

Annexure A

Personal Performance Plan



MOPANI DISTRICT MUNICIPALITY

2013-2014

Name: Thivholani Ralulimi

Position: Director Water and Sanitation Services

Accountable to: The Municipal Manager

Plan Period: 1 July 2013 – 30 June 2014



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1. INTRODUCTION

PURPOSE:

The performance plan defines the Council's expectations of the employee's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and the Municipality's Service Delivery and Budget Implementation Plan (SDBIP) and as reviewed annually.

STRATEGIC ALIGNMENT:

The Objects of Local Government as outlined in the Constitution, Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives per BSC perspective and the ultimate outcomes to be achieved are listed in the table below. The indicators and targets are aligned to contribute to the achievement of the objectives over the longer term, in so far it is relevant to the functions of the employee.

Objects of Local Government	Local Government KPA	Strategic Objectives
Encourage the involvement of communities and community organisations in the matters of local government	Municipal Transformation and Organisational Development	Develop entrepreneurial and intellectual capability
Promote a safe and healthy environment	Basic Service Delivery	Improve Community well-being
Ensure the provision of services to communities in a sustainable manner.		Effective coordination of public transport systems
		Provide clean and safe water
Promote social and economic development	LED	Develop and maintain infrastructure
	Spatial Rationale	Grow the economy
Provide democratic and accountable government for local communities	Municipal Financial Viability and Management	Plan for the future
	Good Governance and Public Participation	Become financially viable
		Manage through information
		Democratic and accountable organization



2. PURPOSE OF THE POSITION

The employee undertakes to be committed to the municipality's strategic intent that follows:

The **Vision:**

“To be the Food Basket of Southern Africa and the Tourism Destination of Choice”

The **Mission:**

- ***To provide integrated sustainable equitable services through democratic responsible and accountable governance.***
- ***Promoting the sustainable use of resources for economic growth to benefit the community.***

The value system of Mopani District municipality includes the following:

- Innovation
- Excellence
- Commitment
- Care
- Ubuntu

The employee is accountable and responsible for amongst others:

- The provision of clean and safe water to all communities in the district area
- The efficient and effective maintenance of water and sanitation infrastructure
- The efficient and effective maintenance of water and sanitation infrastructure



3. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The indicators and targets for which the employee is responsible to achieve and report on follow:

Key Performance Are	Strategic Objective	IDP Programme	Sub-Programme	Department Indicators	Baseline 30 June 2013	Quarter 1 Jul - Sept '13	Quarter 2 Oct - Dec '13	Quarter 3 Jan - Mar '14	Quarter 4 Apr - Jun '14	Annual Target 2013-14
Financial Viability	Become financially viable	Budget and Treasury	Expenditure management	Percentage variance between year to date spending of operating budget against projected spending related to Water Services year to date	10%	10%	10%	10%	10%	10%
Financial Viability	Become financially viable	Budget and Treasury	Expenditure management	Percentage operation and maintenance allocation spent on water services	100%	100%	100%	100%	100%	100%
Financial Viability	Become financially viable	Budget and Treasury	Budget Control and Reporting	Number of Municipal Water Infrastructure Grant reports submitted Budget and Treasury	0	3	6	9	12	12
Financial Viability	Become financially viable	Budget and Treasury	Budget Control and Reporting	Percentage water staff cost to total water services costs	9.25%	19%	25%	35%	35%	35%
Financial Viability	Become financially viable	Budget and Treasury	Asset Management	Number of asset management report submitted to Budget and Treasury within timeframe	0	1	2	3	4	4



Key Performance Are	Strategic Objective	IDP Programme	Sub-Programme	Department Indicators	Baseline 30 June 2013	Quarter 1 Jul - Sept '13	Quarter 2 Oct - Dec '13	Quarter 3 Jan - Mar '14	Quarter 4 Apr - Jun '14	Annual Target 2013-14
Financial Viability	Become financially viable	Budget and Treasury	Supply Chain Management	Number of demand management plans related to Water Services developed and submitted to B&T	1	0	0	0	1	1 p.a.
Financial Viability	Become financially viable	Budget and Treasury	Supply Chain Management	Number of SCM reports submitted to Budget and Treasury within timeframe	0	1	2	3	4	4
Good Governance and Public Participation	Democratic and accountable organisation	Governance	Audit	Percentage findings raised by the AG related to Water Services against the prior year resolved	70%	25%	50%	100%	100%	100%
Good Governance and Public Participation	Democratic and accountable organisation	Governance	Audit	Percentage Audit Committee recommendations related to Water Services implemented	75%	100%	100%	100%	100%	100%
Good Governance and Public Participation	Democratic and accountable organisation	Governance	Audit	Percentage issues raised by Internal Audit related to Water Services addressed	0%	100%	100%	100%	100%	100%



Key Performance Are	Strategic Objective	IDP Programme	Sub-Programme	Department Indicators	Baseline 30 June 2013	Quarter 1 Jul - Sept '13	Quarter 2 Oct - Dec '13	Quarter 3 Jan - Mar '14	Quarter 4 Apr - Jun '14	Annual Target 2013-14
Good Governance and Public Participation	Democratic and accountable organisation	Governance	Audit	Number Internal Audit reports submitted to the Office of the Municipal Manager	0	0	1	2	3	4
Good Governance and Public Participation	Democratic and accountable organisation	Governance	Risk Management	Number of Risk registers related to Water Services reviewed and submitted to Risk Management Unit	0	1	1 y.t.d	1 y.t.d	1 y.t.d	1
Good Governance and Public Participation	Democratic and accountable organisation	Governance	Risk Management	Percentage risk mitigation plans related to Water Services implemented	N/A	50%	75%	85%	100%	100%
Good Governance and Public Participation	Democratic and accountable organisation	Governance	Risk Management	Number of Risk management reports submitted to the Office of the Municipal Manager	N/A	0	1	2	3	4
Good Governance and Public Participation	Democratic and accountable organisation	Corporate Services	Legal Services	Number of Anti-corruption action plans related to Water Services developed and implemented	0	1	1 y.t.d.	1 y.t.d.	1 y.t.d.	1



Key Performance Are	Strategic Objective	IDP Programme	Sub-Programme	Department Indicators	Baseline 30 June 2013	Quarter 1 Jul - Sept '13	Quarter 2 Oct - Dec '13	Quarter 3 Jan - Mar '14	Quarter 4 Apr - Jun '14	Annual Target 2013-14
Good Governance and Public Participation	Democratic and accountable organisation	Corporate Services	Legal Services	Percentage compliance to legislative requirements related to Water Services	0%	100%	100%	100%	100%	100%
Good Governance and Public Participation	Democratic and accountable organisation	Corporate Services	Legal Services	Number of compliance reports submitted to Corporate Services	0	1	2	3	4	4
Good Governance and Public Participation	Democratic and accountable organisation	Corporate Services	Administration	Percentage Council resolutions related to Water Services implemented	0%	100%	100%	100%	100%	100%
Good Governance and Public Participation	Democratic and accountable organisation	Corporate Services	Administration	Percentage Executive Management decisions related to Water Services implemented	0%	100%	100%	100%	100%	100%
Good Governance and Public Participation	Democratic and accountable organisation	Governance	Performance Management	Timeous submission of Annual Performance Report to the Municipal Manager's Office by the 7th July	100%	100%	100% y.t.d	100% y.t.d	100% y.t.d	100% y.t.d



Key Performance Are	Strategic Objective	IDP Programme	Sub-Programme	Department Indicators	Baseline 30 June 2013	Quarter 1 Jul - Sept '13	Quarter 2 Oct - Dec '13	Quarter 3 Jan - Mar '14	Quarter 4 Apr - Jun '14	Annual Target 2013-14
Good Governance and Public Participation	Democratic and accountable organisation	Governance	Performance Management	Average performance rating related to Water Services	N/A	4	4	4	4	4
Governance and Public Participation	Democratic and accountable organisation	Governance	Performance Management	Percentage of Infrastructure Cluster resolutions related to Water Services implemented	0%	100%	100%	100%	100%	100%
Good Governance and Public Participation	Democratic and accountable organisation	Governance	Performance Management	Percentage recommendations by the MPAC related to Water Services implemented and reported	0%	100%	100%	100%	100%	100%
Good Governance and Public Participation	Democratic and accountable organisation	Governance	Performance Management	Number of SDBIP reports submitted to the Office of the Municipal Manager	0	1	2	3	4	4
Good Governance and Public Participation	Improve community well-being	Office of the Executive Mayor	Community Satisfaction	Percentage Presidential hotline queries resolved within specified timeframe	0	100%	100%	100%	100%	100%
Good Governance and Public Participation	Improve community well-being	Office of the Executive Mayor	Community Satisfaction	Percentage Premier hotline queries resolved within specified timeframe	0	100%	100%	100%	100%	100%



Key Performance Are	Strategic Objective	IDP Programme	Sub-Programme	Department Indicators	Baseline 30 June 2013	Quarter 1 Jul - Sept '13	Quarter 2 Oct - Dec '13	Quarter 3 Jan - Mar '14	Quarter 4 Apr - Jun '14	Annual Target 2013-14
Good Governance and Public Participation	Democratic and accountable organisation	Governance	Public Participation	Number of reports on the contribution to Public Participation submitted to the Office of the Executive Mayor	0	1	2	3	4	4
Spatial Rationale	Plan for the future	Planning and Development	Spatial Planning	Number of reports on the contribution of implementation of the CRDP submitted to Planning and Development	0	0	1	2	3	4
Spatial Rationale	Plan for the future	Planning and Development	Integrated Development Planning	Number of reports on the contribution to the review of the IDP submitted to Planning and Development	0	1	2	3	4	4
Service Delivery	Develop and maintain infrastructure	Water Services	Operations	Number water reservoirs metered	0	56	384	384 quarterly	384 quarterly	384
Service Delivery	Develop and maintain infrastructure	Water Services	Operations	Percentage Water loss	95%	75%	50%	25%	0%	70%
Service Delivery	Develop and maintain infrastructure	Engineering Services	Bulk water infrastructure	Number villages that could be provided with current bulk water supply	107	169	231	293	354	354



Key Performance Are	Strategic Objective	IDP Programme	Sub-Programme	Department Indicators	Baseline 30 June 2013	Quarter 1 Jul - Sept '13	Quarter 2 Oct - Dec '13	Quarter 3 Jan - Mar '14	Quarter 4 Apr - Jun '14	Annual Target 2013-14
Service Delivery	Develop and maintain infrastructure	Water Services	Operations	Number of Customer Services Charter for water developed and approved by management	1	0	1	1 y.t.d.	1 y.t.d	1
Service Delivery	Develop and maintain infrastructure	Water Services	Operations	Annual report on the implementation of the WSDP submitted to the Minister of Water Affairs	1	0	0	0	1	1
Service Delivery	Develop and maintain infrastructure	Water Services	Infrastructure Planning	Number villages provided with quality water	107	169	231	293	354	354
Service Delivery	Develop and maintain infrastructure	Water Services	Water Quality	Mega litres water produced	49608	12402	24804	37206	49608	49608
Service Delivery	Provide clean and safe water	Water Services	Water Quality	Mega litres waste water treated	7884	1971	3942	5913	7884	7884
Service Delivery	Provide clean and safe water	Water Services	Water Quality	Percentage Blue drop rating outcome	79%	N/A	N/A	95%	N/A	95%
Service Delivery	Provide clean and safe water	Water Services	Water Quality	Percentage Green drop rating outcome	52%	N/A	N/A	95%	N/A	95%
Service Delivery	Develop and maintain infrastructure	Water Services	Water Quality	Number of reports on SANS 241 Index compliance submitted	N/A	3	6	9	12	12



Key Performance Are	Strategic Objective	IDP Programme	Sub-Programme	Department Indicators	Baseline 30 June 2013	Quarter 1 Jul - Sept '13	Quarter 2 Oct - Dec '13	Quarter 3 Jan - Mar '14	Quarter 4 Apr - Jun '14	Annual Target 2013-14
Service Delivery	Provide clean and safe water	Water Services	Infrastructure Planning	Number of reports on the functionality of the waste water treatment plants submitted to management	0	3	6	9	12	12
Service Delivery	Provide clean and safe water	Water Services	Infrastructure Planning	Number of reports on functionality of water treatment plants submitted to management	0	3	6	9	12	12
Service Delivery	Provide clean and safe water	Water Services	Infrastructure Planning	Number of reports on the development of the WSDP submitted to management	N/A	1	2	3	N/A	3
Service Delivery	Provide clean and safe water	Water Services	Infrastructure Planning	Number of WSDP reports submitted	0	N/A	N/A	N/A	1	1
Service Delivery	Provide clean and safe water	Water Services	Infrastructure Planning	Number of water services provision reports submitted	0	3	6	9	12	12
Service Delivery	Develop and maintain infrastructure	Water Services	Operations	Number of reports on the implementation of WSP agreement submitted to management	0	1	2	3	4	4



Key Performance Are	Strategic Objective	IDP Programme	Sub-Programme	Department Indicators	Baseline 30 June 2013	Quarter 1 Jul - Sept '13	Quarter 2 Oct - Dec '13	Quarter 3 Jan - Mar '14	Quarter 4 Apr - Jun '14	Annual Target 2013-14
Service Delivery	Provide clean and safe water	Water Services	Infrastructure Planning	Number of Public Private Partnership projects developed	4	0	0	2	4	4
Service Delivery	Provide clean and safe water	Water Services	Infrastructure Planning	Number of progress reports on the development of the Refurbishment business plan submitted to management	N/A	3	6	N/A	N/A	6
Service Delivery	Develop and maintain infrastructure	Water Services	Operations and Maintenance	Number of reports on water losses submitted to management	0	1	2	3	4	4
Service Delivery	Provide clean and safe water	Corporate Services	Human Resources	Number of reports on the implementation of the Workplace Skills Plan submitted for management	0	1	2	3	4	4
Transformation and Organisational Development	Develop entrepreneurial and intellectual capability	Corporate Services	Employee performance management	Number employee performance reviews conducted	0	0	0	56	56 y.t.d	56



4. CORE COMPETENCY REQUIREMENTS

The core competencies the employee should conform to and will be assessed and evaluated against follows:

CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT %
Strategic Capability and Leadership	Must be able to provide a vision, set the direction for the organisation and inspire others in order to deliver on the organisational mandate	Annual Performance Reporting; Lead People; Strategy and Task Execution; Strategic Planning; Governance and Management Frameworks	5%
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to deliver the desired outputs	Project/Programme Planning; Execution and Reporting	20%
Financial Management	Must be able to compile and manage budgets, control cash flow, institute risk management and administer tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives	Financial Planning: MFMA, MTEF and MTSF; Financial Budget Execution and Reporting (in Year Monitoring and Reporting) AG Report	5%
Change Management	Must be able to initiate and support organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	Change Vision, Planning and Strategy; Process Improvement; Organisation Design; Policy Change and Execution; Change Results; Impact Monitoring and Evaluation	5%
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation	Knowledge and Learning; Technology Usage; Knowledge Strategies; Information Sharing Sessions; Integration of Knowledge and Partnership Development	5%
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals	Innovation; Processes, Policy and Structures; Application of Best Practice	20%



CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT %
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	Identify, Analyse and Resolve Problems in timely manner; Contingency Plans and Anticipate Problems	10%
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals	Employee Relations; Diversity Management; HR Planning; Management and Development	5%
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	Application of Batho-Pele Principles; Service Delivery knowledge; Coaching and Mentoring Others; Cost, Time, Budget, Quality, and Targets Consciousness	10%
Communication	Must 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	Information and Ideas; Stakeholder Communication; Communication Strategy; Marketing and Branding; Use of Language; Negotiation and Bargaining	5%
Honesty and Integrity	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	High standard; Ethical and Moral Conduct; Confidentiality and Trust; Treat everyone with Respect; Responsible and Accountable; Shares information freely; Acts against Corruption	10%

More details related to each competency are attached as Annexure A1 to this plan.



5. SUMMARY SCORECARD

In terms of Regulation 805 of 2006, the employee will be scored on a ratio of 80% for key performance areas (KPAs) and 20% for core competency requirements (CCRs). It is also required that the KPAs relevant to the employees functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPAs. It is also necessary to allocate weightings amongst KPIs and projects where relevant. A summary of the total weightings are indicated below:

POSITION OUTCOMES/OUTPUTS	KPA WEIGHTINGS	KPI / PROJECT WEIGHTING		ASSESS WEIGHTING
Key Performance Areas				80%
Financial Viability	5%	KPI's	100%	
Good Governance and Public Participation	15%	KPI's	100%	
Local Economic Development	5%	KPI's	100%	
Service Delivery	60%	KPI's	100%	
Transformation and Organisational Development	5%	KPI's	100%	
Spatial Rationale	10%	KPI's	100%	
Total		100%		
Core Competency Requirements (CCRs)				20%



6. RATING SCALES

The assessment of the performance of the Employee will be based on the following rating scale for KPAs 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	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
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.



7. PERFORMANCE ASSESSMENT PROCESS

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:
 - 1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.
 - 1.2. Actual performance against the targets will be captured in preparation for the assessments.
 - 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.4. KPI's and targets are audited before assessment date and their findings must accompany the Performance Plans.
 - 1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.
3. The process for determining Employee ratings are as follows:
 - 3.1. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
 - 3.2. The employee to motivate for higher ratings where applicable.
 - 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
 - 3.4. The panel scores are averaged to derive at a total score per KPI / Activity /CCR. Overall scores are calculated by taking weightings into account where applicable.
 - 3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
5. The assessment rating calculator is used to calculate the overall % score for performance.
6. Annual performance evaluation to determine the final ratings and scores as well as recommend performance bonuses will be conducted by the appropriate panel as constituted by Regulation 805 of 2006.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%



8. The Personal Development Plan (PDP) can be reviewed after the performance evaluation had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the annual performance evaluation will be submitted to the performance audit committee for final approval of the assessment/s /evaluations.
10. Performance bonus, based upon the annual evaluation, will be subject to approval by Council.
11. The performance evaluation results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the Province.



8. APPROVAL

The process followed ensures individual alignment to the strategic intent of the institution and gives clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer	Undertaking of the employee
On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.	I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.
Signed and accepted on behalf of Council:	Signed and accepted by the Employee:
DATE:	DATE:



ANNEXURE A1 - CORE MANAGERIAL COMPETENCIES DETAILS

The details pertaining to the Core Managerial Competencies follows:

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Strategic Capability and Leadership	<ul style="list-style-type: none"> • Understands organisational and departmental strategic initiatives; • Describes how specific tasks link to organisation's strategies; • Aligns and prioritises own action plans to organisational strategies; and • Demonstrates commitment through actions. 	<ul style="list-style-type: none"> • Gives direction to team in realising the organisation's strategic objectives; • Impacts positively on team morale; • Develops action plans to execute strategic initiatives; • Assists in defining performance measures to evaluate the success of strategies; • Identifies and communicates obstacles to executing specific strategies; • Supports stakeholders in achieving their goals; • Inspires staff with own behaviour - "walks the talk"; • Manages and takes calculated risks; • Communicates strategic plan to the organisation; and • Utilises strategic planning methods and tools. 	<ul style="list-style-type: none"> • Evaluates all activities to determine value added and alignment with the organisation's strategic goals. • Displays and contributes in-depth knowledge to strategic planning at the organisational level; • Ensures alignment of strategies across various functional areas to the organisation strategy; • Defines performance measures to evaluate the success of organisation's strategy; • Monitors and reviews strategic plans consistently and takes corrective action; • Promotes organisation's mission and vision to all relevant stakeholders; • Empowers others to deal with complex and ambiguous situations; • Achieves agreement or consensus in an adversarial environment; • Guides the organisation through complexity and uncertainty of vision; • Leads and unites diverse workgroups across divisions to achieve organisational objectives; and • Develops and implements risk management.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Financial Management	<ul style="list-style-type: none"> • Articulates basic financial concepts and techniques as they relate to organisational/departmental processes and tasks (e.g. performance budgeting and value for money); • Displays awareness of the different sources of financial data, reporting mechanisms and financial processes and systems; • Understands importance of financial accountability; • Understands the necessity for asset control; • Recognises key expenditure and financial accounting and reporting concepts; • Performs key financial management processes (expenditure, accounting and reporting) with guidance/direction; • Tracks and measures actual expenditure against budget; and • Understands the role of an audit function. 	<ul style="list-style-type: none"> • Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; • Assesses, manages and monitors financial risks; • Prepares financial reports based on prescribed format; • Understands and weighs up financial implications of propositions; • Controls assets according to prescribed policies and procedures; • Understands, analyses and monitors financial reports; • Allocates resources to established goals and objectives; • Manages expenditure in relation to cash flow projections; • Ensures effective utilisation of financial resources; • Develops corrective measures/actions to ensure alignment of budget to financial resources; • Prepares and manages own budget in line with the strategic objectives of the organisation; and 	<ul style="list-style-type: none"> • Takes ownership of key planning, budgeting and forecasting processes and answers questions related to topics within own responsibility; • Manages financial planning, forecasting and reporting processes; • Prepares budgets that are aligned to the strategic objectives of the organisation\department; • Addresses complex budgeting and financial management issues; • Formulates long term financial plans and resource allocations; • Develops and implements systems, procedures and processes in order to improve financial management; • Advises on policies and procedures regarding asset control; • Dynamically allocates resources according to internal and external objectives (broader government objectives); • Develops expenditure Key Performance Indicators (KPIs); • Succeeds in achieving maximum results with limited resources; • Assists others with financial accounting\reporting tasks; • Coaches and teaches others on key financial concepts; and • Analyses projections in reports.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Knowledge Management	<ul style="list-style-type: none"> • Collects, categorises and tracks relevant information required for specific tasks and projects; • Analyses and interprets information to draw conclusions; • Seeks new sources of information to increase own knowledge base; and • Shares information and knowledge with co-workers. 	<ul style="list-style-type: none"> • Uses appropriate information systems to manage organisational knowledge; • Uses modern technology to stay abreast of world trends and information; • Evaluates information from multiple sources and uses information to influence decisions; • Creates mechanisms and structures for sharing of knowledge in the organisation; • Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency; • Promotes the importance of knowledge sharing within own area; • Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and • Nurtures a knowledge-enabling environment. 	<ul style="list-style-type: none"> • Anticipates future knowledge management requirements and systems; • Develops standards and processes to meet future knowledge management requirements; • Shares and promotes best practices across the organisation; • Coaches others on knowledge management techniques; • Monitors and measures knowledge management capability in organisation; • Creates a culture of a learning organisation; and • Holds motivational sessions with colleagues to share information and new ideas.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Service Delivery Innovation	<ul style="list-style-type: none"> • Recommends new ways of performing tasks within own function; • Identifies and seeks potential sources of new ideas and approaches to enhance service delivery; • Proposes simple remedial solutions to simple service delivery orientated problems; and • Listens to the ideas and perspectives of others and explores opportunities to enhance these ideas. 	<ul style="list-style-type: none"> • Consults clients and stakeholders on ways to improve the delivery of services; • Communicates the benefits of service delivery improvement opportunities to stakeholders; • Identifies internal process improvement opportunities; • Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; • Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and • Implements innovative service delivery options in own department/organisation. 	<ul style="list-style-type: none"> • Formulates and implements new ideas throughout the organisation; • Ensures buy-in from key stakeholders; • Consults and utilises international best practices on Service Delivery Innovation; • Aligns the Service Delivery Innovation initiatives with the latest technology; • Researches needs of clients; • Coaches others on innovation techniques; and • Inspires service providers to improve delivery of services.
Problem Solving and Analysis	<ul style="list-style-type: none"> • Understands the basic steps in problem solving and analysis and solves basic problems using organisation guidelines; • Identifies when to solve problems independently and when to consult others for resolution beyond own authority; • Participates actively and constructively in problem solving discussions; and • Identifies and documents issues associated with problems. 	<ul style="list-style-type: none"> • Explains potential impact of problems to own working environment; • Demonstrates logical problem solving approach and provides rationale for proposed solutions; • Determines root causes of problems; • Demonstrates objectivity, thoroughness, insightfulness, and probing behaviours when approaching problems; and • Demonstrates the ability to break down complex problems into manageable parts and identify solutions. 	<ul style="list-style-type: none"> • Coaches others on the analytical techniques and problem solving methods; • Anticipates organisational problems and strategises to counteract potential impact; • Involves the appropriate people, to resolve complex, inter-departmental problems; • Generates various solutions/ options and contingency plans for problems; • Identifies the impact of solutions on multiple areas within the organisation; and • Develops contingency measures and explores various problem solving options.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
People Management and Empowerment	<ul style="list-style-type: none"> • Participates in team goal setting and problem solving; • Interacts and collaborates with diverse groups of people; • Understands team strengths, weaknesses and preferences; and • Is aware of the appropriate steps and guidelines for employee development and feedback, but not yet fully able to implement these. 	<ul style="list-style-type: none"> • Seeks opportunities to increase personal contribution and level of responsibility; • Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches; • Delegates and empowers others to increase contribution and level of responsibility; • Applies labour and employment legislation and regulations consistently; • Facilitates team goal setting and problem solving; • Recognises differences between individuals, cultures and teams and provides developmental feedback in accordance with performance management principles; • Adheres to internal and national standards with regards to human resource practices; • Identifies competencies required and suitable resources for specific tasks; • Displays personal interest in the well-being of colleagues; • Able to manage own time as well as time of colleagues and other stakeholders; and • Manages conflict through a participatory approach. 	<ul style="list-style-type: none"> • Analyses ineffective team and work processes and recommends improvement; • Recognises and rewards desired behaviours and results; • Mentors and counsels others; • Addresses balance between individual career expectations and organisational needs; • Considers developmental needs of personnel when building teams and assigning tasks; • Establishes an environment in which personnel can maximise their potential; • Guides others on managing people; • Inspires a culture of performance excellence by giving positive and constructive feedback to the team; • Creates links among various individuals, cultures and teams and instils a common sense of identity towards the achievement of goals; • Shares knowledge of the big picture to help others understand their role; and • Creates a culture of continuous learning and development.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Client Orientation and Customer Focus	<ul style="list-style-type: none"> • Acknowledges customers rights; • Applies customer knowledge to improve own organisation or department; • Maintains good relationship with customers and understands their priorities; and • Redirects queries to the most appropriate person/ solution provider and follows through to ensure customer needs are met. 	<ul style="list-style-type: none"> • Develops clear and implementable service delivery improvement programmes; • Identifies opportunities to exceed the expectations of customers; • Designs internal work processes to improve customer service; • Adds value to the organisation by providing exemplary customer service; and • Applies customer rights in own work environment. 	<ul style="list-style-type: none"> • Coaches others about the importance and application of customer and client knowledge; • Fosters an environment in which customer satisfaction is valued and delivered; • Addresses and resolves high-risk, high profile stakeholder issues; and • Takes advantage of opportunities to learn about stakeholders and brings this information to own functional area.