



**DRAKENSTEIN**

MUNISIPALITEIT • MUNICIPALITY • UMASIPALA

Paarl | Wellington | Gouda | Saron | Simondium

---

## **Performance Agreement 2023 - 2024**

**EXECUTIVE DIRECTOR:  
ENGINEERING SERVICES**

A city of excellence

**PERFORMANCE AGREEMENT**

MADE AND ENTERED INTO BY AND BETWEEN  
DRAKENSTEIN MUNICIPALITY HEREBY REPRESENTED BY:

**THE CITY MANAGER**  
**DR J LEIBBRANDT**  
(herein and after referred as Employer)

AND


**EXECUTIVE DIRECTOR**  
(herein and after referred as Employee)

**FOR THE FINANCIAL YEAR: 01 JULY 2023 - 30 JUNE 2024**



**1. INTRODUCTION**

- 1.1 The Employer, duly represented by **Dr. JH Leibbrandt**, in his capacity as the **City Manager** has entered into a contract of employment with the Employee **Mr. LP Pienaar**, 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 promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
- 1.5.1 “this Agreement” – means the performance agreement between the Employer and the Employee and the Annexures thereto;
- 1.5.2 “the **City Manager**” – means the Municipal Manager of the Municipality appointed in terms of Section 54 (A) of the Systems Act;
- 1.5.3 “the Employee” means the **Executive Director: Engineering Services** appointed in terms of Section 56 of the Systems Act;
- 1.5.4 “the Employer” means **Drakenstein Municipality**; and
- 1.5.5 “the Parties” means the Employer and Employee.



**2. PURPOSE OF THIS AGREEMENT**

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

**3. COMMENCEMENT AND DURATION**

- 3.1 This Agreement will commence on **01 July 2023** and will remain in force until **30 June 2024** where-after a new Performance Agreement will be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31<sup>st</sup> of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.



**4. PERFORMANCE OBJECTIVES**

- 4.1 The Performance Plan (Annexure A) sets out:
- 4.1.1 The performance objectives and targets that must be met by the Employee;
  - 4.1.2 The time frames within which those performance objectives and targets must be met; and
  - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and will include:
- 4.2.1 Key objectives that describe the main tasks that need to be done;
  - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;
  - 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
  - 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.



**5. PERFORMANCE MANAGEMENT SYSTEM**

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

<b>Key Performance Areas</b>
KPA 01. Governance and Compliance
KPA 02. Finance
KPA 03. Organisation and Human Capital
KPA 04. Infrastructure and Services
KPA 05. Planning and Development
KPA 06. Community Development

- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee’s assessment score. The competencies will be assessed every six (6) months (January and July). The competencies requirements are set out below:

<b>Leading and Core Competencies</b>	
<b>Strategic Direction and Leadership</b>	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate
<b>People Management</b>	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives
<b>Programme and Project Management</b>	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives
<b>Financial Management</b>	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner
<b>Communication</b>	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome
<b>Change Leadership</b>	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community
<b>Governance Leadership</b>	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships
<b>Moral Competence</b>	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence
<b>Planning and Organising</b>	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk
<b>Analysis and Innovation</b>	Able to critically analyse information, challenges and trends
<b>Knowledge and Information Management</b>	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government
<b>Results and Quality Focus</b>	Able to maintain high quality standards, focus and achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives



## 6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out:
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
  - 6.1.2 The intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP as described in 6.6 – 6.12 below;
- 6.5 The Employee must upload all relevant portfolio of evidence onto the Ignite System at least one (1) week prior to the quarterly evaluation;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs will be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
  - 6.6.2 A rating on the five-point scale will be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
  - 6.6.3 The Employee will submit his/her self-evaluation to the Employer prior to the formal assessment;
  - 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
  - 6.6.5 An overall score will be calculated based on the total of the scores calculated above.



6.7 Assessment of the Competencies:

- 6.7.1 Each Competency will be assessed in terms of the description provided in Annexure B;
- 6.7.2 A rating will be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the scores calculated above.

6.8 Overall rating:

- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and
- 6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for KPAs and Competencies respectively:

6.9.1 Rating scale for KPAs as mentioned in paragraph 5.6:

Level	Terminology	Description
5	<b>Outstanding Performance</b>	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	<b>Performance Significantly Above Expectations</b>	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	<b>Fully Effective</b>	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	<b>Not Fully Effective</b>	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

Level	Terminology	Description
		half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	<b>Unacceptable Performance</b>	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 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.

6.9.2 Rating scale for Competencies as mentioned in paragraph 5.7:

Level	Achievement Levels	Description
5	<b>Superior</b>	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	<b>Advanced</b>	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses
3	<b>Competent</b>	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	<b>Basic</b>	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	<b>Sub Standard</b>	Applies little to no basic concepts, methods, and understanding of local government operations.

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

6.10.1 City Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Audit Committee/Performance Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11 The City Manager will evaluate the performance of the Employee as at the end of the 1<sup>st</sup>, 2<sup>nd</sup> 3<sup>rd</sup>, and 4<sup>th</sup> quarters; and

6.12 The City Manager will evaluate core competencies at mid-year and annually.

**7. SCHEDULE FOR PERFORMANCE REVIEWS**

7.1 The performance of the Employee in relation to his/her performance agreement will be reviewed on the following dates:

Quarter	Review Period	Review to be completed by
1	July – September	October 2023
2	October – December	January 2024
3	January – March	April 2024
4	April – June	July 2024

The Annual Performance Evaluation of the Employee will take place during May 2024.

7.2 The Employer will keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback will be based on the Employer’s assessment of the Employee’s performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended. In that case, the Employee will be fully consulted before any such change is made.

**8. DEVELOPMENTAL REQUIREMENTS**

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



**9. OBLIGATIONS OF THE EMPLOYER**

The Employer will:

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

**10. CONSULTATION**

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

Two handwritten signatures in black ink, one on the left and one on the right, located at the bottom right of the page.

**11. REWARD**

- 11.1 The evaluation of the Employee’s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the overall performance score obtained during the 4<sup>th</sup> quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Average Performance Score	Performance Bonus
Between 130% to 149%	Performance bonus range from 5% to 9%
From 150% and above	Performance bonus range from 10% to 14%

- 11.4 In the event of the Employee terminating his/her services during the validity period of this Agreement, the Employee’s performance will be evaluated for the portion during which he/she was employed and he/she will be entitled to a pro-rata performance bonus based on his/her evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

**12. MANAGEMENT OF EVALUATION OUTCOMES**

- 12.1 Where the Employer is, any time during the Employee’s employment, not satisfied with the Employee’s performance with respect to 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 of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference;
- 12.4 In the case of unacceptable performance, the Employer will:
  - 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his/her 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 or her 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 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, will be appointed to resolve the matter within 30 (thirty) business days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment will apply.

### 14. GENERAL

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



Duly done and signed at Paarl on the 17<sup>th</sup> day of <sup>July</sup>~~June~~ 2023. OES

  
CITY MANAGER

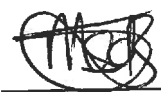
AS WITNESSES:

1. 
2. 

Duly done and signed at Paarl on the 17<sup>th</sup> day of <sup>July</sup>~~June~~ 2023. OES

  
DIRECTOR: ENGINEERING SERVICES

AS WITNESSES:

1. September
2. 

MMC: GOVERNANCE AND COMPLIANCE



## Performance Plan

EXECUTIVE DIRECTOR: ENGINEERING SERVICES





**The Performance Plan sets out:**

- Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

**KEY PERFORMANCE INDICATORS**

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (eighty percent) of the total employee assessment score.

**Part 1: Service Delivery and Budget Implementation Plan (SDBIP) (80%)**

EXECUTIVE DIRECTOR: ENGINEERING SERVICES												
IDP/ Ref No.	KPA > Pre-determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	Baseline (Actual 2021/2022)	5 Year Target	2023/2024 Target	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/2024)				% Weight (80%)
								Q1	Q2	Q3	Q4	
<b>DIVISIONAL PERFORMANCE</b>												
ES 1	KPA 1. Governance and Compliance	Effective Management and Functional Supervision of the Roads, Storm Water and Traffic Engineering Division	Percentage (weighted average) of the Roads, Storm Water and Traffic Engineering Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	6
ES 2	KPA 1. Governance and Compliance	Effective Management and Functional Supervision of the Infrastructure Management Division	Percentage (weighted average) of the Infrastructure Management Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	6

EXECUTIVE DIRECTOR: ENGINEERING SERVICES												
IDP/ Ref No.	KPA > Pre-determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	Baseline (Actual 2021/2022)	5 Year Target	2023/2024 Target	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/2024)				% Weight (80%)
								Q1	Q2	Q3	Q4	
ES 3	KPA 1. Governance and Compliance	Effective management and functional supervision of the Electro-Technical Services Division	Percentage of (weighted average) of the Electro-Technical Services Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	6	
ES 4	KPA 1. Governance and Compliance	Effective management and functional supervision of the Solid Waste and Landfill Management Division	Percentage of (weighted average) of the Solid Waste and Landfill Management Division Scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	6	
ES 5	KPA 1. Governance and Compliance	Effective Management and Functional Supervision of the Water and Wastewater Division	Percentage (weighted average) of the Waste and Wastewater Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	6	
ES 6	KPA 1. Governance and Compliance	Effective Management and Functional Supervision of Technical Support Projects and Programmes Division	Percentage (weighted average) of the Technical Support Projects and Programmes Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	6	
<b>MANAGERIAL PERFORMANCE</b>												
ES 7	KPA 1. Governance and Compliance > PDO 1. Governance Structures	Number of monthly MMC progress reports submitted per MMC (1)	Number of MMC progress reports submitted per MMC (1)	Output	11	12 per annum	12	3	3	3	2	
ES 8	KPA 1. Governance and Compliance > PDO 1. Governance Structures	Facilitation of Executive Management Team (EMT) meetings	Number of Executive Management Team (EMT) meetings facilitated	Input	34	34 per annum	34	9	8	9	2	

EXECUTIVE DIRECTOR: ENGINEERING SERVICES													
IDP/ Ref No.	KPA > Pre-determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	Baseline (Actual 2021/2022)	5 Year Target	2023/2024 Target	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/2024)				% Weight (80%)	
								Q1	Q2	Q3	Q4		
ES 9	KPA 1: Governance and Compliance > PDO 1. Governance Structures	Facilitation of departmental wide staff meetings	Number of departmental wide staff meetings facilitated.	Input	New KPI	1	1	N/A	N/A	1	1	1	1
ES 10	KPA 3: Organisation and Human Capital > PDO 18. Performance Management	Compliance with Monitoring and Evaluation results orientated deadlines	Percentage compliance with Monitoring and Evaluation deadlines measured monthly	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	5	5
ES 11	KPA 1: Governance and Compliance > PDO 5. Communication (Internal and External)	Compliance with media response deadlines	Percentage compliance with media response deadlines	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	3	3
ES 12	KPA 1: Governance and Compliance > PDO 02. Risk and Assurance	Implement the DAAP (Departmental Audit Action Plan) (Number of DAAP actions completed / Total number of DAAP actions identified to be completed)	Percentage of DAAP (Departmental Audit Action Plan) actions completed quarterly (Number of DAAP actions completed / Total number of DAAP actions identified to be completed)	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	5	5
ES 13	KPA 3: Organisation and Human Capital > PDO 17. Human Capital	Implement the DOHSAP (Departmental Occupational Health and Safety Action Plan) actions (Number of DOHSAP actions completed/ Total number of DOHSAP actions identified to be completed)	Percentage of DOHSAP (Departmental Occupational Health and Safety Action Plan) actions completed quarterly within due dates (Number of DOHSAP actions completed / Total number of DOHSAP actions identified to be completed)	Outcome	New KPI	90% per annum	90%	90%	90%	90%	90%	5	5

EXECUTIVE DIRECTOR: ENGINEERING SERVICES												
IDP/ Ref No.	KPA > Pre-determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	Baseline (Actual 2021/2022)	5 Year Target	2023/2024 Target	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/2024)				% Weight (80%)
								Q1	Q2	Q3	Q4	
ES 14	KPA 2: Finance> PDO 14. Supply Chain Management	Implementation of departmental procurement plan	Percentage of the departmental procurement plan implemented	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	4
ES 15	KPA 4: Infrastructure and Services > PDO 26. Municipal and Public Facilities	Implementation of approved maintenance plans	Percentage of departmental maintenance plans implemented	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	4
ES 16	KPA 2: Finance > PDO 09. Expenditure	Actual expenditure on the approved departmental Capital Budget	Percentage actual expenditure on the approved departmental Capital Budget	Outcome	90%	90% per annum	90%	N/A	N/A	N/A	90%	3
ES 17	KPA 2: Finance > PDO 08. Revenue	Collection of revenue against the Operating Budget as per approved budget of the Department	Percentage of actual revenue collected against the Operating Budget as per approved Budget	Outcome	90%	90% per annum	90%	N/A	N/A	N/A	90%	3
<b>STRATEGIC (TOP LAYER) PERFORMANCE</b>												
TL21	KPA 04. Infrastructure and Services> PDO 22. Electricity and Energy	Limit the electricity losses to less than 10% annually (Average energy purchased to date – Average energy sold to date)/ (Average energy purchased to date) X 100 = Average energy losses for reporting period	Percentage average electricity distribution losses	Outcome	7.53%	<10% per annum (less than)	<10% electricity distribution losses	<10%	<10%	<10%	<10%	1



EXECUTIVE DIRECTOR: ENGINEERING SERVICES												
IDP/ Ref No.	KPA > Pre-determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	Baseline (Actual 2021/2022)	5 Year Target	2023/2024 Target	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/2024)				% Weight (80%)
								Q1	Q2	Q3	Q4	
TL17	KPA 04. Infrastructure and Services > PDO 24. Water and Wastewater	Limit water network losses to less than 19% measured annually (Difference between water units supplied and water units billed as percentage of water supplied)	Percentage average water distribution losses	Outcome	14.3%	<19% average water losses per annum	<19% water distribution losses	N/A	N/A	N/A	<19%	1
TL14	KPA 03: Organisation and Human Capital > PDO 17. Human Capital	Job creation through the Municipality's local economic development initiatives including capital projects (NKPI Proxy – MFMA, Reg. S10(d))	Number of EPWP (inclusive of ward projects) job opportunities created	Output	1, 118	1,000 per annum	1,118	N/A	N/A	N/A	1,118	1
TL22	KPA 04. Infrastructure and Services > PDO 22. Electricity and Energy	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MFMA, Reg. S10(a))	Percentage of formal households with access to basic level of electricity	Outcome	100%	100% per annum	100 %	100%	100%	100%	100%	1
TL20	KPA 04. Infrastructure and Services > PDO 24. Water and Wastewater Services	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MFMA, Reg. S10(a))	Percentage of formal households with access to basic level of sanitation	Outcome	100%	100% per annum	100 %	100%	100%	100%	100%	1
TL16	KPA 04. Infrastructure and Services > PDO 24. Water and Wastewater Services	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy indicator – S10(a))	Percentage of formal households with access to basic level of water	Outcome	100%	100% per annum	100 %	100%	100%	100%	100%	1
TL25	KPA 04. Infrastructure and Services > PDO 25. Solid Waste	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy indicator – S10 (a))	Percentage of formal households with access to basic level solid waste removal	Outcome	100%	100% per annum	100 %	100%	100%	100%	100%	1

## Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(December) 1 <sup>st</sup> Assessment	(July) Final Assessment	% Weights (20%)	Comments
2.1	Strategic direction and leadership			1.67%	
2.2	People management			1.67%	
2.3	Programme and project management			1.67%	
2.4	Financial management			1.67%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.66%	
2.7	Moral competence			1.66%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.66%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.66%	

# Competency Framework

EXECUTIVE DIRECTOR: ENGINEERING SERVICES



ANNEXURE TZ





COMPETENCY NAME:		ACHIEVEMENT LEVELS			
COMPETENCY DEFINITION :		COMPETENT (3)	ADVANCED (4)	SUPERIOR (5)	
<p><b>People Management</b> Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.</p>		<ul style="list-style-type: none"> <li>Seek opportunities to increase team contribution and responsibility.</li> <li>Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.</li> <li>Effectively delegate tasks and empower others to increase contribution and execute functions optimally.</li> <li>Apply relevant employee legislation fairly and consistently.</li> </ul>	<ul style="list-style-type: none"> <li>Identify ineffective team and work processes and recommend remedial interventions.</li> <li>Recognise and reward effective and desired behavior.</li> <li>Provide mentoring and guidance to others in order to increase personal effectiveness.</li> <li>Identify development and learning needs within the team.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and incorporate best practice people management processes, approaches and tools across the institution.</li> <li>Foster a culture of discipline, responsibility and accountability.</li> <li>Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.</li> <li>Develop comprehensive integrated strategies and approaches to human capital development and management.</li> </ul>	
<ul style="list-style-type: none"> <li>Participate in team goalsetting and problem solving.</li> <li>Interact and collaborate with people of diverse backgrounds.</li> <li>Aware of guidelines for employee development, but requires support in implementing development initiatives.</li> </ul>		<ul style="list-style-type: none"> <li>Effectively identify capacity requirements to fulfill the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Inspire a culture of performance excellence by giving positive and constructive feedback to the team.</li> <li>Achieve agreement or consensus in adversarial environments.</li> <li>Lead and unite diverse teams across divisions to achieve institutional objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.</li> </ul>	



Program and Project Management	
Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.	
ACHIEVEMENT LEVELS	
BASIC (2)	SUPERIOR (5)
<p><b>COMPETENCY NAME:</b></p> <p><b>COMPETENCY DEFINITION :</b></p> <ul style="list-style-type: none"> <li>Initiate projects after approval from higher authorities.</li> <li>Understand procedures of program and project management methodology, implications and stakeholder involvement.</li> <li>Understand the rational of projects in relation to the institution's strategic objectives.</li> <li>Document and communicate factors and risk associated with own work.</li> <li>Use results and approaches of successful project implementation as guide.</li> </ul>	<p><b>COMPETENT (3)</b></p> <ul style="list-style-type: none"> <li>Establish broad stakeholder involvement and communicate the project status and key milestones.</li> <li>Define the roles and responsibilities of the project team and create clarity around expectations.</li> <li>Find a balance between project deadline and the quality of deliverables.</li> <li>Identify appropriate project resources to facilitate the effective completion of the deliverables.</li> <li>Comply with statutory requirements and apply policies in a consistent manner.</li> <li>Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.</li> </ul>
	<p><b>ADVANCED (4)</b></p> <ul style="list-style-type: none"> <li>Manage multiple programs and balance priorities and conflicts according to institutional goals.</li> <li>Apply effective risk management strategies through impact assessment and resource requirements.</li> <li>Modify project scope and budget when required without compromising the quality and objectives of the project.</li> <li>Involve top-level authorities and relevant stakeholders in seeking project buy-in.</li> <li>Identify and apply contemporary project management methodology</li> <li>Influence and motivate project team to deliver exceptional results.</li> <li>Monitor policy implementation and apply procedures to manage risks.</li> </ul>
	<ul style="list-style-type: none"> <li>Understand and conceptualize the long-term implications of desired project outcomes.</li> <li>Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.</li> <li>Influence people in positions of authority to implement outcomes of projects</li> <li>Lead and direct translation of policy into workable action plans</li> <li>Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.</li> </ul>

Financial Management	
<b>COMPETENCY NAME:</b>	<b>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner</b>
<b>COMPETENCY DEFINITION :</b>	
<b>ACHIEVEMENT LEVELS</b>	
<b>BASIC (2)</b>	<b>COMPETENT (3)</b>
<ul style="list-style-type: none"> <li>Understand basic financial concepts and methods as they relate to institutional processes and activities</li> <li>Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> <li>Understand the importance of financial accountability</li> <li>Understand the importance of asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate</li> <li>Assess, identify and manage financial risks.</li> <li>Assume a cost-saving approach to financial management.</li> <li>Prepare financial reports based on specified formats.</li> <li>Consider and understand the financial implications of decisions and suggestions.</li> <li>Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.</li> <li>Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.</li> </ul>
	<b>ADVANCED (4)</b>
	<ul style="list-style-type: none"> <li>Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.</li> <li>Prepare budgets that are aligned to the strategic objectives of the institution.</li> <li>Address complex budgeting and financial management concerns.</li> <li>Put systems and processes in place to enhance the quality and integrity of financial management practices.</li> <li>Advise on policies and procedures regarding asset control.</li> <li>Promote National Treasury's regulatory framework for Financial Management.</li> </ul>
	<b>SUPERIOR (5)</b>
	<ul style="list-style-type: none"> <li>Develop planning tools to assist in evaluating and monitoring future expenditure trends.</li> <li>Set budget frameworks for the institution.</li> <li>Set strategic direction for the institution on expenditure and other financial processes.</li> <li>Build and nurture partnerships to improve financial management and achieve financial savings.</li> <li>Actively identify and implement new methods to improve asset control.</li> <li>Display professionalism in dealing with financial data and processes.</li> </ul>



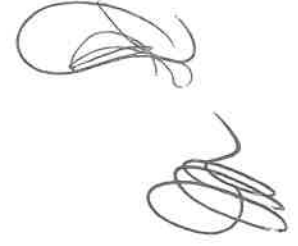
COMPETENCY NAME:		Change Leadership		
COMPETENCY DEFINITION :		Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.		
ACHIEVEMENT LEVELS				
BASIC (2)	COMPETENT (3)	ADVANCED (4)	SUPERIOR (5)	
<ul style="list-style-type: none"> <li>• Display an awareness of change interventions and the benefits of transformation initiatives.</li> <li>• Able to identify basic needs for change.</li> </ul>	<ul style="list-style-type: none"> <li>• Perform an analysis of the change impact on the social, political and economic environment.</li> <li>• Maintain calm and focus during change.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively monitor change impact and results and convey progress to relevant stakeholders.</li> <li>• Secure buy-in and sponsorship for change initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsor change agents and create a network of change leaders who support the interventions.</li> <li>• Actively adapt current structures and processes to incorporate the change interventions.</li> </ul>	
<ul style="list-style-type: none"> <li>• Identify gaps between the current and desired state.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to assist team members during change and keep them focused on the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.</li> </ul>	
<ul style="list-style-type: none"> <li>• Identify potential risk and challenges to transformation, including resistance to change factors.</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer to lead change efforts outside of own work team.</li> </ul>	<ul style="list-style-type: none"> <li>• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.</li> </ul>	<ul style="list-style-type: none"> <li>• Motivate and inspire others around change initiatives.</li> </ul>	
<ul style="list-style-type: none"> <li>• Participate in change programs and piloting change interventions.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to gain buy-in and approval for change from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Take the lead in impactful change programs.</li> </ul>		
<ul style="list-style-type: none"> <li>• Understand the impact of change interventions on the institution within the broader scope of local government.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify change readiness levels and assist in resolving resistance to change factors.</li> <li>• Design change interventions that are aligned with the institution's strategic objectives and goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmark change interventions against best change practices.</li> </ul>		
		<ul style="list-style-type: none"> <li>• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.</li> <li>• Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.</li> </ul>		





Moral Competence			
<b>COMPETENCY NAME:</b>	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
<b>COMPETENCY DEFINITION :</b>			
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC (2)</b>	<b>COMPETENT (3)</b>	<b>ADVANCED (4)</b>	<b>SUPERIOR (5)</b>
<ul style="list-style-type: none"> <li>Realise the impact of acting with integrity, but requires guidance and development in implementing principles.</li> <li>Follow basic rules and regulations of the institution.</li> <li>Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct self in alignment with the values of local government and the institution.</li> <li>Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.</li> <li>Actively report fraudulent activity and corruption with local government.</li> <li>Understand and honor the confidential nature of matters without seeking personal gain.</li> </ul>	<ul style="list-style-type: none"> <li>Identify, develop and apply measures of self-correction.</li> <li>Able to gain trust and respect through aligning actions with commitments.</li> <li>Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.</li> <li>Present values, beliefs and ideas that are congruent with the institution's rules and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive of moral practices.</li> <li>Actively develop and implement measures to combat fraud and corruption.</li> <li>Set integrity standards and shared accountability measures across the institution to support the objectives of local government.</li> <li>Take responsibility for own actions and decisions, even if the consequences are unfavorable.</li> </ul>
	<ul style="list-style-type: none"> <li>Able to deal with situations of conflict of interest promptly and in the best interest of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Takes an active stance against corruption and dishonesty when noted.</li> <li>Actively promote the value of the institution to internal and external stakeholders.</li> <li>Able to work in unity with a team and not seek personal gain.</li> <li>Apply universal moral principles consistently to achieve moral decisions.</li> </ul>	

COMPETENCY NAME: Planning and Organising			
COMPETENCY DEFINITION : Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.			
ACHIEVEMENT LEVELS			
BASIC (2)	COMPETENT (3)	ADVANCED (4)	SUPERIOR (5)
<ul style="list-style-type: none"> <li>• Able to follow basic plans and organise tasks around set objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively and appropriately organise information and resources required for a task.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on broad strategies and initiatives when developing plans and actions.</li> </ul>
<ul style="list-style-type: none"> <li>• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognise the urgency and importance of tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify in advance required stages and actions to complete tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to protect and forecast short, medium- and long-term requirements of the institution and local government.</li> </ul>
<ul style="list-style-type: none"> <li>• Able to follow existing plans and ensure that objectives are met.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance short and long-term plans and goals and incorporate into the team's performance objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule realistic timelines, objectives and milestones for tasks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Translate policy into relevant projects to facilitate the achievement of institutional objectives.</li> </ul>
<ul style="list-style-type: none"> <li>• Focus on short-term objectives in developing plans and action.s</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Produce clear, detailed and comprehensive plans to achieve institutional objectives.</li> </ul>	
<ul style="list-style-type: none"> <li>• Arrange information and resources required for a task, but require further structure and organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Measures progress and monitor performance results.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify possible risk factors and design and implement appropriate contingency plans.</li> <li>• Adapt plans in light of changing circumstances.</li> <li>• Prioritise tasks and projects according to their relevant urgency and importance.</li> </ul>	



Analysis and Innovation	
<b>COMPETENCY NAME:</b>	<b>Analysis and Innovation</b>
<b>COMPETENCY DEFINITION :</b>	<b>Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives</b>
<b>ACHIEVEMENT LEVELS</b>	
<b>BASIC (2)</b>	<b>COMPETENT (3)</b>
<ul style="list-style-type: none"> <li>Understand the basic operation of analysis, but lack detail and thoroughness.</li> <li>Able to balance independent analysis with requesting assistance from others.</li> <li>Recommend new ways to perform tasks within own function.</li> <li>Propose simple remedial interventions that marginally challenges the status quo.</li> <li>Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.</li> <li>Demonstrate objectivity, insight and thoroughness when analysing problems.</li> <li>Able to break down complex problems into manageable parts and identify solutions.</li> <li>Consult internal and external stakeholders on opportunities to improve processes and service delivery.</li> <li>Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.</li> <li>Continuously identify opportunities to enhance internal processes.</li> <li>Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.</li> </ul>
	<b>ADVANCED (4)</b>
	<ul style="list-style-type: none"> <li>Coaches team members on analytical and innovative approaches and techniques.</li> <li>Engage with appropriate individuals in analysing and resolving complex problems.</li> <li>Identify solutions on various areas in the institution.</li> <li>Formulate and implement new ideas throughout the institution.</li> <li>Able to gain approval and buy-in for proposed interventions from relevant stakeholders.</li> <li>Identify trends and best practices in process and service delivery and propose institutional application.</li> <li>Continuously engage in research to identify client needs.</li> </ul>
	<b>SUPERIOR (5)</b>
	<ul style="list-style-type: none"> <li>Demonstrate complex analytical and problem solving approaches and techniques.</li> <li>Create an environment conducive to analytical and fact-based problem solving.</li> <li>Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.</li> <li>Create an environment that fosters innovative thinking and follows a learning organisation approach.</li> <li>Be a thought leader on innovative customer service delivery and process optimization.</li> <li>Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.</li> </ul>



COMPETENCY NAME:		Knowledge and Information Management			
COMPETENCY DEFINITION :		Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government			
<b>ACHIEVEMENT LEVELS</b>					
		<b>BASIC (2)</b>	<b>COMPETENT (3)</b>	<b>ADVANCED (4)</b>	<b>SUPERIOR (5)</b>
<ul style="list-style-type: none"> <li>Collect, categorise and track relevant information required for specific tasks and projects.</li> <li>Analyse and interpret information to draw conclusions.</li> <li>Seek new sources of information to increase the knowledge base.</li> </ul>	<ul style="list-style-type: none"> <li>Use appropriate information systems and technology to manage institutional knowledge and information sharing.</li> <li>Evaluate data from various sources and use information effectively to influence decisions and provide solutions.</li> <li>Actively create mechanisms and structures for sharing information.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively predict future information and knowledge management requirements and systems.</li> <li>Develop standards and processes to meet future knowledge management needs.</li> <li>Share and promote best-practice knowledge management across various institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.</li> <li>Establish partnerships across local government to facilitate knowledge management.</li> <li>Demonstrate a mature approach.</li> </ul>		
<ul style="list-style-type: none"> <li>Regularly share information and knowledge with internal stakeholders and team members.</li> </ul>	<ul style="list-style-type: none"> <li>Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Establish accurate measures and monitoring systems for knowledge and information management.</li> <li>Create a culture conducive of learning and knowledge sharing.</li> <li>Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and exploit knowledge points in interactions with internal and external stakeholders.</li> </ul>		

Communication	
<b>COMPETENCY NAME:</b>	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.
<b>COMPETENCY DEFINITION :</b>	
<b>ACHIEVEMENT LEVELS</b>	
<b>BASIC (2)</b>	<b>COMPETENT (3)</b>
<b>ADVANCED (4)</b>	<b>SUPERIOR (5)</b>
<ul style="list-style-type: none"> <li>• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.</li> <li>• Express ideas in a clear and focused manner, but does not always take the audience into consideration.</li> <li>• Disseminate and convey information and knowledge adequately.</li> </ul>	<ul style="list-style-type: none"> <li>• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.</li> <li>• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.</li> <li>• Adapt communication content and style to suit the audience and facilitate optimal information transfer.</li> <li>• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.</li> </ul>
<ul style="list-style-type: none"> <li>• Effectively communicate high-risk and sensitive matters to relevant stakeholders.</li> <li>• Develop a well-defined communication strategy.</li> <li>• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.</li> <li>• Able to effectively direct negotiations around complex.</li> <li>• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.</li> <li>• Able to communicate with the media with high levels of moral competence and discipline.</li> </ul>	<ul style="list-style-type: none"> <li>• Regarded as a specialist in negotiations and representing the institution.</li> <li>• Able to inspire and motivate others through positive communication that is impactful and relevant.</li> <li>• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.</li> <li>• Able to coordinate negotiations at different levels within local government and externally.</li> </ul>

Results and Quality Focus	
<b>COMPETENCY NAME:</b>	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.
<b>COMPETENCY DEFINITION :</b>	
<b>ACHIEVEMENT LEVELS</b>	
<b>BASIC (2)</b>	<b>COMPETENT (3)</b>
<ul style="list-style-type: none"> <li>Understand quality of work but requires guidance in attending to important matters.</li> <li>Show a basic commitment to achieving the correct results.</li> <li>Produce the minimum level of results required in the role.</li> <li>Produce outcomes that is of a good standard.</li> <li>Focus on the quantity of output but requires development in incorporating the quality of work.</li> <li>Produce quality work in general circumstances, but fails to meet expectation when under pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on high-priority actions and does not become distracted by lower-priority activities.</li> <li>Display firm commitment and pride in achieving the correct results.</li> <li>Set quality standards and design processes and tasks around achieving set standards.</li> <li>Produce output of high quality.</li> <li>Able to balance the quantity and quality and quality of results in order to achieve objectives.</li> <li>Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.</li> </ul>
	<b>ADVANCED (4)</b>
<ul style="list-style-type: none"> <li>Consistently verify own standards and outcomes to ensure quality output.</li> <li>Focus on the end result and avoids being distracted</li> <li>Demonstrate a determined and committed approach to achieving results and quality standards.</li> <li>Follow task and projects through to completion.</li> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations.</li> <li>Maintain a focus on quality outputs when placed under pressure.</li> <li>Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.</li> </ul>	<b>SUPERIOR (5)</b>
<ul style="list-style-type: none"> <li>Coach and guide others to exceed quality standards and results.</li> <li>Develop challenging, client-focused goals and sets high standards for personal performance.</li> <li>Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.</li> <li>Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations.</li> <li>Take appropriate risks to accomplish goals.</li> <li>Overcome setbacks and adjust action plans to realise goals.</li> <li>Focus people on critical activities that yield a high impact.</li> </ul>	






## Personal Development Plan

**EXECUTIVE DIRECTOR: ENGINEERING SERVICES**

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1. Municipal Regulations on Minimum Competency	Compliance	MMC course	Service provider	18 months	Adherence to MFMA	Service provider
2.						
3.						

Signed and accepted by the Employee



Date: 2023/07/17

Signed by the City Manager on behalf of the Municipality



Date: 18/07/2023