

PERFORMANCE AGREEMENT

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FINANCIAL YEAR 2016-2017

FOR THE

THE EMPLOYEE OF THE MUNICIPALITY

MR MAROBANE NTHENG
CHIEF AUDIT EXECUTIVE

AND

MS MAPULE MOKOKO

AS REPRESENTED BY THE MUNICIPAL MANAGER:

SEKHUKHUNE DISTRICT MUNICIPALITY

MADE AND ENTERED INTO BY AND BETWEEN:

PERFORMANCE AGREEMENT
(Managers directly accountable to the Municipal Manager)



PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Sekukhune District Municipality herein represented by **Ms. Mapule Felicity Mokohe** in her capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

And

Mr. Marobane N.
Employee of the Municipality (hereinafter referred to as the Chief Audit executive)

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1. Chapter 6, Section 38 (b) of the Systems Act, requires the municipality to promote a culture of performance among its political structures, political office bearers and councillors and in its administration.
- 1.2. The resolutions by Council 27 August 2013 (OC27/08/13), recommended that a culture of performance be indicated in the municipality by ensuring that all employees sign performance agreements and when assessing the institutional performance of SDM, the Audit Committee also made a recommendation that all officials other than section 56 must enter into performance agreements and commitments in order to promote a culture of performance
- 1.3.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 38 (b) of the Systems Act;
- 2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 Specify accountabilities as set out in a scorecard, which forms an Annexure B of the performance agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee; 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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- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

5 PERFORMANCE MANAGEMENT SYSTEM

- 4.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2 The performance objectives and targets reflected in Annexure B are set by the Employer in consultation with the Employee and are based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings, as follows:
- 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.1.1 The performance objectives and targets that must be met by the Employer; and
- 4.1 The scorecard (Annexure A) sets out-

4 PERFORMANCE OBJECTIVES

- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and scorecard that replaces this Agreement at least once a year by not later than 30 days after the beginning of each successive financial year.
- 3.1 This Performance Agreement commenced on the 1st July 2016 and will remain in force until 30 June 2017 thereafter a new Performance Agreement, scorecard, Personal Development Plan and Financial Disclosure shall be concluded between the parties for the next financial year or any portion thereof.

3 COMMENCEMENT AND DURATION

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)		
WEIGHT	✓	
		Strategic Capability and Leadership
		Programme and Project Management
2.0	compulsory	Financial Management(Compulsory)
		Change Management
		Knowledge Management
		Service Delivery Innovation
		Problem Solving and Analysis(Compulsory)
		People Management and Empowerment(Compulsory)
2.0	compulsory	Client Orientation and Customer Focus
1.0	compulsory	Communication
		Honesty and Integrity
CORE OCCUPATIONAL COMPETENCIES (COC)		
		Competence in Self Management
		Interpretation of and implementation within the legislative and national policy frameworks
		Knowledge of Performance Management and Reporting

The CCRs will make up the other 20% of the Employee's assessment score. CCRs which are deemed to be most critical for the Employee's specific job, should be selected (✓) from the list below as agreed between the Employer and Employee. Three of the CCRs are compulsory for all section 56 managers and additional two shall be selected from the core occupational competencies.

5.7

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	10
Municipal Institutional Development and Transformation	10
Local Economic Development (LED)	10
Municipal Financial Viability and Management	20
Good Governance and Public Participation	40
Spatial Rationale	10
Total	100%

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

5.6

- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 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.

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

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- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

7.2 Assessment of the CCRs

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

7.1 Assessment of the achievement of results as outlined in the performance plan:

The Annual Performance Appraisals will involve:

7. PERFORMANCE APPRAISALS

- 6.1 The scorecard (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.
- 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. EVALUATING PERFORMANCE

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
WEIGHT		
	Knowledge of global and South African specific political, social and economic contexts	
	Competence in policy conceptualisation, analysis and implementation	
	Knowledge of more than one functional municipal field / discipline	
	Skills in Mediation	
30	Skills in Governance	
	Competence as required by other national line sector departments	
	Exceptional and dynamic creativity to improve the functioning of the municipality	
100%	Total percentage	

The assessment of the performance of the **Employee** will be based on the following rating scale for KPAs and CCRs:

7.4. Rating Scale

Level	Terminology	Description	Rating
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.	1
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.	2
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.	3
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.	4
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	5

7.3 Overall rating

(d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

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- 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 powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

10. OBLIGATIONS OF THE EMPLOYER

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C.

9. DEVELOPMENTAL REQUIREMENTS

- 8.5 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.
- 8.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "B" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 8.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 8.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
 - First quarter : July – September (review by October)
 - Second quarter : October –December (review by January)
 - Third quarter : January – March (review by April)
 - Fourth quarter : April – June (review by July)

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1. The performance of each **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:

- a. Municipal Manager;
- b. Chairperson of the Performance Audit Committee and/or the Audit Committee Member;
- c. Member of the Mayoral or Executive Committee;
- d. Municipal Manager from another municipality;
- e. Member of a Ward Committee as nominated by the Executive mayor (only applicable to municipal manager)
- f. PMS (as Secretariat)

For the purpose of evaluating the annual performance of Managers directly accountable to the Municipal Manager an evaluation panel constituted of the following persons must be established-

7.5. EVALUATION PANEL

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13.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

Whose decision shall be final and binding on both parties.

13.1.3 In the case of Managers directly accountable to the Municipal Manager, a Member of the Mayoral Council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

13.1.2 Any other person appointed by the Executive Mayor.

13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by -

13. DISPUTE RESOLUTION

12.1.2 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.

12.1.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

12.1 In the case of unacceptable performance, the Employer shall -

12. MANAGEMENT OF EVALUATION OUTCOMES

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11.1.3. A substantial financial effect on the Employer.

11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.1 A direct effect on the performance of any of the Employee's functions;

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

11. CONSULTATION

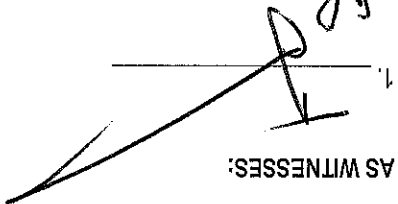
10.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

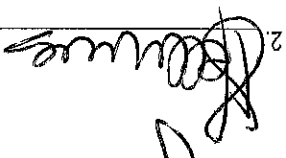
14. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure B may be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the section 56 manager must be submitted to the municipal manager as the responsible person, within fourteen (14) days after the conclusion of the assessment.

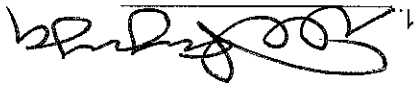
Thus done and signed at Richards on this the 04 day of July, 2016.

AS WITNESSES:

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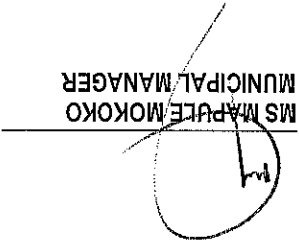
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AS WITNESSES:

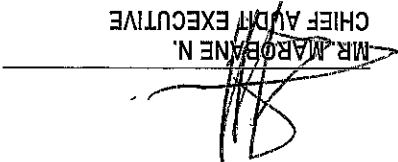
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MS MAPULE MOKOKO
MUNICIPAL MANAGER



MR. MAROANE N.
CHIEF AUDIT EXECUTIVE



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SCORE CARD

2016/2017 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN


OBJECTIVE	PROJECT	BASELINE 2015/2016	INDICATORS	ANNUAL TARGET 2016/2017	Q1	Q2	Q3	Q4	50% MILESTONE	BUDGET 2016/17	IMPACT	
MUNICIPAL MANAGER'S OFFICE												
INTERNAL AUDIT												
To develop 100% three (3) year rolling plan by July 2017	3 Years rolling Plan	Three (3) year rolling Plan	Percentage development of the Three(3) Years rolling Plan	100% development of the Three(3) Years rolling Plan	100% development of Three Year rolling Plan	0%	0%	0%	0%	Approved Three Year rolling Plan	R0	Improved Governance and Financial Management
To monitor 100% the implementation of AG findings for 2015/2016 by June 2017	Operation Clean Audit	2015/16 AG Implementation report	Percentage monitoring of 2015/2016 AG findings	100% monitoring of 2015/2016 AG findings	100% monitoring of 2015/2016 AG findings	100% monitoring of 2015/2016 AG findings	100% monitoring of 2015/2016 AG findings	100% monitoring of 2015/2016 AG findings	100% monitoring of 2015/2016 AG findings	Audit Action plan,Agenda/Minutes/Reports	R0	
To facilitate 100% payments of auditor general South Africa fees by March 2017	External Auditor's payments	Payments of AGSSA payments done	Percentage payments of auditor general South Africa fees facilitated	100% payments for external audit fees for 2015/2016 facilitated* 50% development of payment schedule -50% reconciliation of payments	100% payment facilitation and monitoring of payments of auditor general South Africa	100% payment facilitation and monitoring of payments of auditor general South Africa	100% payment facilitation and monitoring of payments of auditor general South Africa	100% payment facilitation and monitoring of payments of auditor general South Africa	100% payment facilitation and monitoring of payments of auditor general South Africa	Claim schedule Registers/Proof of Payments	R2800 000,00	
To issue four (4) municipal performance information reports by July 2017	Performance Audit	Performance Audit Reports issued	Number of municipal performance information reports issued	4 municipal performance information reports issued	1 Performance Audit report	1 Performance Audit report	1 Performance Audit report	1 Performance Audit report	1 Performance Audit report	Performance Audit Reports	R0	
To review 42 internal controls by June 2017	Regularity Audit	Regularity Audit reports issued and Risk Assessment report	Number of regularity audit conducted	38 Regularity audits issued	8 Regularity audits issued	8 Regularity audits issued	16 Regularity audits issued	6 Regularity audits issued	6 Regularity audits issued	Regularity Audit Reports	R800 000,00	
To execute 100% Ad Hoc audit by June 2017	Ad Hoc Audits	Ad Hoc Management Reports	Percentage of Ad Hoc audit executed	100% Ad Hoc report issued 50% assignment executed *50% investigation reports executed	100% Ad hoc report issued	100% Ad hoc report issued	100% Ad hoc report issued	100% Ad hoc report issued	100% Ad hoc report issued	Ad-hoc Reports	R500 000,00	
To facilitate 100% activities of audit committee on a quarterly basis by June 2017	Audit Committee	Reports	Percentage activities of audit committee facilitated	100% activities of audit committee facilitated	100% activities of audit committee facilitated	100% activities of audit committee facilitated	100% activities of audit committee facilitated	100% activities of audit committee facilitated	100% activities of audit committee facilitated	Minutes/Agenda/AC Reports		
RISK MANAGEMENT												
To conduct one (1) Institutional strategic risk assessment and 4 risk registers reviewed quarterly by July 2017	Strategic Risk Assessment	2014/2015 FY Strategic Risk Registers	Number of strategic risk assessments conducted and reviewed	1 strategic risk assessments conducted and 4 risk registers reviewed quarterly	1 strategic risk assessments conducted and 1 risk register reviewed	1 strategic risk register reviewed	1 strategic risk register reviewed	1 strategic risk register reviewed	1 strategic risk register reviewed	1 strategic Risk Register 4 Reviewed Risk registers and quarterly reports	R 0	
To conduct seven (7) operational risk assessments and review 28 risk registers by July 2017	Operational Risk Assessment	2014/2015 FY Operational Risk Registers	Number of Operational risk assessments conducted and reviewed	7 Operational risk assessments conducted and 28 risk registers reviewed	7 Operational risk assessments conducted and 7 risk registers reviewed	7 risk registers reviewed	7 Operational risk registers reviewed	7 Operational risk registers reviewed	7 Operational risk registers reviewed	7 New Operational risk registers: 28 Reviewed risk registers and quarterly reports.	R 0	

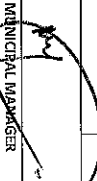
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To conduct 10 project risk assessments by June 2017	Project Risk Assessment	2014/2015 FY Projects Risk assessment Reports	Number of Projects risk assessments conducted	10 Projects risk assessments conducted	2 Projects risk assessments conducted	3 Projects risk assessments conducted	2 Projects risk assessments conducted	3 Projects risk assessments conducted	10 Projects Risk Assessment reports	R 0	
To facilitate 100% insurance coverage for municipal assets	Insurance Management	2015/2016 FY Assets Insurance Policy contract	Percentage coverage of insurable assets	100% Coverage of Insurable Assets	100% quarterly updating and addition of new assets	100% quarterly updating and addition of new assets	100% quarterly updating and addition of new assets	100% quarterly updating and addition of new assets	Assets Insurance Policy Contract	R1,500,000.00	
To facilitate 100% finalisation of insurance claims within 30 days by June 2017	Insurance claims	2015/2016 Insurance claims report	percentage facilitation of insurance claims within 30 days	100% of insurance claims facilitated within 30 days	100% facilitation of insurance claims within 30 days	100% facilitation of insurance claims within 30 days	100% facilitation of insurance claims within 30 days	100% facilitation of insurance claims within 30 days	Quarterly Insurance Claims Report		
To facilitate 100% payment of insurance claims excess within five days by June 2017	Insurance excess	2015/2016 FY Insurance Excess payment report	Percentage payment facilitation of insurance excess within five days	100% payment facilitation of insurance excess within five days	100% payment facilitation of insurance excess within five days	100% payment facilitation of insurance excess within five days	100% payment facilitation of insurance excess within five days	100% payment facilitation of insurance excess within five days	Insurance Claims Excess reports and Files	R300,000.00	
To facilitate 100% provision of physical security to municipal assets by June 2017	Security Management	2015/2016 FY Security Contracts	Percentage facilitation of provision of physical security to all municipal assets	100% facilitation of provision of physical security to all municipal assets	100% facilitation of provision of physical security to all municipal assets and staff	100% facilitation of provision of physical security to all municipal assets and staff	100% facilitation of provision of physical security to all municipal assets and staff	100% facilitation of provision of physical security to all municipal assets and staff	Signed Security contract	R23,120,000.00	
To conduct 8 security Operational sites assessments by June 2017	Security Operational sites Assessments	2015/2016 Security Operational sites Assessments	number of security operational sites assessment conducted	8 security operational sites assessments conducted	2 security operational sites assessments conducted	2 security operational sites assessments conducted	2 security operational sites assessments conducted	2 security operational sites assessments conducted	8 Security operational sites assessment reports	R 0	
To facilitate 100% of fraud reported cases for referrals and investigation within five days by June 2017	Fraud Management	Anti-fraud and corruption Disclosure Hotline	Percentage facilitation of fraud reported cases	100% fraud reported cases facilitated	100% facilitation of fraud reported cases for referrals and investigation within five days	100% facilitation of fraud reported cases for referrals and investigation within five days	100% facilitation of fraud reported cases for referrals and investigation within five days	100% facilitation of fraud reported cases for referrals and investigation within five days	Anti-Fraud(Disclosure hot line)Management report	R50,000.00	
To undertake two risk management trainings by June 2017	Risk Management Training	2015/2016 FY Training conducted for Risk Champions	Number of Risk Management training initiatives undertaken	2 Risk Management training initiatives undertaken	1 Risk Management training initiatives undertaken	1 Risk Management training initiatives undertaken	1 Risk Management training initiatives undertaken	1 Risk Management training initiatives undertaken	Training report and attendance register	R 0	
To undertake one management strategic session by 2017	Strategic Management Planning	2012/2013 Strategic Management session held	Number of Strategic Management sessions held	1 Strategic Management Planning sessions undertaken	1 Strategic Management Planning sessions undertaken	1 Strategic Management Planning sessions undertaken	1 Strategic Management Planning sessions undertaken	1 Strategic Management Planning sessions undertaken	Strategic Planning and attendance register	R250,000.00	


 CHIEF EXECUTIVE OFFICER
 10/06/2016
 DATE


 MUNICIPAL MANAGER
 04/02/2016
 DATE

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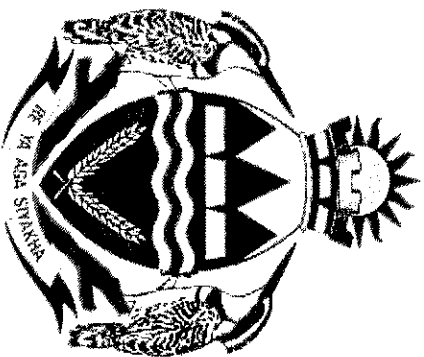
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CORE COMPETENCY REQUIREMENTS(CCR)

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Sekhukhune District Municipality

CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL MANAGER

NAME OF INCUMBENT: MR Marobane N.

POSITION HELD: CHIEF AUDIT EXECUTIVE

DATE _____ **SIGNATURE**

NAME OF SUPERVISOR: MS MAPULE MOKOKO

POSITION HELD: MUNICIPAL MANAGER

DATE 04/07/2016 **SIGNATURE**

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CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES	CHOICE	WEIGHT
Core Managerial Competencies		
Strategic Capability and leadership		
Programme and Project Management		
Financial Management(Compulsory)	X	20
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment(Compulsory)	X	20
Client Orientation and Customer Focus(Compulsory)	X	10
Communication		
Honesty and Integrity		
Core Occupational Competencies		
Competence in Self-Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting	X	20
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field/discipline		
Skills in Mediation		
Skills in Governance	X	30
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
TOTAL		

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