



Mrs K R Sebolecwe

**Acting Executive Director: Community &
Social Development Services**

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

SOL PLAATJE MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

MR G H AKHARWARAY

(herein and after referred as Employer)

and

MRS K R SEBOLECWE

Acting Executive Director:

Community & Social Development Services

(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

1 JULY 2010 - 30 JUNE 2011

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1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee;
- 1.2 Section 57(1)(b) of the Systems Act 32 of 2000 ("the Systems Act"), read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement;
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals;
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement the followings terms will have the meaning ascribed thereto:
 - 1.5.1 "this Agreement" – means the performance agreement between the Employer and the Employee and the Annexures thereto;
 - 1.5.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act;
 - 1.5.3 "the Employee: means the Manager responsible for Community & Social Development Services;
 - 1.5.4 "the Employer" means Sol Plaatje Municipality represented by the Municipal Manager; and
 - 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 Comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs and outcomes;

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- 2.5 Appropriately reward the Employee in accordance with section 11 of this agreement;
- 2.6 Establish a transparent and accountable working relationship; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 01 July 2010 and will remain in force until 30 June 2011 where after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that needs to be done;

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- 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 Target dates that describe the timeframe in which the work must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure B) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
 - 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the municipality adopted for the employees of the municipality;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and relevant stakeholders to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

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

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

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

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –

- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
6.1.2 The intervals for the evaluation of the Employee's performance.

- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

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- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP);
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPI's shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the final score; and
- 6.6.3 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the CCRs:
- 6.7.1 Each CCR shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;
- 6.7.2 A rating on the five-point scale shall be provided for each CCR which will then be multiplied by the weighting to calculate the final score;
- 6.7.3 Each CCR's will be assessed in terms of the definitions provided (Annexure C) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the evaluation committee; and
- 6.7.4 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.8 Overall rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.3 and 6.7.4 above; and
- 6.8.2 Such overall rating represents the outcome of the performance appraisal.

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6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPI's and CCRs:

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

6.10 For purposes of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established –

- 6.10.1 Municipal Manager;
- 6.10.2 Municipal Manager from another municipality;
- 6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and
- 6.10.4 The Portfolio Councillor as member of the Mayoral Committee.

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- 6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters; and
- 6.12 The Municipal Manager will give performance feedback to the Employee after each quarterly and annual assessment meetings.

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Quarter	Review Period	Review to be completed by
1	July - September 2010	October 2010
2	October – December 2010	February 2011
3	January – March 2011	April 2011
4	April-June 2011	September 2011

- 7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B. Such Plan may be implemented and/or amended as the case may be after the each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

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9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others-
 - 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

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- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 The performance bonus will be awarded based on the following scheme:
- | Performance Rating | Performance Bonus Calculation: |
|--------------------|--------------------------------|
| 00% - 59% | 0% of Total package |
| 60% - 66% | 5% of Total Package |
| 67% - 68% | 6% of Total Package |
| 69% - 70% | 7% of Total Package |
| 71% - 72% | 8% of Total Package |
| 73% - 74% | 9% of Total Package |
| 75% - 76% | 10% of Total Package |
| 77% - 78% | 11% of Total Package |
| 79% - 80% | 12% of Total Package |
| 81% - 84% | 13% of Total Package |
| 85% - 100% | 14% of Total Package |
- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the results of the annual assessment and the scoring report of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the employer is, at any time during the employees employment, not satisfied with the manager's performance with respect to any matter dealt with in this Agreement, the employer will give notice the employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the employee under this Agreement, the parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the employer shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

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12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1 In the event that the employee is dissatisfied with any decision or action of the Council in terms of this Agreement, or where a dispute or difference arises as to the extent to which the employee has achieved the performance objectives and targets established in terms of this Agreement, the employee may within 3 working days meet with the employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;
- 13.2 If the parties could not resolve the issues within 10 working days, an independent arbiter, acceptable to both parties, should be appointed to resolve the matter within thirty days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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Thus done and signed at Kimberley on this the 25th day
of 2010.

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
EXECUTIVE DIRECTOR

Thus done and signed at 28th Kimberley on this the 28th day of July
July 2010.

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
MUNICIPAL MANAGER

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Community & Social Development Services

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KEY PERFORMANCE INDICATORS

This Annexure outlines the specific Municipal Key Performance Areas (KPA) as prescribed by Regulation R805, namely:

1. Local Economic Development (LED)
2. Sustainable Service Delivery and Infrastructure Development
3. Municipal Financial Viability and Management
4. Municipal Transformation and Institutional Development
5. Good Governance and Public Participation

The Key Performance Indicators and Targets per quarter for the 2010/11 FY for each KPA are also indicated. In accordance with the Regulations the weighting has been indicated per KPI and will be 80% of the performance score.

Nat. KPA	KPI Name	KPI Definition	Target Unit / Calculation Meth.	POE	Q1 Targets			Q2 Targets			Q3 Targets			Q4 Targets			Weight
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
5	SDBIP reporting to council	Timeous reporting to MM before due dates	# of reports submitted	Reports submitted	1			1			1			1			
5	Implementation of Council resolutions	Items implemented within required timeframe	% delivered within required timeframe	Resolution register	95	95	95	95	95	95	95	95	95	95	95	95	
5	Annual Report submission	Departmental Report submitted by 31 August	# report submitted	Reports submitted					1	0							
5	Implementation of Internal audit queries from date of final report	% of queries rectified within 6 months	% queries rectified	Audit query report	100	100	100	100	100	100	100	100	100	100	100	100	3
5	A qualified audit report; leading up to an unqualified audit opinion by fully implementing operation audit cleanup and conduct audit readiness reviews	Audit queries completed within 7 days after receipt	% of target achieved	Audit query report				100	100	100						100	
5	Assignments from municipal manager / Implementation of decisions taken at EMT / Council	Assignment implemented within required timeframes	% of assignments addressed	Submissions	100	100	100	100	100	100	100	100	100	100	100	100	
4	Revision of annual key performance indicators for all sections	Annual revision to be completed within timeframe	By November 2010	Updated KPI's									50	80	100		
4	Average lapse time for managing correspondence 7 working days	% within 7 working days	% within required timeframe	Register	100	100	100	100	100	100	100	100	100	100	100	100	3
4	Representivity in terms of the SPLM Equity Plan	% of employment equity targets of positions filled achieved	% of target achieved	Report	100	100	100	100	100	100	100	100	100	100	100	100	

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Nat. KPA	KPI Name	KPI Definition	Target Unit / Calculation Meth.	POE	Q1 Targets			Q2 Targets			Q3 Targets			Q4 Targets			Weight
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
3	% of the operational budget spend annually	Operational budget cashflow managed and spent during the financial year	% of monthly cashflow budget spent	Financial reports	100	100	100	100	100	100	100	100	100	100	100	100	2
2	A planned, prioritised and equitable operational plan for each community services (health / libraries / parks and recreation / emergency services / Traffic services / social development) by 30 September 2010	% progress in completing and approval of 6 plans	% plans completed	Approved plans	30	60	100										2
2	Effective management and supervision of Emergency Services sub-directorate	90% of the subdirectorates KPI's for the month have been achieved	% of the subdirectorates KPI's met for the month	SDBIP Report	90	90	90	90	90	90	90	90	90	90	90	90	10
2	Effective management and supervision of Environmental Health Services sub-directorate	90% of the subdirectorates KPI's for the month have been achieved	% of the subdirectorates KPI's met for the month	SDBIP Report	90	90	90	90	90	90	90	90	90	90	90	90	
2	Number of additional households provided with solid waste removal services	No of additional households	No of additional households	Programme	2000	1030	2000	800	0	0	0	0	0	0	0	0	20
2	All communities have access to basic sanitation, water, refuse removal and transportation by 2012	Supply individual waste removal services to all formal households on application	% of new formal hh's	Report submitted	100	100	100	100	100	100	100	100	100	100	100	100	
2	Effective management and supervision of Library and Research Services sub-directorate	90% of the subdirectorates KPI's for the month have been achieved	% of the subdirectorates KPI's met for the month	SDBIP Report	90	90	90	90	90	90	90	90	90	90	90	90	5
2	Effective management and supervision of Traffic Services sub-directorate	90% of the subdirectorates KPI's for the month have been achieved	% of the subdirectorates KPI's met for the month	SDBIP Report	90	90	90	90	90	90	90	90	90	90	90	90	5
2	Effective management and supervision of Motor Registration and Licensingsub-directorate	90% of the subdirectorates KPI's for the month have been achieved	% of the subdirectorates KPI's met for the month	SDBIP Report	90	90	90	90	90	90	90	90	90	90	90	90	5

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Nat. KPA	KPI Name	KPI Definition	Target Unit / Calculation Meth.	POE	Q1 Targets			Q2 Targets			Q3 Targets			Q4 Targets			Weight
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
2	Effective management and supervision of Parks & Recreation sub-directorate	90% of the subdirectorates KPI's for the month have been achieved	% of the subdirectorates KPI's met for the month	SDBIP Report	90	90	90	90	90	90	90	90	90	90	90	90	10
2	Effective management and supervision of SECCU sub-directorate	90% of the subdirectorates KPI's for the month have been achieved	% of the subdirectorates KPI's met for the month	SDBIP Report	90	90	90	90	90	90	90	90	90	90	90	90	7
2	Development of integrated environmental management plan	% progress in completing and approval of plan by Dec 2010	% completed	Approved plan		50	70	80	90	100							
2	Effective management and supervision of Personal Health sub-directorate	90% of the subdirectorates KPI's for the month have been achieved	% of the subdirectorates KPI's met for the month	SDBIP Report	90	90	90	90	90	90	90	90	90	90	90	90	5
2	Effective management and supervision of Social Development sub-directorate	90% of the subdirectorates KPI's for the month have been achieved	% of the subdirectorates KPI's met for the month	SDBIP Report	90	90	90	90	90	90	90	90	90	90	90	90	3

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CORE COMPETENCY FRAMEWORK

Core Managerial Skill	Select prof. level (refer Annexure C)	Definition	Weight
Strategic Leadership and Management	C	Skills to be able to provide a vision, set the direction for the municipality or department and inspire others in order to deliver on the municipality's mandate	1
Programme and project management	C	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	3
Financial Management	B	Skills required to manage projects and/or department work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling costs throughout the year by allocating resources appropriately and understanding and anticipating the impact of other departments on own budget and adopting where necessary.	2
Change Management	B	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	1
Knowledge management	C	This includes the working knowledge of Council regulations, by-laws and policies, National, Provincial and Local Government structures and applicable legislation.	2
Problem solving and analytical thinking	C	Be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	2
People and diversity management	C	Skills to manage and encourage people, optimise their outputs and effectively manage relationships. This includes holding regular meetings with his/ her team so that information can be shared and so that the team is aware of decisions that may affect them. It also involves distributing workloads so that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately the municipality	2
Client orientation and customer focus	C	Whether providing a service to an internal or external customer this means trying to determine the needs of the customer and then meeting those needs. At a minimum employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without argument. Ideally managers are required to be proactive by trying to understand needs of the customer and providing an appropriate service based on these underlying needs	2

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Core Managerial Skill	Select prof. level (refer Annexure C)	Definition	Weight
Service delivery innovation	C	This is about wanting to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something but rather are encouraged to use their initiative to make sure that things get done accurately and efficiently.	3
Communication		Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	
Accountability and ethical conduct	C	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the municipality	2

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