

# Mogale City

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## Local Municipality

### PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN:

MOGALE CITY LOCAL MUNICIPALITY

AS REPRESENTED BY THE

MUNICIPAL MANAGER:

MAANDA PRINGLE RAEDANI

AND

EXECUTIVE MANAGER: CORPORATE SUPPORT SERVICES

TREVOR RATHA RAMATLHAPÉ

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2021 TO 30 JUNE 2022

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## PERFORMANCE MANAGEMENT AGREEMENT

### ENTERED INTO BY AND BETWEEN

**MOGALE CITY LOCAL MUNICIPALITY** herein represented by **Maanda Pringle Raedani** as the **Municipal Manager** (hereinafter referred to as the Employer or Supervisor)

And

**Ratha Ramatlhape** as the **Executive Manager: Corporate Support Services** (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

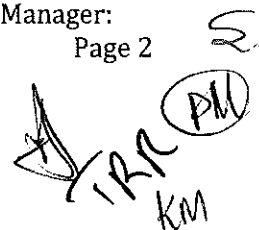
### 1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in Terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as the "the Parties".
- 1.2 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.3 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B), 57(C) and 57(5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014.

### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.1 Comply with the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Management Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Management Agreement and Performance Management Plan as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and

Handwritten signatures and initials, including a signature that appears to be 'M. Pringle Raedani' and initials 'R. Ramatlhape' and 'KM'.

2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 JULY 2020** and will remain in force until **30 JUNE 2021** where after a new Performance Management Agreement, Performance Management Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of the Agreement during February each year. The parties will conclude a new Performance Management Agreement and Performance Management Plan that replaces this Agreement at least once a year by not later 31 July.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above- mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

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

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**5 PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

**6 THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS**

- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the performance agreement.
  - 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Requirements (Leading & Core) (CRs) respectively.
  - 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
  - 6.2.3 KPAs covering the main areas of work will account for 80 weighting and CRs will account for 20 weighting of the final assessment.
- 6.3 The Employee's assessment will be based on his/her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80 weighting of the overall assessment result as per the weightings agreed to between the employer and Employee:

Key Performance Areas (KPAs)	Weighting %
Municipal Transformation and Organizational Development	55%
Good Governance and Public Participation	35%
Local Economic Development	5%
Financial Viability	5%
<b>TOTAL</b>	<b>100%</b>

- 6.4 The Employee's assessment will be based on his/her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80 weighting of the

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overall assessment result as per the weightings agreed to between the employer and Employee.

The six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>Impact and influence</li> <li>Institutional Performance Management</li> <li>Strategic Planning and Management</li> <li>Organizational Awareness</li> </ul>	10
People Management & Empowerment	<ul style="list-style-type: none"> <li>Human Capital Planning &amp; Development</li> <li>Diversity Management</li> <li>Employee Relations Management</li> <li>Negotiation and Dispute Management</li> </ul>	10
Program & Project Management	<ul style="list-style-type: none"> <li>Program &amp; Project Planning and Implementation</li> <li>Service Delivery Management</li> <li>Program &amp; Project Monitoring &amp; Evaluation</li> </ul>	20
Financial Management	<ul style="list-style-type: none"> <li>Budget Planning &amp; Execution</li> <li>Financial Strategy &amp; Delivery</li> <li>Financial Reporting &amp; Monitoring</li> </ul>	20
Change Leadership	<ul style="list-style-type: none"> <li>Change Vision &amp; Strategy</li> <li>Process Design &amp; Improvement</li> <li>Change Impact Monitoring &amp; Evaluation</li> </ul>	20
Governance Leadership	<ul style="list-style-type: none"> <li>Policy Formulation</li> <li>Risk and Compliance Management</li> <li>Cooperative Governance</li> </ul>	20
<b>CORE COMPETENCIES</b>		-
Moral Competence		
Planning and Organizing		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Result and Quality Focus		
<b>TOTAL</b>		<b>100 %</b>

## 7 EVALUATING PERFORMANCE

7.1 The Performance Management Plan (Annexure A) to this Agreement sets out-

2021/2022 Performance Management Agreement entered into by and between The Municipal Manager: Maanda Raedani and Executive Manager: Corporate Support Services: Ratha Ramatlhape

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- 7.1.1 The standards and procedures for evaluating the Employee's performance; and
- 7.1.2 The intervals for the evaluation of the Employee's performance.
- 7.2 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.
- 7.3 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.
- 7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 7.5 The annual performance appraisal will involve:
- 7.5.1 Assessment of the achievement of results as outlined in the performance Plan:
- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to hoc tasks that had to be performed under the KPA;
  - (b) An indicative rating on the five-point scale should be provided for each KPA;
  - (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.
- 7.5.2 Assessment of the CRs
- (a) Each CR should be assessed according to the extent to which the specified standards have been met;
  - (b) An indicative rating on the five-point scale should be provided for each CR;
  - (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final CR score.
- 7.5.3 Overall rating
- An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.
- 7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CRs:

OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
<b>Unacceptable Performance</b> Performance does not meet the standard expected for the job. The employee has failed to demonstrate the commitment level expected in the job despite management efforts to encourage improvement.	1	0% - 59% and below
<b>Performance 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.	2	60% – 69%
<b>Performance Fully Effective</b> Performance fully meets the standards expected in all areas of the job	3	70% – 79 %
<b>Performance Significantly Above Expectations/ Exceptional Performance</b> Performance is significantly higher than the standard expected in the job.	4	80% – 89 %
<b>Outstanding Performance</b> Performance far exceeds the standard expected of an employee at this level.	5	90% – 100 %

7.7 For purposes of evaluating the performance of the Chief Audit Executive, an evaluation panel constituted by the following persons must be established –

- 7.7.1 Municipal Manager;
- 7.7.2 Chairperson of the Performance Audit Committee or Audit Committee in the absence of a Performance Audit Committee;
- 7.7.3 Member of the Mayoral Committee;
- 7.7.4 Municipal Manager from another Municipality; and

## 8 SCHEDULES FOR PERFORMANCE REVIEWS

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

Quarter	Timeline	Date of the Review
First Quarter	July – September 2021	October 2021
Second Quarter	October – December 2021	January 2022
Third Quarter	January – March 2022	April 2022
Fourth Quarter	April – June 2022	n/a

8.2 The Employer shall keep a record of all formal and informal reviews, including the mid-year review and annual assessment meetings.

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

8.4 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.

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

**9 DEVELOPMENTAL REQUIREMENTS**

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

**10. OBLIGATIONS OF THE EMPLOYER**

10.1 The Employer shall:–

10.1.1 Create an enabling environment to facilitate effective performance by the Employee;

10.1.2 Provide access to skills development and capacity building opportunities;

10.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that my impact on the performance of the Employee;

10.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and

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

## 11 CONSULTATION

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

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

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

11.1.3 A substantial financial effect on the Employer.

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

## 12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

Performance Rating			Bonus Amount
1.	0% - 59%	Performance Unacceptable	0% of total package
2.	60% - 69%	Performance Not Fully Effective	
3.	70% - 79%	Performance Fully Effective	Remuneration Progression
4.	80% - 89%	Performance Significantly Above Expectations/ Exceptional Performance	<ul style="list-style-type: none"> <li>• Remuneration Progression</li> <li>• 5% - 9% of Total Package</li> </ul>
5.	90% - 100%	Outstanding Performance	<ul style="list-style-type: none"> <li>• Remuneration Progression</li> <li>• 10% - 14% of total package</li> </ul>

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective performance assessment results and above.

12.4 In the case of unacceptable performance, the Employer shall –

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

12.4.2 After appropriate counseling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may

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

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

13.1.2 Any other person appointed by the Executive Mayor.

13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

### 14 GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

14.2 Nothing in this agreement diminished 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.

Thus done and signed at Krugersdorp on this the 30<sup>th</sup> day of July 2021

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]  
EXECUTIVE MANAGER: CORPORATE  
SUPPORT SERVICES

Thus done and signed at Krugersdorp on this the 30<sup>th</sup> day of JULY 2021

AS WITNESSES:

1. [Signature]

2. [Signature]

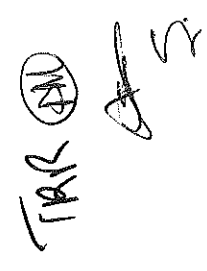
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MUNICIPAL MANAGER

National Outcome												
Outcome 9: Responsive, accountable, effective and efficient local government system												
NDP Chapter												
Building a professional, capable, citizen-focused public service (NDP Chapter 13)												
Strategic Goal												
To ensure accountable governance within the municipality												
DEPARTMENT: CORPORATE SUPPORT SERVICES-30												
KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT 55%												
SDBIP Ref.No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	INDIVIDUAL PERFORMANCE	CMC LINK
KPI K/301	Executive Manager Output	Human Resources Management	All wards	No. of Human Resources policies reviewed	15%	Number	New Target	3	Q1 Q2 Q3 Q4	1 2	1= No Human Resources policy reviewed 2 = Two human resource policies reviewed by end of 4th quarter 3= Human resources policies reviewed as planned. 4= Reviewed Human Resource policies distributed for implementation by end of 4th quarter. 5= Reviewed Human resource policies distributed for implementation by the 3rd quarter	Strategic direction and leadership (impact and influence)
KPI L/302	Executive Manager Output	Workplace Skills Plan	All wards	% Implementation of the Workplace Skills Plan	20%	%	100%	100%	Q1 Q2 Q3 Q4	100%	1= 55% and below implementation of the Workplace Skills Plan 2= 60% - 65% implementation of the Workplace Skills Plan 3= 70% - 75% implementation of the Workplace Skills Plan 4= 80% - 85% implementation of the Workplace Skills Plan 5= 90% - 100% implementation of the Workplace Skills Plan	People Management and Empowerment (Human Capital Planning & Development)
KPI G/303	Executive Manager Output	Labour disputes	All wards	% of grievances attended within the set time lines (Step 2) finalised internally	10%	%	New Target	100%	Q1 Q2 Q3 Q4	100%	1= 50% and below of grievances attended within set time lines 2= 60% - 65% of grievances attended within set time lines 3= 70% - 75% of grievances attended within set time lines 4= 80% - 85% of grievances attended within set time lines 5= 90% - 100% of grievances attended within set time lines	People Management and Empowerment (Negotiation and Dispute Management)
KPI G/310	Executive Manager Output	Labour Disputes	All wards	% other labour related matters	10%	%	New Target	100%	Q1 Q2 Q3 Q4	100%	1= 50% and below achieved against target set 2= 60% - 65% achieved against target set 3= 70% - 75% achieved against target set 4= 80% - 85% achieved against target set 5= 90% - 100% achieved against target set	People Management and Empowerment (Negotiation and Dispute Management)


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KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION 35%												
SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	PERFORMANCE MEASUREMENTS	CMC LINK
KPI A/304	Executive Manager Output	AG Action Plans	All wards	% Implementation of Audit Action Plans	10%	%	100%	100%	Q1	100%	1= 59% and below implementation of Audit Action Plans	Change Leadership (Change Impact Monitoring and Evaluation)
									Q2		2= 60% - 69% implementation of Audit Action Plans	
									Q3		3= 70% - 79% implementation of Audit Action Plans	
									Q4		4= 80% - 89% implementation of Audit Action Plans 5= 90% - 100% implementation of Audit Action Plans	
KPI L/305	Executive Manager Output	ICT Governance	All wards	No. of ICT framework reviewed	5%	Number	New Target	1	Q1	1	1= No ICT framework reviewed	Governance Leadership (Risk and Compliance Management)
									Q2		2= 1 ICT reviewed 1 month after target set	
									Q3		3= 1 ICT framework reviewed within target set	
									Q4		4= 1 ICT framework reviewed 1 month before target set 5= 1 ICT framework reviewed 2 months before target set	
KPI B/306	Executive Manager Output	Risk Management	All wards	% Implementation of the departmental mitigation action on the Strategic Risk Register	5%	%	75%	100%	Q1	100%	1= 59% and below implementation of the departmental mitigation action of the Strategic Risk Register	Governance Leadership (Risk and Compliance Management)
									Q2		2= 60% - 69% implementation of the departmental mitigation action of the Strategic Risk Register	
									Q3		3= 70% - 79% implementation of the departmental mitigation action of the Strategic Risk Register	
									Q4		4= 80% - 89% implementation of the departmental mitigation action of the Strategic Risk Register 5= 90% - 100% implementation of the departmental mitigation action of the Strategic Risk Register	

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KPI	Executive Manager Output	Key legislative requirements	All wards	% implementation of the planned key legislation compliance requirements	8%	%	100%	100%	100%	Q1	100%	1= 59% and below implementation of the planned key legislation compliance requirements 2= 60% - 69% implementation of the planned key legislation compliance requirements 3= 70% - 79% implementation of the planned key legislation compliance requirements 4= 80% - 89% implementation of the planned key legislation compliance requirements 5= 90% - 100% implementation of the planned key legislation compliance requirements	Governance Leadership (Risk and Compliance Management)
KPI L311													
KPI L312	Executive Manager Output	Procurement	All wards	% implementation of the Finance Management Services procurement plan	7%	%	100%	100%	100%	Q1	75%	1= 59% and below implementation of the Finance Management Services procurement plan against target set 2= 60% - 69% implementation of the Finance Management Services procurement plan against target set 3= 70% - 79% implementation of the Finance Management Services procurement plan against target set 4= 80% - 89% implementation of the Finance Management Services procurement plan against target set 5= 90% - 100% implementation of the Finance Management Services procurement plan against target set	Financial Management (Financial reporting and monitoring)

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KPA: LOCAL ECONOMIC DEVELOPMENT 5%												
SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	PERFORMANCE MEASUREMENTS	CMC LINK
KPI J/307	Executive Manager Output	Employment opportunities	All wards	No. of employment opportunities created	5%	Number	63	71	Q1 Q2 Q3 Q4	71	1= No employment opportunities created 2= 70 and below employment opportunities created 3= 71 employment opportunities created 4= 72 employment opportunities created 5= 73 employment opportunities created	Strategic direction and leadership (Impact and Influence)
KPA: FINANCIAL VIABILITY 5%												
SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	PERFORMANCE MEASUREMENTS	CMC LINK
KPI C/308	Executive Manager Output	Improved working capital	All wards	% revenue collected from other revenue sources	5%	%	New Target	100	Q1 Q2 Q3 Q4	100% 100% 100% 100%	1= 59% and below revenue collected from other revenue sources 2= 60% - 59% revenue collected from other revenue sources 3= 70% - 79% revenue collected from other revenue sources 4= 80% - 89% revenue collected from other revenue sources 5= 90% - 100% revenue collected from other revenue sources	Financial Management (Financial Strategy & Delivery)

Signed and Accepted by the Executive Manager: Corporate Support Services

Ratha Ramathape

Date: 30 July 2021

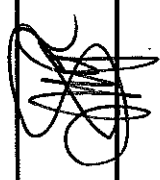
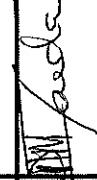
Approved by the Municipal Manager

Maanda Pringle Raedanji

Date: 30 July 2021

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SURNAME	RATHA TREVOR		NAME		RAMATLHAPE		
POSITION	EXECUTIVE MANAGER: CORPORATE		REPORT TO		MUNICIPAL MANAGER		
SALARY LEVEL	2		SALARY BAND		S56		
DEPARTMENT	CORPORATE SUPPORT SERVICES		FINANCIAL YEAR		2021/2022		
Competency area to be developed	Specific development objectives (what to achieve)	Competency indicators (evidence of development)	Development activities (self-study, on-the-job, formal-dates and cost)	Support required (e.g. coaching)	Development review and assessment: Training provider	Sign-off review and assessment (Individual, Expert Trainer & Coach)	
Change Management	<ul style="list-style-type: none"> <li>Change Vision &amp; Strategy</li> <li>Process Design &amp; Improvement</li> <li>Change Impact Monitoring &amp; Evaluation</li> </ul>	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer	
Program and Project Management	<ul style="list-style-type: none"> <li>Program &amp; Project Planning and Implementation</li> <li>Service Delivery Management.</li> <li>Program &amp; Project Monitoring &amp; Evaluation</li> </ul>	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer	
Financial Management	<ul style="list-style-type: none"> <li>mSCOA implementation aligned to the budgeting process.</li> <li>Standard for Infrastructure Procurement and Delivery Management Procurement Policy implementation.</li> </ul>	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer	
EMPLOYEE SIGNATURE			MM's SIGNATURE			DATE	30/07/2021