

BERGRIVIER MUNICIPALITY

Performance Agreement

MADE AND ENTERED INTO BY AND BETWEEN:
THE BERGRIVIER MUNICIPALITY
AS REPRESENTED BY THE EXECUTIVE MAYOR

Mr E Manuel

(herein and after referred to as Employer)

AND

Mrs EC Liebenberg

Municipal Manager

(herein and after referred to as Employee)

FOR THE FINANCIAL YEAR
1 JULY 2011 - 30 JUNE 2012

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1. INTRODUCTION

- 1.1 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 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of 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(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

- 2.1 Comply with the provisions of Section 57(1)(b),(4A) 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 ;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis to assess whether the Employee has met the performance expectations applicable to his job; and
- 2.6 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. DELIVERY

- 3.1 This Agreement will commence on 1 July 2011 and will remain in force until 30 June 2012 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 review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement that

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replaces this Agreement at least once a year by not later than the beginning of each successive financial year.

- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 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; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 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 key objectives; key performance indicator target dates and weightings.
- 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.

5. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM.

- 5.1 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.
- 5.2 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.
- 5.3 The Employee's assessment will be based on his 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	Basic Service Delivery
2	Municipal Transformation and Organisational Development
3	Local Economic Development
4	Municipal Financial Viability and Management
5	Good Governance and Public Participation
TOTAL 80%	

- 5.4 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 (no's 1,2,5,8,9)

CCR No	Core Competency Requirement
1	Strategic Capability and Leadership
2	Financial Management
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
9	Client Orientation and Customer Focus
10	Communication
TOTAL 20%	

6. PERFORMANCE MANAGEMENT SYSTEM

- 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 this contract 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).
- 6.5 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs, in accordance with Clause 11 and if applicable in terms thereof, as the case may be.

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 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.

- 6.6 For purposes of evaluating the performance of the Employee, an evaluation panel constituted of the following persons will be established, as mutually agreed upon:

6.6.1 Executive Mayor;

6.6.2 Chairperson of the performance audit committee or the audit committee in the absence of an performance audit committee;

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6.6.3 Member of the Mayoral Committee;

6.6.4 Mayor or Municipal Manager from another municipality, and

6.6.5 Member of a Ward Committee as nominated by the Executive Mayor.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each Employee in relation to his 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 2009	Informal: October 2009
2	October - December 2009	Developmental Panel Evaluation: February 2010
3	January - March 2010	Informal: April 2010
3	April-June 2010	Reward Panel Evaluation: August 2010

7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

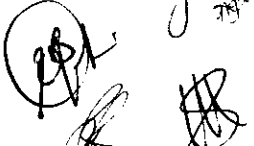
7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

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.

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 will be developed after the next performance review, if deemed necessary in individual cases, or alternatively and as agreed, be replaced by a generic development plan which will apply for all directors in general.

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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 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 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 as soon as is practical to enable the Employee to take any necessary action.

11. REWARD

The employer and employee agree that no bonuses will be paid for outstanding performance on condition that market related remuneration packages are paid, which will not be less favourable than the current remuneration.

12. MANAGEMENT OF EVALUATION OUTCOMES

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- 12.1 Where the employer is, at any time during the employee's employment, not satisfied with the manager's performance in respect of any matter dealt with in this Agreement, the employer will give notice to the employee to attend a meeting.
- 12.2 The employee will have the opportunity at the meeting to satisfy the employer in respect 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 resolve the dispute or difference.
- 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 performance; and
- 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 duties.

13. DISPUTE RESOLUTION

- 13.1 In the event that the employee is dissatisfied with any decision or action of the employer 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 resolve 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 arbitrator, acceptable to both parties, should be appointed to resolve the matter within thirty days.
- 13.3 In the instance where the matters referred to in 13.2 were not successful, the matter should be referred to the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee or any other person appointed by the MEC.
- 13.4 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

14. GENERAL

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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.

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other legal instruments.

Thus done and signed at Piketberg on this 29th day of July 2011.

AS WITNESSES:

1. Riaan Wijk
2. Neil

EC Liebenberg
MUNICIPAL MANAGER

Thus done and signed at Piketberg on this the 29th day of July 2011.

AS WITNESSES:

1. [Signature]
2. [Signature]

[Signature] L.
EXECUTIVE MAYOR

Annexure A

Performance Plan

2011/12

Municipal Manager, EC Liebenberg

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Annexure A

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe;
- b) Core competencies required from employees prescribed in the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, R805 of 2006.

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 National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

Key Performance Areas (KPA's)	Weighting	Core Competency Requirements (CCR's)	Weighting
Municipal Transformation & Institutional Development	10	Strategic Leadership and Management	5
Basic Service Delivery	30	Programme and Project Management	
		Financial Management	5
Municipal Financial Viability & Management	20	Change Management	
Good Governance & Public Participation	20	Knowledge Management	
		Problem Solving and Analytical Thinking	
		People and Diversity Management	5
		Client Orientation and Customer Focus	5
		Service Delivery Innovation	
		Communication	
		Accountability and Ethical Conduct	
Total	80%	Total	20%

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Annexure A

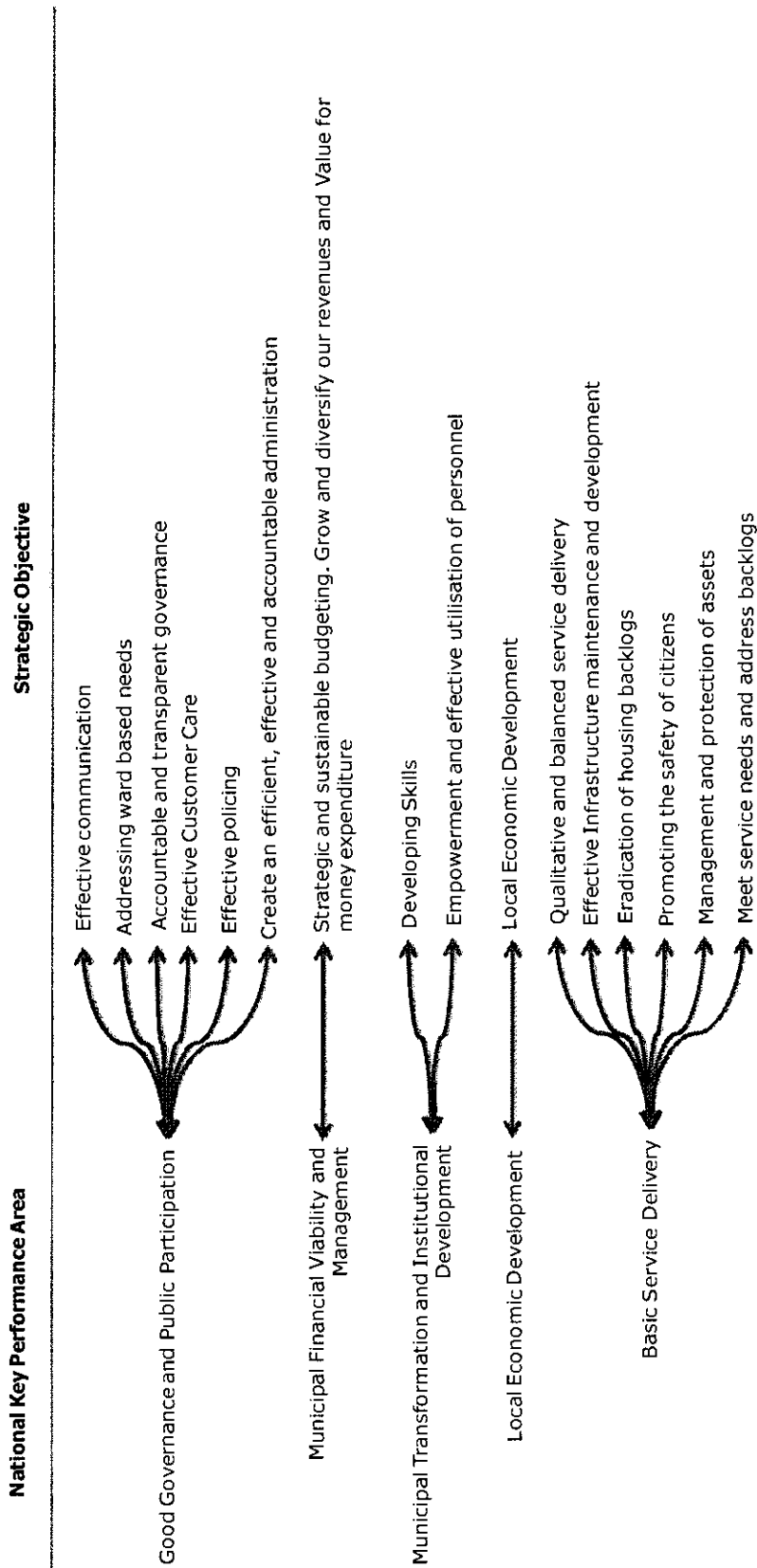
The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Category	Colour	Explanation
KPI's Not Met/ Unacceptable performance	1	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.
KPI's Almost Met / Not fully effective	2	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.
KPI's Met / Fully effective	3	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.
KPI's Well Met / Performance significantly above expectations	4	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.
KPI's Extremely Well Met / Outstanding Performance	5	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.

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Annexure A

The diagram below illustrates the alignment between National Key Performance Areas and the Strategic (IDP) Objectives:



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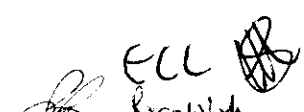
Annexure A

KEY PERFORMANCE INDICATORS

The Key Performance Indicators for the Municipal Manager is aligned to the following National Key Performance Areas:

- Good Governance and Public Participation
- Municipal Financial Viability and Management
- Municipal Transformation and Institutional Development
- Basic Service Delivery

Ref No	Strategic (IDP) Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
Good Governance and Public Participation										
D159	Create an efficient, effective and accountable administration	Spatial development plan aligned with PSDF and PGDS	% alignment as assessed by the Department of Local Government	100%		-	-	-	100%	
D20	Accountable and transparent governance	Identify needs during budget process for proposal to budget committee and participate in deliberations	Number of times inputs according to budget schedule	2	Documents and templates submitted. Council decision.	1	2	1	1	
D21	Accountable and transparent governance	Improve teamwork in the municipality by conducting annual strategic session	Strategic session held once a year	1	Notes of the session in Registry	1	-	-	-	
D26	Accountable and transparent governance	Ensure adherence with the Performance Framework by the signing of the performance agreements with all Managers before 31 July	Number of performance agreements signed before 31 July	4	Signed agreements	2	0	0	0	
D27	Accountable and transparent governance	Ensure adherence with the Performance Framework by the formal evaluation of the performance of Managers in terms of their signed agreements	Number of formal evaluations completed	1	Evaluation report and signed scoring sheets	1	-	1	-	
D28	Accountable and transparent governance	Planning & monitoring meetings between Portfolio Councillor/Executive Mayor and Director/MM	Number of monthly meetings	4	Minutes/ notes of meetings	8	8	8	8	
D29	Accountable and transparent governance	Develop and implement identified policies, procedures and processes	Number of policies, procedures, and processes	2	Documented policies, procedures and	-	1	-	-	



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Annexure A

Ref No	Strategic (IDP) Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Targets				Weight	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
D32	Accountable and transparent governance	Support identified for corporate projects, e.g. LED	developed 0 blocking by administrative obstacles	0	processes	0	0	0	0	0	0	0	0	
D33	Accountable and transparent governance	Number of audit checks completed and reported to Financial Committee and Audit Committee	Number of audits performed	4	Reports	-	1	-	-	-	-	-	-	
D34	Accountable and transparent governance	Conduct spot checks on systems, procedures, implementation of legislation.	Number of spot checks completed	New Kpi	Reports/notes on checked items	1	1	0	0	0	0	0	0	
D35	Accountable and transparent governance	Implementation of recommendations of external audit report	% implemented by 30 June 2012	0.9	OPCAR report	90%	90%	90%	90%	90%	90%	90%	90%	
D36	Accountable and transparent governance	Implementation of performance management up to level 2	Performance agreements finalised for all staff up to level 2 by the end of July 2012	2	Signed agreements and development plans	-	-	-	-	-	-	-	100%	
D37	Accountable and transparent governance	Effective monitoring, management and supervision of Strategic Services i.e. monthly progress and results on SDBIP	% of KPI's met as per Ignite Dashboard report	80	Ignite dashboard report	80%	80%	80%	80%	80%	80%	80%	80%	
D38	Accountable and transparent governance	Implementation of council resolutions within 30 days from date of meeting	% within required timeframe	95	Reports	95%	95%	95%	95%	95%	95%	95%	95%	
D39	Accountable and transparent governance	Effective monitoring, management and supervision of Internal Audit i.e. monthly progress and results on SDBIP	% of kpi's met as per Ignite Dashboard report	New Kpi	Ignite Dashboard report	80%	80%	80%	80%	80%	80%	80%	80%	
D41	Effective Customer Care	Improve complaint management by ensuring all complaints registered on Complaints Assist system are addressed within the required time frames	% of complaints addressed or reported according to standards or otherwise within 30 days.	1	Ignite Computer System	90%	90%	90%	90%	90%	90%	90%	90%	
D42	Create an efficient, effective and accountable administration	Successful implementation of the anti-corruption policy	No of initiatives implemented	100%	Reports	-	2	-	-	-	-	2	2	
D43	Create an efficient, effective and accountable administration	Institutional Performance management system in place	Individual performance management system implemented up to level 5	100%	Performance management system reports	-	100%	100%	100%	100%	100%	100%	100%	
D45	Create an efficient, effective and accountable administration	Municipality complying with all relevant legislation	No findings in the external audit report on non compliance with laws and	6	A-G report	-	1	-	-	-	-	1	1	

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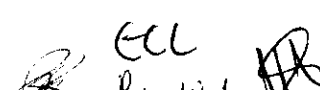
Annexure A

Ref No	Strategic (IDP) Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight	
						Q1	Q2	Q3	Q4		
D46	Create an efficient, effective and accountable administration	Strengthen role of communities	regulations No of ward based development plans completed	0	Ward plans	-	-	-	4		
D70	Create an efficient, effective and accountable administration	Reviewed IDP	IDP reviewed by end May	100%	Minutes of Council meeting during which reviewed IDP was approved	-	-	-	100%		
D71	Create an efficient, effective and accountable administration	Annual performance reporting	Annual report and oversight report of council submitted before the end of March	100%	Minutes of Council meeting during which Annual Report was approved	-	-	100%	-		
D72	Create an efficient, effective and accountable administration	Develop customer satisfaction measurement methodology and measure customer satisfaction against previous results	Number of initiatives to improve customer satisfaction	1	Report	-	-	-	1		
D73	Create an efficient, effective and accountable administration	Effective functioning of ward committees	No of ward committee meetings per ward per annum	21	Minutes of ward committee meetings held	7	14	7	14		
D76	Create an efficient, effective and accountable administration	IDP endorsed by community organisations and stakeholders as local social compacts	% of community organisations and stakeholders endorsing IDP	100%	Minutes	-	-	-	100%		
D77	Create an efficient, effective and accountable administration	IDP to include all required sectoral plans	No of required sectoral plans included	8	Approved IDP	-	-	-	8		
D88	Create an efficient, effective and accountable administration	Functional performance audit committee	No of meetings of the performance audit committee	4	Minutes of Audit Committee meetings held	1	1	1	1		
						Total Weight				20%	
Municipal Financial Viability and Management											
D24	Accountable and transparent governance	Effective monitoring, management and supervision of Department Financial Services i.e. monthly progress and results on SDBIP	% of KPI's met as per Ignite Dashboard report	80%	Ignite reports	80%	80%	80%	80%		

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Annexure A

Ref No	Strategic (DP) Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
D30	Strategic and sustainable budgeting. Grow and diversify our revenues and Value for money expenditure	Ensure proper procurement practices with full adherence to the SCM policy of the municipality in order to avoid legal action	No of successful appeals against municipality on the awarding of tenders.	0	0	0	0	0	20%
Municipal Transformation and Institutional Development									
D22	Accountable and transparent governance	Effective monitoring, management and supervision of Department Administrative Services i.e. monthly progress and results on SDBIP	% of KPI's met as per Ignite Dashboard report	80%	80%	80%	80%	80%	
D40	Empowerment and effective utilisation of personnel	Ensure cost effective and productive management of personnel by developing critical standards and best practices	Number of critical standards and best practices documentation presented for discussion and approval	1	1	-	-	-	10%
Basic Service Delivery									
D23	Accountable and transparent governance	Effective monitoring, management and supervision of Department Community Services i.e. monthly progress and results on SDBIP	% of KPI's met as per Ignite Dashboard report	80%	80%	80%	80%	80%	
D25	Accountable and transparent governance	Effective monitoring, management and supervision of Department Technical Services i.e. monthly progress and results on SDBIP	% of KPI's met as per Ignite Dashboard report	80%	80%	80%	80%	80%	30%

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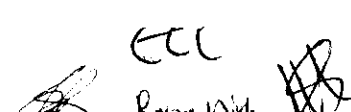
Annexure A

CORE COMPETENCY FRAMEWORK

The performance of Section 57 Managers should be assessed in terms of Core Competency Requirements (CCRs) as required by the Regulations of Section 57 Managers. These competencies describe general managerial and occupational skills. The assessment of these competencies will account for **twenty percent** of the total employee assessment score. The bold CCR's are compulsory for all managers.


Annexure B describes the different proficiency levels for each Core Competency Requirements (CCRs) and should therefore form part of this section of the Performance Plan.

Core Managerial Skill	Select prov. level (refer Annexure B)	Definition	Weight
Strategic Leadership and Management		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	5
Programme and project management		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	
Financial Management		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.	5
Change Management		Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	
Knowledge management		This includes the working knowledge of Council regulations, by-laws and policies, National, Provincial and Local Government structures and applicable legislation.	
Problem solving and analytical thinking		Be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	
People and diversity management		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	5
Client orientation and customer focus		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	5



Annexure A

Core Managerial Skill	Select prov. level (refer Annexure B)	Definition	Weight
Service delivery innovation		an appropriate service based on these underlying needs 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.	
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		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	
Total			20%

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