project Monitoring and Evaluation</li> <li>Budget Planning and Execution</li> <li>Financial Strategy and Delivery</li> <li>Financial Reporting and Monitoring</li> <li>Change Vision and Strategy</li> <li>Process Design and improvement</li> <li>Change Impact Monitoring and Evaluation</li> <li>Policy Formulation</li> <li>Risk and Compliance management</li> <li>Cooperative Governance</li> </ul>	People Management	<ul> <li>Human Capital Planning and Development</li> </ul>	Effectively manage, inspire and encourage people, respect	
Employee Relations Management     Negotiation and dispute Management     Programme and Project Planning and Implementation     Service Delivery Management     Programme and Project Monitoring and Evaluation     Budget Planning and Execution     Financial Strategy and Delivery     Financial Reporting and Monitoring     Change Vision and Strategy     Process Design and improvement     Change Impact Monitoring and Evaluation     Process Design and improvement     Risk and Compliance management     Risk and Compliance management     Cooperative Governance	S4 :	<ul> <li>Diversity Management</li> </ul>	diversity, optimise talent and build and nurture relationships in	(
Negotiation and dispute Management     Programme and Project Planning and Implementation     Service Delivery Management     Programme and Project Monitoring and Evaluation     Budget Planning and Execution     Financial Strategy and Delivery     Financial Reporting and Monitoring     Change Vision and Strategy     Process Design and improvement     Change Impact Monitoring and Evaluation     Change Impact Monitoring and Evaluation     Risk and Compliance management     Cooperative Governance		<ul> <li>Employee Relations Management</li> </ul>	order to achieve institutional objectives	0
Programme and Project Planning and Implementation     Service Delivery Management     Programme and Project Monitoring and Evaluation     Budget Planning and Execution     Financial Strategy and Delivery     Financial Reporting and Monitoring     Change Vision and Strategy     Process Design and improvement     Change Impact Monitoring and Evaluation     Policy Formulation     Risk and Compliance management     Cooperative Governance		<ul> <li>Negotiation and dispute Management</li> </ul>		
Implementation  • Service Delivery Management  • Programme and Project Monitoring and Evaluation  • Budget Planning and Execution  • Financial Strategy and Delivery  • Financial Reporting and Monitoring  • Change Vision and Strategy  • Process Design and improvement  • Change Impact Monitoring and Evaluation  • Policy Formulation  • Risk and Compliance management  • Cooperative Governance	Programme and Project	<ul> <li>Programme and Project Planning and</li> </ul>	Able to understand programme and project management	
Service Delivery Management     Programme and Project Monitoring and Evaluation     Budget Planning and Execution     Financial Strategy and Delivery     Financial Reporting and Monitoring     Change Vision and Strategy     Process Design and improvement     Change Impact Monitoring and Evaluation     Policy Formulation     Risk and Compliance management     Cooperative Governance	Management	Implementation	methodology; plan, manage, monitor and evaluate specific	,
Programme and Project Monitoring and Evaluation     Budget Planning and Execution     Financial Strategy and Delivery     Financial Reporting and Monitoring     Change Vision and Strategy     Process Design and improvement     Change Impact Monitoring and Evaluation     Policy Formulation     Risk and Compliance management     Cooperative Governance		<ul> <li>Service Delivery Management</li> </ul>	activities in order to delivery on set objectives	R
Evaluation  Budget Planning and Execution  Financial Strategy and Delivery  Financial Reporting and Monitoring  Change Vision and Strategy  Process Design and improvement  Change Impact Monitoring and Evaluation  Policy Formulation  Risk and Compliance management  Cooperative Governance		<ul> <li>Programme and Project Monitoring and</li> </ul>		in the second
Budget Planning and Execution     Financial Strategy and Delivery     Financial Reporting and Monitoring     Change Vision and Strategy     Process Design and improvement     Change Impact Monitoring and Evaluation     Policy Formulation     Risk and Compliance management     Cooperative Governance		Evaluation		10
Financial Strategy and Delivery     Financial Reporting and Monitoring     Change Vision and Strategy     Process Design and improvement     Change Impact Monitoring and Evaluation     Policy Formulation     Risk and Compliance management     Cooperative Governance	Financial Management	<ul> <li>Budget Planning and Execution</li> </ul>	Able to compile, plan and manage budgets, control cash flow,	
Financial Reporting and Monitoring     Change Vision and Strategy     Process Design and improvement     Change Impact Monitoring and Evaluation     Policy Formulation     Risk and Compliance management     Cooperative Governance		<ul> <li>Financial Strategy and Delivery</li> </ul>	institute financial risk management and administer	1
Change Vision and Strategy Process Design and improvement Change Impact Monitoring and Evaluation Policy Formulation Risk and Compliance management Cooperative Governance		<ul> <li>Financial Reporting and Monitoring</li> </ul>	procurement processes in accordance with recognised financial	1
Change Vision and Strategy Process Design and improvement Change Impact Monitoring and Evaluation Policy Formulation Risk and Compliance management Cooperative Governance			practices. Further to ensure that all financial transactions are	)
Change Vision and Strategy Process Design and improvement Change Impact Monitoring and Evaluation Policy Formulation Risk and Compliance management Cooperative Governance			managed in an ethical manner	
<ul> <li>Process Design and improvement</li> <li>Change Impact Monitoring and Evaluation</li> <li>Policy Formulation</li> <li>Risk and Compliance management</li> <li>Cooperative Governance</li> </ul>	Change Leadership	<ul> <li>Change Vision and Strategy</li> </ul>	Able to direct and initiate institutional transformation on all	
Change Impact Monitoring and Evaluation     Policy Formulation     Risk and Compliance management     Cooperative Governance		<ul> <li>Process Design and improvement</li> </ul>	levels in order to successfully drive and implement new	1
Policy Formulation     Risk and Compliance management     Cooperative Governance		<ul> <li>Change Impact Monitoring and Evaluation</li> </ul>	initiatives and deliver professional and quality services to the	^
Policy Formulation     Risk and Compliance management     Cooperative Governance			community	
	Governance Leadership	Policy Formulation	Able to promote, direct and apply professionalism in managing	
		<ul> <li>Risk and Compliance management</li> </ul>	risk and compliance requirements and apply a thorough	
Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships		<ul> <li>Cooperative Governance</li> </ul>	understanding of governance practices and obligations.	7
and enhance cooperative governance relationships			Further, able to direct the conceptualisation of relevant policies	1
			and enhance cooperative governance relationships	

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competencies	Components	Competency Definition	Weighting %
Moral compatence			(total 100%)
	6	Able to identify moral triggers, apply reasoning that promotes	
		honesty and integrity and consistently display behaviour that	(
		reflects moral competence	3
Planning and Organising		Able to plan prioritise and organise information and morning	
		מונים בייים בייים בייים משניים בייים ביים בייים ביים בייים ביים ביים בייים בייים בייים ביים ביים ביים ב	
		errectivery to ensure the quality of service delivery and build	(2)
		efficient contingency plans to manage risk	) \
Analysis and innovation		Able to critically analyse information, challenges and trends to	
		establish and implement fact-based solutions that are	,
		innovative to improve institutional processes in order to	<u></u>
		achieve key strategic objectives	}
Knowledge and		Able to normate the security	
Information Management		The control of the generation and snaring of knowledge and	
crimation ividingscrinem		information through various processes and media, in order to	4
		enhance the collective knowledge base of local government	^
Communication		Able to share information, knowledge and ideas in a clear	7
		fortsool and consists manner of the second section of the second section in the se	,
		locused and concise manner appropriate for the audience in	
	22	order to effectively convey, persuade and influence	2
		stakeholders	
Results and Quality Focus		Able to maintain high quality standards, focus on achieving	
		results and objectives while consistently striving to exceed	Į
		expectations and encourage other to meet quality standards.	<u> </u>
		Further, to actively monitor and measure results and quality	
		against identified objectives	
Core Competencies			1000/
			TOO%

A more comprehensive explanation of each competency is attached as Annexure "D" to this plan.

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### 7. EVALUATING PERFORMANCE

- 7.1 Annexure "A" to this Agreement sets out:
  - 7.1.1 The standards and procedures for evaluating the Employee's performance; and
  - 7.1.2 The intervals for the evaluation of the **Employee's** performance.
- 7.2 Despite the establishment of agreed intervals for evaluation, the Employer may, in addition, review the Employee's performance at any stage while the contract of employment remains in force.
- 7.3 Personal growth and development needs identified during any performance review discussion must be documented in a personal development plan as well as the actions.
- 7.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 7.5 The annual performance appraisal must involve:
  - 7.5.1 Assessment of the achievement of results as outlined in the performance plan-
    - (i) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
    - (ii) An indicative rating on the five-point scale should be provided for each KPA.
    - (iii) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.
  - 7.5.2 Assessment of the CCRs-
    - (i) Each CCR should be assessed according to the extent to which the specified standards have been met.
    - (ii) An indicative rating on the five-point scale should be provided for each CCR
    - (iii) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

- (iv)The applicable assessment-rating calculator must then be used to add the scores and calculate a final CCR score.
- 7.5.3 Overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.
- 7.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCR's:

Level	Terminology	Description	Ra	ting	-		
			1	2	3	4	5
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of Responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	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 employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan			2		
1	Unacceptable Performance	Performance does not meet the standard performance expected for the job. The review! Assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

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- 7.7 For purposes of evaluating the annual performance of the Employee an evaluation panel constituted of the following persons must be established-
  - 7.7.1 The Municipal Manager
  - 7.7.2 Chairperson of the Performance Audit Committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
  - 7.7.3 Member of the Mayoral or Executive Committee
  - 7.7.4 Mayor and/or Municipal manager from another municipality.

The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

### 8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of the Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Period	Review date
1	July - September	Before end of October 2021
2	October - December	Before end of February 2022 (Midyear Review)
3	January - March	Before end of April 2022
4	April- June	Before end of September 2022 (Annual Review)

- 8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.
- 8.5 The Employer may amend the provisions of the performance plan whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties.

### 9. DEVELOPMENTAL REQUIREMENTS

9.1 A Personal Development Plan (PDP) for addressing developmental gaps is attached as "ANNEXURE B" and shall form part of this agreement.

### 10. OBLIGATIONS OF THE EMPLOYER

- 10.1 The Employer shall:
  - 10.1.1 create an enabling environment to facilitate effective performance by the Employee;
  - 10.1.2 provide access to skills development and capacity building opportunities;
  - 10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
  - 10.1.4 on the request of the employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in terms of the agreement; and
  - 10.1.5 Make available to the employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of the agreement.

### 11. CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of the Employee powers will have amongst others—

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- 11.1.1 a direct effect on the performance of any of the Employee's functions;
- 11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer;
- 11.1.3 A substantial financial effect on the Municipality.
- 11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

### 12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The key to a developmentally oriented performance management system towards inadequate performance is to promote improvement through feedback, learning and support, rather than judgement, sanctions or punishment.
- 12.2 Performance appraisal feedback shall be conveyed to employees in writing or discussed with employees on a regular basis to prevent a scenario where employees only find out about the gaps in their performance during mid-year or during the final review.
- 12.3 The evaluation of the Employee's performance shall form the basis for rewarding outstanding performance or correcting unacceptable performance
- 12.4 A performance bonus ranging from five percent (5%) to fourteen percent (14%) of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance, subject thereto that, in determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that-
  - 12.4.1 A score of one hundred and thirty percent (130%) to one hundred and fortynine percent (149%) is awarded a performance bonus ranging from five percent (5%) to nine percent (9%); and
  - 12.4.2 A score of one hundred and fifty percent (150%) and above is awarded a performance bonus ranging from ten percent (10%) to fourteen percent (14%).

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12.5 The performance bonus referred to in 12.4 here above is payable annually and constituted as follows:

Score	Bonus %
130 -133	5
134 -137	6
138-141	7
142 -145	8
146 -149	9
150 -153	10
154 -157	11
158 – 161	12
162 – 165	13
166 – 167	14

- 12.1 In the case of unacceptable performance, the employer shall -
  - 12.1.1 Provide systematic remedial or developmental support to assist the employee to improve his/her performance; and
  - 12.1.2 After appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to implement a disciplinary process that will be guided by the Labour Relations Act 66 of 1995.

### 13. PERFORMANCE BONUS

In accordance with Regulation 805, section 32, a performance bonus, based on affordability, may be paid to the employee, after

- 13.1 the annual report for the financial year under review has been tabled and adopted by the municipal Council;
- 13.2 an evaluation of performance in accordance with the provisions of section 7 of this agreement; and
- 13.3 approval of such evaluation by the municipal Council, as a reward for outstanding performance.

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### 14. DISPUTE RESOLUTION

### 14.1 Dispute on performance agreement

Any disputes about the nature of the Performance Agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by a member of the Municipal Council; provided that such member was not part of the evaluation panel provided for in Regulation 805 section 27(4)(e), within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both Parties.

### 14.2 Dispute on outcome of performance evaluation

Any disputes about the nature of the Performance Evaluation, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by a member of the Municipal Council: Provided that such member was not part of the evaluation panel provided for in Regulation 805 section 27(4)(e) within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both Parties.

### 15. GENERAL

- 15.1 The contents of the Agreement shall be made available to the public by the Municipality, where appropriate.
- 15.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 15.3 The performance assessment results of the Employee shall be submitted to the Council within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Delmas on this	25 day of Sure 2021.
AS WITNESSES:	Jan.
	EXECUTIVE DIRECTOR:
	TECHNICAL SERVICES
2 Thus done and signed at Delmas on this	27 day of <u>August</u> 2021.
AS WITNESSES:	4
2.	
	ACTING MUNICIPAL MANAGER

# ANNEXURE A (Part 1): PERFORMANCE PLAN - 2021/22 IDP

		KPA	1: BASI	IC SER	/ICE DE	LIVERY	AND II	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	RUCTUR	RE DEVE	LOPMER	F		
		Strate	gic Gos	al: Impr	oved pr	ovision	of basic	Strategic Goal: Improved provision of basic services to the residents of VKLM	s to the	resident	s of VKI	Z		
Stratenic			dO		SUBID	Budget	Budget	Baseline				2021/22		
Thrust	Programme	Ā	Ë	Weight	Ref No	Alloc. R'000	Source	2019/20	1st Qtr	2nd Qtr	3rd Otr	4th Qtr	Annual	POE
	Sanitation	Number of households with access to basic levels of sanitation by 30 June 2022 – (GKPI)	Rw23-	W	£.	200	Capex	0	N/A	N/A	N/A	200	200	Completion
Service Delivery		% of households with access to basic levels of water by 30 June 2022 (GKPI)	202	2	1.2	1287	Capex	450	100%	100%	100%	100%	100%	Connection
	Water	Number of quarterly reports showing non- revenue water submitted to the MM by 30	WS5.1	5	1.3	0	Opex	New	ю	n	m	т	25	Quarterly Report submitted to the MM

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		KPA 1:	BASIC	SERVIC	E DELI	VERY A	IND INF	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	ICTURE	DEVELO	PMENT			
		Strategic Goal: Improved	c Goal:	Improv		ision of	f basic s	provision of basic services to the residents of VKLM	to the re	sidents	of VKL	U		
Strategic	c		IDP		SDBIP	Budget	Budget	Baseline				2021/22		
Thrust	Programme	Ž	Link	Weight	Ref No	Alloc. R'000	Source	2019/20	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	POE
		WSDP developed and approved by Council by 30 June 2022		2	4.	800	Opex	New	N/A	~	N/A	~	2	Approved WSDP and Council Resolution
	Water/ Sanitation	WCDM developed and submitted to Council by 30 June 2022	Rw30-	S	5:	1 000	Орех	New	N/A	-	N/A	-	2	Approved WCDM and Council Resolution
Service		Water and Sanitation Master Plan developed and submitted to Council by 30 June 2022		S	1.6	1 000	Орех	New	N/A	~	N/A	-	8	Water and Sanitation Master Plan submitted to Council & Council Resolution
	Housing	Number of monthly progress reports submitted to the MM with respect to the # of new RDP Housing units provided by the PDoHS by 30 June 2022	Hs 01- 2021	S	1.7	0	Орех	12	က	ю	က	က	12	Copies of monthly progress reports submitted to the MM

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			POE	Copies of practical completion certificates	Monthly expenditure report	MIG expenditure report	
			Annual	ro	100%	100%	
		2021/22	4th Qtr	ro	100%	100%	
MENT	VKLM	2	3rd Qtr	N/A	75%	75%	
VELOPI	Strategic Goal: Improved provision of basic services to the residents of VKLM		2nd Otr	N/A	%09	%09	
JRE DE			1st Qtr	V/N	25%	25%	
TRUCT		Baseline	2019/20	4	100%	100%	
INFRAS		Budget	Source	Сарех	Capex	N N	
SY AND		Budget	Alloc. R'000	23 510	24 748	24 748	
ELIVER		SDBIP	Ref No	1.8.	1.9.	1.1.0	
IC SERVICE			Weight	2	0/	0)	
KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		IDP	Ę	Rw25		Rw06	
			KPI	Number of Capital projects (infrastructure) completed in terms of agreed schedule excluding NDM funded projects by 30 June 2022	% of expenditure of Capital projects in terms of budget excl., NDM funded projects by 30 June 2022	% spend on conditional MIG grant by 30 June 2022	
			Programme		Project	Management	
		Strategic	Thrust		Service	Delivery	

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	_					
			POE	Certificate of Compliance (CoC)	Electricity Master Plan & Council Resolution	Quarterly Reports submitted to the MM
			Annual	100%	2	4
		2021/22	4th Qtr	100%	_	-
	of VKLN	20	3rd Qtr	100%	N/A	-
ERVICE DELIVERY AND INFRASTRUCTURE	provision of basic services to the residents of VKLM		2nd Qtr	100%		~
-RASTR	to the r		1st Otr	100%	N/A	-
AND IN	services	Baseline	2019/20	0	New	New
LIVERY	of basic	t Budget	Source	Opex	Орех	Орех
VICE DE	vision	Budget	Alloc, R'000	0	500	0
IC SER	ved pro	SDBIP		1.1.7	1.1.8	1.1.9
KPA 1 - BASIC S	I: Impro		Weight	N	$\sim$	7
KPA	с Goa	IDP Link		Es02- 2021		Es10- 2021
	Strategic Goal: Improved		Ψ W	% of households with access to basic levels of electricity by 30 June 2022 (GKPI)	Electricity Master Plan developed and submitted to Council by 30 June 2022	Number of reports of households disconnected due to electricity tempering submitted to MM per quarter
		(	Programme	Electricity	,	
		Strategic	Thrust	Service Delivery		

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	255	: SS		- Ways	634	-				_	_		_		_	
				POF	-		Completion	certificates			Monthly	pothole	natching report	submitted to the	PILL OF THE PILL O	MIM
				Annual	_		į	SKm					12	ī		
5	2		2021/22	4th Otr	STATE STATE OF		7	e ska	5	က						
OPMEN	of VKI			3rd Qtr			4/14	۲ ۲					ო			
E DEVEL	provision of basic services to the residents of VKI M			2nd Qtr			VIV	<b>C</b>					က			
DELIVERY AND INFRASTRUCTURE DEVELOPMENT	to the			1st Otr	Mary Conflictory		N/A						က			
FRASTR	services	Baseline	or and	2019/20	Mann Wilder and College		O	>				:	New			
AND IN	of basic		Budget Source				MIG			Opex				_		
.IVERY	vision o	Dispare	Budget Alloc. R'000		100 HOUSE SEE		7 000			0				_		
ICE DEI	ved pro		SDBIP	Ref No		1.2.0			1.2.1							
SERV	: Impro		Weight		~ ~				2							
KPA 1: BASIC SERVICE	Strategic Goal: Improved		KPI Link			Desail	20021	707				Rsw07-	2021			
KPA 1:	Strate				Number of	Kms of tarred	roads	constructed by 30 June 2022	Number of	monthly	reports of	potholes	patched	submitted to	the MM by 30	June 2022
			Programme			Roads and Storm Water										
		Stratonic	Strategic P			Service Delivery										

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				- 1								- 1			_					
			300	3		Copy of monthly	reports on	gravelled roads	graded					_		Copy of monthly	water drainage	systems	cleaned	
			Annual		_			12									12			
		2021/22	4th Otr					n						_			ო			_
DPMEN	nes		3rd Otr		,		¢	n									8			
DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Strategic Goal: Improved social protection and education outcomes		2nd Qtr				c	າ		•							က		_	
UCTURE	educatio		1st Qtr				ď	?									က			
FRASTR	tion and	Baseline	2019/20		New									New						
AND IN	I protec	Budget	Source				Onex	<u> </u>									Opex			15
LIVERY	ed socia	Budget	R'000				0	,	10								0			
/ICE DE	Improv	SDBIP	SDBIP Ref No		1.2.2						1.2.3				·					
IC SER	c Goal:		Weight				(	J							1		J			
KPA 1: BASIC SERVICE	Strategi	g	Link			6	KSWU6-	707		_						Rsw10-	2021			
KPA			L	Number of monthly	reports of	gravelled	roads	Submitted to	the MM by	30 June	2022	Number of	monthly	reports of	storm water	drainage	systems cleaned &	submitted to	the MM by	30 June 2022
		Drogramma	, A								Roads and	Storm Water					_			
	Strategic Thrust										Service	Delivery								

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No.	150000	200	10 at water	T				
			POE	Copies of approved financial overtime schedule	Copies of approved financial overtime schedule			
			Annual	%0	%0			
		2021/22	4th Qtr	%0	%0			
	work	20%	3rd Qtr	%0	%0			
MENT	sy Frame		2nd Qtr	%0	%0			
ANAGE	LM polic		1st Otr	%0	%0			
IAL VIABILITY AND FINANCE MANAGEMENT	and VK	Baseline	2019/20	10%	11%			
AND FIN	O MEMA	Dundana	Source	Opex	Opex			
BILITY /	liance t	ene Budget	Source R'000	0	0			
IAL VIA	d comp		Ref No	2.2.9	2.3.0			
KPA 2: FINANCI	mprove		Weight	2	7			
A 2:	Goal: 1	90	ĘĘ	Mf15-	707			
KF	Strategic Goal: Improved compliance to MFMA and VKLM policy Framework		KPI	% of employees exceeding legislated overtime levels stipulated as not more than (40) hours per month per employee (TS) (excl., essential services)	% of employees exceeding legislated overtime levels stipulated as not more than (45) hours per month per employee (TS) (essential services)			
			Programme	Improved Compliance to Legislation & Dalisies	(Financial Management)			
		Stratonic	Thrust	Financial				

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			POE	Copy of the quarterly consolidated performance report		
			Annual	100%		
	ation	2021/22	121/22	4th Qtr	100%	
NC	ministra		3rd Qtr	ddog <sub>l</sub> g6		
IONAL DEVELOPMENT AND TRANSFORMATION	icipal Ad		2019/20 1st Qtr 2nd Qtr 3rd Qtr 4th Qtr Annual	85%		
RANSF	he Mun		1st Qtr	75%		
T AND T	ness of t	Baseline	2019/20	43%		
OPMEN	ffective	Dudant	Source	Opex		
DEVEL	y and e	Budget	Alloc. R'000	0		
LIONAL	fficienc	GIGUS	Ref No	3.1.9		
KPA 3: INSTITUTI	proved e		Weight	· · ·		
PA 3: IN	al: Imp	921	Ę			
KP	Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration		ΚΡΙ	% of KPIs attaining organisational targets by 30 June 2022 (TS)		
			Programme	Performance Management		
		Stratonio	Thrust	Operational Efficiency		

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0.000	-0.0	500000		
			POE	Copy of quarterly status report of Council resolutions resolved and submitted to the M&E Unit
			Annual	100%
		2021/22	4th Qtr	100%
	ernment	2	3rd Qtr	100%
TION	cal gove		2nd Qtr	100%
RTICIPA	em of lo		1st Qtr	100%
KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	the syst	Baseline	2019/20	3%
AND PU	dence in	Budget	Source	Opex
NANCE	ty confic	Budget	R'000	0
GOVER	mmuni	SDBIP	Ref No	4.2.3
G005	prove co	Moicht	Weigill	$\sim$
KPA 4:	ioal: Im	IDP	Link	Pa28- 2021
	Strategic Goal: Improve community confidence in the system of local government	ā		% of Council meeting resolutions resolved per quarter (TS)
		Programme		Good
		Strategic	Thrust	Good

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92.7%			86-93 C-8					
			POE	Copy of an Operational Risk Monitoring Report	Copy of the quarterly AG Action Plan status report	Copy of the quarterly internal audit report		
			Annual	85%	100%	100%		
	nt	2021/22	4th Qtr	85%	100%	100%		
	vernme	2	3rd Qtr	85%	N/A	100%		
ATION	local go		2nd Qtr	85%	N/A	100%		
ARTICIE	stem of		1st Qtr	85%	N/A	100%		
KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	in the sy	Baseline	2019/20	44%	100%	29%		
AND P	fidence	Budget	Source	Opex	Opex	Opex		
NANCE	ity con	SOVER !	R'000	0	0	0		
GOVER	commun	Weight	Ref No	4.3.6	4.4.3	4.5.5		
: GOOD	nprove			2	7	2		
KPA 4	Soal: Ir	- PO	Link	Pa17-	Pa11-	Pa10-		
	Strategic Goal: Improve community confidence in the system of local government	ΚΡ		% execution per quarter of Risk Management Plan in line with detailed time schedule by (TS)	% of AG Management Letter findings resolved (in terms of the Audit Action Plan) by 30 June 2022 (TS)	% of Internal Audit Findings resolved per quarter as per the Audit Plan by 30 June 2022 (TS)		
		Programme		Risk Management	Good	Good		
		Strategic	inrust	Governance				

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	_									
			POE	Copy of application Register	Copy of the land use applications report	The list of application received and referred to NDM (Land tribunal)				
			Annual	100%	100%	100%				
		2021/22	4th Qtr	100%	100%	100%				
		2	3rd Otr	100%	100%	100%				
	nment		2nd Qtr	100%	100%	100%				
	It enviro		1st Qtr	100%	100%	100%				
KPA 5: SPATIAL DEVELOPMENT	ncrease regularisation of built environment	Baseline	2019/20	100%	100%	100%				
DEVEL	larisatic	Budget	Source	x o O	Орех	obex				
PATIA	se regu	Budget	Alloc. R'000	0	0	0				
<b>KPA 5: 8</b>	l: Increa	SDBIP	Ref No	5.1	5.2	5.3				
	Strategic Goal: I		Weight	<b>√</b> ,	7 7					
	Strate	dal	Link	Sd07- 2021	- <del>2</del>	2021				
		•42	Ž.	% of new registered building plan applications received and approved (referred back) within agreed timeframes of 28 days.	% of land use applications received and processed within 90 days by authorised officer	% of land use applications received and referred to Nkangala District Tribunal within 90 days from VKLM				
			Programme		Land Tenure and Spatial Development					
		Strategic	Thrust	Land Tenure and Spatial Development						

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				- T		
			POE	Copy of quarterly building contravention notices issued		
			Annual	100%		
		2021/22	3rd Qtr 4th Qtr Annual	100%		
		2		100%		
	nment		2nd Otr	100%		
	t enviro		2019/20 1st Qtr	100%		
KPA 5: SPATIAL DEVELOPMENT	increase regularisation of built environment	Baseline	2019/20	New		
DEVEL	larisation	Budget	Source	Opex		
PATIAL	se regu	Budget	Alloc. R'000	0		
(PA 5: S	: Increa	SDBIP	Ref No	4.5		
×	Strategic Goal:		Weight	2		
	Strateg	IDP	Link	Sd09-		
	Strate		Ž	% of quarterly.  Buildings Contraventions notices issued by 30 June 2022		
			Programme	Building Control		
		Strateoic	Thrust	Land Tenure and Spatial Development		

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			POE	Job opportunity report	Project registration summary report				
			Annual	∞	4				
		2021/22	2021/22	2021/22	2021/22	4th Otr	∞	4	
						20	20	3rd Qtr	∀ Ž
	eation			2nd Qtr	N/A	N/A			
MENT	d job cr		1st Qtr	N/A	¥/N				
KPA 6: LOCAL ECONOMIC DEVELOPMENT	Increased economic activity and job creation	Baseline	2019/20	9.9	rυ				
MIC DE	mic ac	Budg	Sour	Opex	Cape ×				
ECONO	d econc	Budget	Alloc. R'000	0	0				
OCAL	ncrease	glaus	Ref No	6.3	6.7				
<b>KPA 6: 1</b>			Weight	>	7				
	trategic	Strategic Goal:	Link	Led09- 2021	Led09-				
	S		KPI	Number of EPWP Full Time Equivalent (FTE's) job opportunities provided through the implementation of Capital projects by 30 June 2022 (GKPI)	Number of Capital projects (infrastructure) that provide employment through EPWP initiatives per quarter				
		Programme		Economic Growth and Development					
		Strategic Thrust		Economic Growth and Development					

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### PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between Victor Khanye Local Municipality ["the Employer"]

### LINDA ISSAC ZWANE

And

### THEMBA DANIEL GOGWANE

["the Employee"]

Period: 01 July 2021 - 30 June 2022



### **Explanatory Notes to the Personal Development Plan**

### 1. Introduction

- 1.1 The Victor Khanye Local Municipality is committed to
  - a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
  - b) managing training and development within the ambit of relevant national policies and legislation.
- 1.2 The Victor Khanye Local Municipality will follow an integrated approach to Human Resource Development, that is:
  - a) Human Resource Development will form an integral part of human resource planning and management.
  - b) In order for the Victor Khanye Local Municipality's training and development strategy and plans to be successful, it will be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the results of the regular performance appraisals, career pathing, scarce skills and talent management and succession planning.
  - c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System will provide for the Personal Development Plans of employees to be included in the Annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
  - d) Career-pathing and succession planning ensures the employees are placed and developed in the jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also require appropriate training, education and development interventions.

### 2. Competence Modelling

- 2.1 What does an institution mean when it says an employee/prospective employee is competent when he/she fits a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives [The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this "ideal".
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how the employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders, with different interests' accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting

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employees, they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resource procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee is competent, the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The **DPLG** has decided on:
  - 2.4.1 A managerial competency framework as an expression of required managerial competencies.
  - 2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

### 3. Compiling the Personal Development Plan attached as the Annexure

- 3.1 The aim of the compilation of the Personal Development Plans (PDP's) is to identify, prioritise and implement training needs.
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his/her employee, to compile a **Personal Development Plan** as follows:
  - a) The identified training needs should be entered into column 1 of the Appendix, entitled Skills/Performance Gab. The following should be carefully determined during such a process:
    - i. Organisational needs, which include the following:
      - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
      - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gabs.
      - Specific competency gabs as identified during the probation period and performance appraisal of the employee.
    - ii. <u>Individual training needs</u> that are job / career related.

- b) Next, the prioritisation of the training needs [1 to ...] in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan. Personal Development Plans and the Workplace Skills Plan.
- c) Consideration must then be given to the outcomes expected in column 2 of the Appendix so that once the intervention is completed, the impact it had can be measured against relevant output indicators.
- d) An appropriate intervention should be identified to address training needs / skills gabs and the outcomes to be achieved but with due regard to cost effectiveness. These interventions should be listed in column 3 of the Appendix, entitled: Suggested training and / or development activity.
  The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gab identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial and not unnecessarily be withdrawn from training interventions.
- f) Column 4 of the Appendix: The suggest mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- g) The suggested time frames (column 5 of the Appendix) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- h) Work opportunity created to practice skill / development areas, in column 6 of the Appendix, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).
- i) The final column, column 7 of the Appendix, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.

- 3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:
  - a) A Skills Development Facilitator has been appointed.
  - b) The Workplace Skills Plan has been submitted.

### 4. Life-long learning

- 4.1 It was agreed that an outcomes-based Lifelong Learning Development Framework would be the basis on which Curriculum 2005 would be developed. The basic principle is that learners should be able to progress to higher levels of achievement by mastering prescribed learning outcomes. Learning programmes should thus facilitate progression from one phase or learning outcome to another and from any starting point in the education and training system. Prior knowledge (acquired informally or by work experience, would also have to be assessed and credited. National qualifications would be awarded, at each of the levels of the National Qualifications Framework (NQF) [see the attached definitions] provided that candidates have accumulated certain combinations of credits and have abided by probable rules of combinations required for such qualifications.
- 4.2 Eight learning areas were identified to form the basis of all education up to the Further Education and Training Certificate:

Nr.	Learning Area
1	Language, Literacy and Communication
2	Mathematical Literacy, Mathematics and Mathematical Science
3	Human and Social Sciences
4	Natural Sciences
5	Technology
6	Arts and Culture
7	Economic and Management Sciences
8	Life Orientation

4.3 As is clear from the definitions, there will be four phases, with Adult Basic Education and Training (ABET) linked to the first three. The history of school education had the effect that the majority of the adult population for black communities, were provided with inadequate education or no schooling. Thus ABET is viewed as a force for social

Page **36** of **51** Victor Khanye Local Municipality 2021-22 ED:TS Performance Agreement participation and economic development and has been brought into the mainstream of the education and training system. The underlying principles are that ABET should provide a general basic education, promote critical thinking and empower individuals to participate in all aspects of society, and promote active learning methods, and, ABET should lead to nationally recognized certificates based on clear national standards assessed as learning outcomes.

4.4 Once the foundation phase is addressed, the other phase can follow suit. In this regard the discussion in item 3.3 (d) refers. Note should also be taken that in addressing professionalization within the local government sector, there may be a need to develop vocational qualifications.



## ANNEXURE B: PERSONAL DEVELOPMENT PLAN

12						WW.TW-DELMAS
	project.	ı			Operational Monages	Rend-our of
	Longer (refrastruction				projects which well	for propose of
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1 complete	Money 85 in			Readiness in Large	to galano	
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	triving of	Ox 2021	US 30	A comp in	The many	Inabilityto
					frames	
	86				relevant time	
				unit standard?]	criteria, within	
				following [relevant	them against set	
				workplace	her, appraise	•
				coaching in the	reporting to him /	03
			exceeding R6000	application with	all managers	Managers
			standard and not	practical	agreements with	Performance of
			identified unit	theoretical and	into performance	1. Appraise
Training	porting	a	in line with	containing	be able to enter	
Senior Manager:	Appraisal of Se	March 200	External provider,	A course	The manager will	E.g.
	The second secon		Majorita C	Contract Manager Advanced Advanced September 1988	and time frames)	
	5		×		quantity, quality	,
	שרפש .			activity	indicators	priority)
	skills/development		•	development	(measurable	Gab (in order of
	410	frame	of delivery	training and/or	expected	Performance
Support persons	Work opportunity   St	Suggested time	Suggested mode	Suggested	Outcomes	Skills

## M. C.

## **ANNEXURE C: DISCLOSURE OF INTEREST FORM 2021/22**

Name of Business	Registration (CK)	% Owned
KWARNZA INVESTMENT HOLDINGS (PTY) LTS	2018 396703/07 353%	37,3%
MTS REASTICS (874) LTD	40/8/28/2/8107	20%
REC REALAGADI	2014/226378/07 35.3%	37,3%
		1

Other Interests:

I hereby certify that the above information is complete and correct to the best of my knowledge.

25/06/2011 Date

Signatures

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## **ANNEXURE D: A1 COMPETENCY DETAILS**

The required achievement levels in terms of Regulation 21 of 2014 are as follows:

Competencies	Basic	Competent	Advanced	Superior
Leading competencies	encies			
Strategic	<ul> <li>Understand</li> </ul>	Give direction to a team in	Evaluate all activities to	· Otricking and position the
Direction and	institutional and	realising the institution's strategic		institution to local government
Leadership	departmental strategic	mandate and set objectives • Has	to strategic intent • Display in-	priorities • Actively use in-depth
	objectives, but lacks the	a positive impact and influence on	depth knowledge and	knowledge and understanding to
	ability to inspire other to	the morale, engagement and	understanding of strategic	develon and implement a
	achieve set mandate •	participation of team members •	planning • Align strategy and	comprehensive institutional
	Describe how specific	Develop action plans to execute	goals across all functional areas	framework • Hold self
	tasks link to institutional	and guide strategy implementation	<ul> <li>Actively define performance</li> </ul>	accountable for strategy
	strategies but has	<ul> <li>Assist in defining performance</li> </ul>	measures to monitor the	execution and results
	limited influence in	measures to monitor the progress	progress and effectiveness of	Provide impact and influence
	directing strategy •Has a	and effectiveness of the institution	the institution • Consistently	through building and maintaining
	basic understanding of	<ul> <li>Displays an awareness of</li> </ul>	challenge strategic plans to	strategic relationships •Create
	institutional	institutional structures and political	ensure relevance • Understand	an environment that facilitates
-	periormance	factors • Effectively communicate	institutional structures and	loyalty and innovation • Display
	the chilling interest	parriers to execution to relevant	political factors, and the	a superior level of self-discipline
	trie ability to integrate	parties • Provide guidance to all	consequences of actions •	and integrity in actions •
	systems into a collective	stakeholders in the achievement of	Empower others to follow	Integrate various systems into a
	whole •Demonstrate a	the strategic mandate •	strategic direction and deal with	collective whole to optimise
	pasic understanding of	Understand the aim and objectives	complex situations •Guide the	institutional performance
	key decision-makers	of the institution and relate it to	institution through complex	management •Uses
		OWN WORK	situations and ambiguous	understanding of competing
			concern	interests to manoeuvre
			<ul> <li>Use understanding of power</li> </ul>	successfully to a win/win
		-	relationships and dynamic	outcome
-			tensions among key players to	
			ranie communications and	
			develop strategies, positions	
			and analices	



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Competencies	Basic	Competent	Advanced	Superior
People	<ul> <li>Participate in team</li> </ul>	<ul> <li>Seek opportunities to increase</li> </ul>	<ul> <li>Identify ineffective team and</li> </ul>	<ul> <li>Develop and incorporate best</li> </ul>
Management	goal-setting and	team contribution and	work processes and recommend	practice people management
	problem-solving•	responsibility. Respect and	remedial interventions.	processes, approaches and
	Interact and collaborate	support the diverse nature of	Recognise and reward effective	tools across the institution.
	with people of diverse	others and be aware of the	and desired behaviour Provide	Foster a culture of discipline,
	backgrounds• Aware of	benefits of a diverse approach.	mentoring and guidance to	responsibility and
	guidelines for employee	Effectively delegate tasks and	others in order to increase	accountability. Understand the
	development, but	empower others to increase	personal effectiveness• Identify	impact of diversity in
	requires support in	contribution and execute functions	development and learning	performance and actively
	implementing	optimally. Apply relevant	needs within the tam* Build a	incorporate a diversity strategy
	development initiatives	employee legislation fairly and	work environment conducive to	in the institution Develop
		consistently. Facilitate team goal-	sharing, innovation, ethical	comprehensive integrated
	5	setting and problem-solving•	behaviour and professionalism•	strategies and approaches to
		Effectively identify capacity	Inspire a culture of performance	human capital development and
		requirements to fulfil the strategic	excellence by giving positive	management. Actively identify
		mandate	and constructive feedback to the	trends and predict capacity
			team* Achieve agreement or	requirements to facilitate unified
			consensus in adversarial	transition and performance
			environments. Lead and unite	management
		22	diverse teams across divisions	
			to achieve institutional	
			objectives	
	ь.			
E		con N		



												Management	Project	Programme and	Competencies
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approaches of successful project implementation as guide	associated with own work• Use results and	and communicate factors and risk	objectives• Document	the institution's strategic	Onderstand the rational of projects in relation to	involvement•	stakeholder	implications and	methodology,	programme and project	procedures of	authorities Understand	approval from higher	<ul> <li>Initiate projects after</li> </ul>	basic
	adjustments to timelines, steps and resource allocation	resources and make needed	policies in a consistent manner •	statutory requirements and apply	of the deliverables. Comply with	appropriate project resources to	quality of deliverables• Identify	between project deadline and the	and create clarity around expectations. Find a balance	responsibilities of the project team	Define the roles and	project status and key milestones.	involvement and communicate the	<ul> <li>Establish broad stakeholder</li> </ul>	Competent
team to deliver exceptional results• Monitor policy implementation and apply procedures to manage risks	management methodology• Influence and motivate project	buy-in• Identify and apply contemporary project	stakeholders in seeking project	authorities and relevant	project• Involve top-level	required without compromising	scope and budget when	requirements. Modify project	strategies through impact assessment and resource	effective risk management	institutional goals. Apply	conflicts according to	and balance priorities and	<ul> <li>Manage multiple programmes</li> </ul>	Advanced
adjustments are made as needed	to track progress and optimal resource utilisation, and that	workable action plans. Ensures that programmes are monitored	translation of policy into	projects• Lead and direct	to implement outcomes of	long-term objectives. Influence	that focus on achievement of the	Consider and initiate projects	realise institutional objectives	macro and micro analysis and	a comprehensive strategic	desired project outcomes. Direct	the long-term implications of	<ul> <li>Understand and conceptualise</li> </ul>	Superior



Competencies	Basic	Competent	Advanced	Superior
Financial	<ul> <li>Understand basic</li> </ul>	<ul> <li>Exhibit knowledge of general</li> </ul>	<ul> <li>Take active ownership of</li> </ul>	<ul> <li>Develop planning tools to</li> </ul>
Management	financial concepts and	financial concepts, planning,	planning, budgeting, and	assist in evaluating and
	methods as they relate	budgeting, and forecasting and	forecast processes and provides	monitoring future expenditure
	to institutional	how they interrelate Assess,	credible answers to queries	trends. Set budget frameworks
	processes and	identify and manage financial	within own responsibility.	for the institution. Set strategic
	activities• display	risks• Assume a cost-saving	Prepare budgets that are	direction for the institution on
	awareness into the	approval to financial management.	aligned to the strategic	expenditure and other financial
	various sources of	Prepare financial reports based on	objectives of the	processes. Build and nurture
	financial data, reporting	specified formats. Consider and	institution•Address complex	partnerships to improve financial
	mechanisms, financial	understand the financial	budgeting and financial	management and achieve
	governance, processes	implications of decisions and	management concerns• Put	financial savings. Actively
	and systems.	suggestions. Ensure that	systems and processes in place	identify and implement new
	Understand the	delegation and instructions are	to enhance the quality and	methods to improve asset
	importance of financial	required by National Treasury	integrity of financial	control. Display professionalism
	accountability•	guidelines are reviewed and	management practices•Advise	in dealing with financial data and
	Understand the	updated Identify and implement	on policies and procedures	processes
	importance of asset	proper monitoring and evaluation	regarding asset control•	
	control	practices to ensure appropriate	Promote National Treasury's	
		spending against budget	regulatory framework for	
			Financial Management	



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	Change Change Leadership
change factors Participate in change programmes and piloting change interventions.  Understand the impact of change interventions on the institution within the broader scope of local government	• 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,
readiness levels and assist in resolving resistance to change factors. Design change interventions that are aligned with the institution's strategic objectives and goals	Competent  • 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
facilitating change* Take and lead in impactful change programmes* 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	• 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 an nurture relationships with various stakeholders to establish strategic alliance in
	• 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



Core Competencies		רמממפוסוויס	Governance	Competencies
ies	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	compliance and	Display a basic	Basic
	Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution within the institution within the institution to ensure the achievement of objectives	risk and compliance factors and	Display a thorough	Competent
	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 for improvement	drivers• Identify, analyse and	Able to link risk initiative into key	Advanced
	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	governance requirements.	Demonstrate a high level of	Superior

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Competencies	Basic	Competent	Advanced	Superior
Planning and	<ul> <li>Able to follow basic</li> </ul>	<ul> <li>Actively and appropriately</li> </ul>	<ul> <li>Able to define institutional</li> </ul>	<ul> <li>Focus on broad strategies and</li> </ul>
Organising	plans and organise	organise information and	objectives, develop	initiatives when developing
	tasks around set	resources required for a	comprehensive plans, integrate	plans and actions. Able to
	objectives• Understand	task•Recognise the urgency and	and coordinate activities, and	project and forecast short,
	the process of planning	importance of tasks. Balance short	assign appropriate resources for	medium and long term
	and organising but	and long-term plans and goals and	successful implementation•	requirements of the institution
	requires guidance and	incorporate into the team's	Identify in advance required	and local government Translate
	development in	performance objectives • Schedule	stages and actions to complete	policy into relevant projects to
	providing detailed and	tasks to ensure they are performed	tasks and projects. Schedule	facilitate the achievement of the
	comprehensive plans.	within budget and with efficient use	realistic timelines, objectives	institutional objectives
	Able to follow existing	of time and resources. Measures	and milestones for tasks and	
	plans and ensure that	progress and monitor performance	projects Produce clear, detailed	
	objectives are met•	results	and comprehensive plans to	20
	Focus on short-term		achieve institutional objectives•	
	objectives in developing		Identify possible risk factors and	
	plans and actions •		design and implement	
	Arrange information and		appropriate contingency plans•	
	resources required for a		Adapt plans in light of changing	
	task, but require further		circumstances. Prioritise tasks	
	structure and		and projects according to their	
	organisation		relevant urgency and	
			importance	

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Analysis and Innovation
• 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
• 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
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
• 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

Competencies	Basic	Competent	Advanced	Superior
Knowledge and	<ul> <li>Collect, categorise</li> </ul>	<ul> <li>Use appropriate information</li> </ul>	<ul> <li>Effectively predict future</li> </ul>	<ul> <li>Create and support a vision</li> </ul>
Information	and track relevant	systems and technology to	information and knowledge	and culture where team
Management	information required for	manage institutional knowledge	management requirements and	members are empowered to
	specific tasks and	and information sharing. Evaluate	systems. Develop standards	seek, gain and share knowledge
	projects. Analyse and	data from various sources and use	and processes to meet future	and information • Establish
	interpret information to	information effectively to influence	knowledge management needs•	partnerships across local
	draw conclusions. Seek	decisions and provide solutions•	Share and promote best-	government to facilitate
	new sources of	Actively create mechanisms and	practice knowledge	knowledge management•
	information to increase	structures for sharing of	management across various	demonstrate a mature approach
	the knowledge base•	information. Use external and	institutions. Establish accurate	to knowledge and information
	Regularly share	internal resources to research and	measures and monitoring	sharing with an abundance and
	information and	provide relevant and cutting-edge	systems for knowledge and	assistance approach•
	knowledge with internal	knowledge to enhance institutional	information management.	Recognise and exploit
	stakeholders and team	effectiveness and efficiency	Create a culture conducive of	knowledge points in interactions
	members		learning and knowledge sharing•	with internal and external
			Hold regular knowledge and	stakeholders
			information sharing sessions to	
			elicit new ideas and share best	
			practice approaches	

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		Competencies
	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 knowledge adequately	Basic
List Control of the C	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	Competent
	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	Advanced
	negotiations and representing the institution* Able to inspire and motivate others through positive communication that is impactful and relevant*	Superior



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Competencies Basic		Competent	Advanced	Superior
Results and • Understand quality of	uality of	<ul> <li>Focus on high-priority actions</li> </ul>	<ul> <li>Consistently verify own</li> </ul>	<ul> <li>Coach and guide others to</li> </ul>
JS ✓	es	and does not become distracted	standards and outcomes to	exceed quality standards and
	ending to	by lower-priority activities •	ensure quality output. Focus on	results. Develop challenging
important matters•	S.S.	Display firm commitment and pride	the end result and avoids being	client-focused goals and sets
Show a basic		in achieving the correct results.	distracted Demonstrate a	high standards for personal
commitment to		Set quality standards and design	determined and committed	performance Commit to
achieving the correct	orrect	processes and tasks around	approach to achieving results	exceed the results and quality
results. Produce the	ce the	achieving set standards. Produce	and quality standards. Follow	standards, monitor own
minimum level of results	of results	output of high quality • Able to	task and projects through to	performance and implement
required in the role.	role•	balance the quantity and quality of	completionV Set challenging	remedial interventions when
Produce outcomes that	nes that	results in order to achieve	goals and objectives to self and	required. Work with team to set
is of a good standard•	ndard•	objectives. Monitors progress,	team and display commitment to	ambitious and challenging team
Focus on the quantity of	uantity of	quality of work, and use of	achieving expectations•	goals, communicating long- and
output but requires	ires			•
development in		resources; provide status updates,	Maintain a focus on quality	short-term expectations. Take
incorporating the quality		resources; provide status updates, and make adjustments as needed	Maintain a focus on quality outputs when placed under	short-term expectations appropriate risks to according
of work. Produce	ne quality	resources; provide status updates, and make adjustments as needed	Maintain a focus on quality outputs when placed under pressure. Establishing	short-term expectations. Take appropriate risks to accomplish goals. Overcome setbacks and
quality work in general	ne quality lice	resources; provide status updates, and make adjustments as needed	Maintain a focus on quality outputs when placed under pressure* Establishing institutional systems for	short-term expectations. Ta appropriate risks to accompl goals. Overcome setbacks adjust action plans to realise
circumstances, but fails	ne quality ice general	resources; provide status updates, and make adjustments as needed	Maintain a focus on quality outputs when placed under pressure* Establishing institutional systems for managing and assigning word,	short-term expectations appropriate risks to accomposes. Overcome setbandjust action plans to regoals. Focus people or
to meet expectation	ne quality lce general but fails	resources; provide status updates, and make adjustments as needed	Maintain a focus on quality outputs when placed under pressure* Establishing institutional systems for managing and assigning word, defining responsibilities,	short-term expectations appropriate risks to acc goals. Overcome setba adjust action plans to regoals. Focus people or activities that yield a high
when under pressure	ne quality ice general but fails ation	resources; provide status updates, and make adjustments as needed	Maintain a focus on quality outputs when placed under pressure* Establishing institutional systems for managing and assigning word, defining responsibilities, tracking, monitoring 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
	ne quality Ice Igeneral But fails ation SSSURE	resources; provide status updates, and make adjustments as needed	Maintain a focus on quality outputs when placed under pressure* Establishing institutional systems for managing and assigning word, defining responsibilities, tracking, monitoring and measuring success, evaluating	short-term expectations appropriate risks to acc appropriate risks to acc goals. Overcome setba adjust action plans to regoals. Focus people or activities that yield a high
	ne quality loe general but fails ation essure	resources; provide status updates, and make adjustments as needed	Maintain a focus on quality outputs when placed under pressure* Establishing institutional systems for managing and assigning word, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	short-term expectations appropriate risks to acce appropriate risks to acce goals. Overcome sether adjust action plans to regoals. Focus people or activities that yield a high
	ne quality Ice general but fails ation sssure	resources; provide status updates, and make adjustments as needed	Maintain a focus on quality outputs when placed under pressure* Establishing institutional systems for managing and assigning word, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	short-term expectations appropriate risks to accomposite risks to accomposite. Overcome setbandjust action plans to regoals. Focus people or activities that yield a high
_	ne quality loe general but fails ation essure	resources; provide status updates, and make adjustments as needed	Maintain a focus on quality outputs when placed under pressure* Establishing institutional systems for managing and assigning word, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	short-term expectations appropriate risks to acc appropriate risks to acc goals. Overcome sethal adjust action plans to regoals. Focus people of activities that yield a high