



PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN:

MOGALE CITY LOCAL MUNICIPALITY

AS REPRESENTED BY THE

EXECUTIVE MAYOR:

COUNCILLOR TYRONE GRAY

AND

MUNICIPAL MANAGER

MAKHOSANA MSEZANA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2022 TO 30 JUNE 2023

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PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN

MOGALE CITY LOCAL MUNICIPALITY herein represented by **Cllr Tyrone Gray** as the **Executive Mayor** (hereinafter referred to as the Employer or Supervisor)

And

Makhosana Msezana as the **Municipal Manager** (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) and 57(5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 and 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;

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- 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
- 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 **01st of JULY 202²~~1~~** and will remain in force until the **30th of JUNE 2023**; 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 than 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.

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- 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 (section 26(6) of the Performance Regulation, 2006).
- 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.

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 on 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 (CRs)(Leading & Core Competencies) 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.

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- 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 (KPA's)	Weighting%
Good Governance and Public Participation	05%
Municipal Transformation and Organisational Development	20%
Infrastructure Development and Service Delivery	25%
Local Economic Development	35%
Municipal Financial Viability and Management	15%
TOTAL	100%

- 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 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"> Impact and influence Institutional Performance Management Strategic Planning and Management Organizational Awareness 	20%
People Management & Empowerment	<ul style="list-style-type: none"> Human Capital Planning & Development Diversity Management Employee Relations Management Negotiation and Dispute Management 	10%
Program & Project Management	<ul style="list-style-type: none"> Program & Project Planning and Implementation Service Delivery Management Program & Project Monitoring & Evaluation 	30%
Financial Management	<ul style="list-style-type: none"> Budget Planning & Execution Financial Strategy & Delivery Financial Reporting & Monitoring 	10%
Change Leadership	<ul style="list-style-type: none"> Change Vision & Strategy Process Design & Improvement Change Impact Monitoring & Evaluation 	20%
Governance Leadership	<ul style="list-style-type: none"> Policy Formulation Risk and Compliance Management Cooperative Governance 	10%

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CORE COMPETENCIES	
Moral Competence	
Planning and Organizing	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Result and Quality Focus	
TOTAL	100%

7 EVALUATING PERFORMANCE

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

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.

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7.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met;
- (b) An indicative rating on the five-point scale should be provided for each CR;
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final CCR 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
Unacceptable Performance 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	59% and below
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.	2	60 – 69 %
Performance Fully Effective Performance fully meets the standards expected in all areas of the job	3	70 – 79 %
Performance Significantly Above Expectations / Exceptional Performance Performance is significantly higher than the standard expected in the job.	4	80 – 89 %
Outstanding Performance Performance far exceeds the standard expected of an employee at this level.	5	90 – 100 %

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7.7 For purposes of evaluating the annual performance of the Employee, an evaluation panel constituted of the following persons must be established –

- i. The Executive Mayor;
- ii. The Chairperson of the Performance Audit Committee
- iii. Member of the Mayoral Committee; and
- iv. The Mayor from another municipality, and
- v. Ward Committee Member as nominated by the Executive Mayor.

8 SCHEDULES FOR PERFORMANCE REVIEWS

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 2022	October 2022
Second Quarter	October – December 2022	January 2023
Third Quarter	January – March 2023	April 2023
Fourth Quarter	April – June 2023	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 may 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

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 performance and the amount payable would be calculated on the following basis:



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"> • Remuneration Progression • 5% - 9% of Total Package
5.	90% - 100%	Outstanding Performance	<ul style="list-style-type: none"> • Remuneration Progression • 10% - 14% of total package

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

12.3.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

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

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This done and signed at KRUGERSDORP on this the 31st day of July 2022

AS WITNESSES:

1. 


Municipal Manager

2. 

Thus done and signed at KRUGERSDORP on this the 31st day of JULY 2022

AS WITNESSES:

1. 


Executive Mayor

2. 

Outcome 9: Responsive, accountable, effective and efficient local government system

Building a professional, capable, citizen-focused public service (NDP Chapter 13)

Strategic goal: To ensure accountable governance within the municipality

OFFICE OF THE MUNICIPAL MANAGER

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION 5%

SDBIP Ref. No	MSCOA PROJECT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	TARGET			RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE
							TIME FRAME	QUALITY	QUANTITY			
	Good Governance	Audit Opinion Obtained	3%	%	Unqualified audit with finding	Unqualified audit	Q1 Q2 Q3 Q4	N/A N/A UOWME N/A	- - - -	Executive Managers, Chief Audit Executive and Chief Financial Officer	1=Disclaimer Opinion 2=Qualified Opinion 3=Unqualified Opinion with Matters of Emphasis (UOWME) 4=Unqualified Opinion with 50% reduction on Matters of emphasis compared 2019/2020 5=Unqualified Opinion without matters of emphasis	Auditor General's Report
	Public Participation	% participation in external committees	2%	%	100.00%	100%	Q1 Q2 Q3 Q4	N/A N/A N/A N/A	70% 70% 70% 70%	Executive Managers, Chief Audit Executive and Chief Financial Officer	1=59 % and below participation 2=60-69 % participation 3=70-79 % participation 4= 80-89% participation 5=90-100% participation	Schedule of meetings and attendance registers of meetings

KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT 15%

SDBIP Ref. No	MSCOA PROJECT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	TARGET			RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE
							TIME FRAME	QUANTITY	QUALITY			
	Financial Management	% of revenue collection rate	15%				Q1 Q2 Q3 Q4	N/A 80% N/A 89%	- - 	CFO	1=59% and below estimated revenue collection as per approved Budget 2022/2023 2=60%-69% estimated revenue collection as per approved Budget 2022/2023 3=70-79% estimated revenue collection as per approved Budget 2022/2023 4=80-89% estimated revenue collection as per approved Budget 2022/2023 5=90-100% estimated revenue collection as	In year monitoring report 1 July 2021 until 30 June 2022; AFS 2021/2022

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT 20%

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SDBIP Ref. No	MSCOA PROJECT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	TARGET			RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE
							TIME FRAME	QUANTITY	QUALITY			
							Q1	n/a	n/a	EM:CSS	1=Consultative Sessions on Organisational Structure	Council item approved the Reviewed Organisational Structure
						Q2	n/a	n/a	2=Exco Presentations on the Organisational Structure			
						Q3	n/a	n/a	3=MayCo Presentations on the Organisational Structure			
									4=Reviewed Organisational Structure Presentation on LLF			
						Q4	n/a	n/a	5=Reviewed Organisational Structure by 15 January 2023			
	Organisational Development	Revised Organisational Structure	10%	Time frame	2017/2018 Council Approved Organisational Structure	Sep-22						
	Organisational Development	Performance Agreements	10%	Time frame	2021/22 Performance Agreements signed by Executive Managers		Q1		8 na	MM	1= Signed Performance Agreements after 31/08/22	Signed Performance Management Agreements
											2= Signed Performance Agreements by 31/ 08/2022	
											3= Signed Performance Agreements by 15/ 08/2022	
											4= Signed Performance Agreements by 31/ 07/2022	
											5= Signed Performance Agreements by 29/ 07/2022	
KPA: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT 25%												
	MSCOA PROJECT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	TARGET			RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE
							TIME FRAME	QUANTITY	QUALITY			
							Q1	N/A	91%	Executive	1=59 % and below SDBIP implemented within set timeframe and budget	Under SDBIP
							Q2	N/A	91%		2=60-69 % implemented within set timeframe and budget	

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SDBIP Ref. No	MSCOA PROJECT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	TARGET			RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE	
							TIME FRAME	QUANTITY	QUALITY				
	Service Delivery	implemented within set timeframe and budget.	25%	%	TBC	91%	Q3	N/A	91%	Managers: UMS, PWRT, EDS AND CDS	3=70-79 % implemented within set timeframe and budget	Quarter Progress Reports	
							Q4	N/A	91%		4=80-89% implementation within set timeframe and budget		
											5=90-100 % implemented within set timeframe and budget		
KPA: LOCAL ECONOMIC DEVELOPMENT 35%													
	Investment Programmes	% Total value of all procurement services allocated to local businesses (Mogale City Based service providers)	35%	%	na	100%	Q1			Executive Managers: EDS and SIP	1=59 % and below		Quarter Progress Reports
							Q2		-		2=60-69 % implemented within set timeframe and budget		
							Q3		-		3=70-79 % implemented within set timeframe and budget		
							Q4		626		4=80-89% implementation within set timeframe and budget		
										5=90-100 % implemented within set timeframe and buget			
			Total=100%										

Signed and Accepted by the Municipal Manager
Makhosana Msezana



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Date: _____

Approved by the Executive Mayor

Cllr. T Gray

Date: 31/01/2022





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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Strategic Direction and Leadership	20	No. of Individual Performance Management Agreements signed with S56 Managers by 31 July 2022 and with the Manager: SS by 31 August 2022	1= 9x S56 Performance Management Agreements signed after the 31 August 2022 and with the Manager: OS after the 30/09/2022	2022/2023 Performance Management Agreements signed with S56 Managers and Manager: OS
			2= 9x S56 Performance Management Agreements signed after the 31/08/2022 and with the Manager: OS after the 15/09/2022	
			3= 9 x S56 Performance Management Agreements signed by the 31/07/2022 and with the Manager: OS by the 31/08/2022	
			4= 9 xS56 Performance Management Agreements signed by the 26/07/2022 and with the Manager: OS by the 20/08/2022	
			5= 9 x S56 Performance Management Agreements signed by the 21/07/2022 and with the Manager: SS by the 15/08/2022	
People Management and Empowerment	10	Development of Personal Development Plans (PDPs) for Senior Managers	1=PDPs developed by 31 October 2022	Signatures of PDPs for Senior Managers as part of the signed performance contracts.
			2=PDPs developed by 30 September 2022	
			3=PDPs developed by 31 July 2022	
			4=PDPs developed by 15 July 2022	

			5=PDPs developed by 10 July 2022		
Program and Project Management	30	Service Delivery Management	1= 59% and below implementation of the SDBIP	Annual Performance Report 2022/23	
			2= 60-69% implementation of the SDBIP		
			3= 70-79% implementation of the SDBIP		
			4= 80-89% implementation of the SDBIP		
			5= 90-100% implementation of the SDBIP		
Financial Management	10	% Negative Variance on operational budget spent	1= 8% unauthorised expenditure	1 July 2022 to 30 June 2023 In year monitoring report	
			2= 6% unauthorised expenditure		
			3= 0 % unauthorised expenditure		
			4= 5% savings		



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Financial Management	20	% of funded capital budget spent at the end of financial year	5= 10% savings	1 July 2022 to 30 June 2023 In year monitoring report
			1= 92% Spent	
			2= 94% Spent	
			3= 96% Spent	
			4= 98% Spent	
			5= 100% Spent	
Change Leadership	20	Communication to senior managers	1= 2 meetings	Agenda and Attendance Register EXCO
			2= 3 meetings	
			3= 4 meetings	
			4= 5 meetings	
			5= 6 meetings	
Governance Leadership	10	Revision and Development of Policies	1=59% and Below submission of comments within timeframe set	Revised and Developed Policies vs Policies submitted to Council in the 2022/2023 financial year for Approval
			2=60-69% submission of comments within timeframe set	
			3=70-79% submission of comments within timeframe set	
			4=80-89% submission of comments within timeframe set	

			5=90-100% submission of comments within timeframe set	
			1=59% and Below implementation of strategic risk mitigation measures	Dashboard Risk Management Report 2022/2023,
			2=60-69% implementation of strategic risk mitigation measures	
			3=70-79 % implementation of strategic risk mitigation measures	
			4=80-89 % implementation of strategic risk mitigation measures	
			5=90 - 100% implementation of strategic risk mitigation measures	
Governance Leadership	10	% Implementation of the annual risk management implementation plan 2022/2023		

Total = 100

Signed and Accepted by the Municipal Manager

Makhosana Msezana

Date: 31/07/2022


31/7/2022

Approved by the Executive Mayor

Cllr. T. Gray

Date: 31/07/2022

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SURNAME	MSEZANA	NAME	MAKHOSANA ABEDNEGO
POSITION	MUNICIPAL MANAGER	REPORT TO	EXECUTIVE MAYOR
SALARY LEVEL	1	SALARY BAND	S56
DEPARTMENT	MM	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)
Change Management	<ul style="list-style-type: none"> Change Vision & Strategy Process Design & Improvement Change Impact Monitoring & Evaluation 	Portfolio of evidence as required by the Training institution.	Support required (e.g. coaching)
Knowledge and Information management	Knowledge dimensions models Content analysis	Portfolio of evidence as required by the Training institution.	Development review and assessment: Training provider
EMPLOYEE SIGNATURE	 31/07/2022		Sign-off review and assessment (Individual, Expert Trainer & Coach)
		Short course	Service provider to be appointed.
		Short course	Trainer
		EXECUTIVE MAYOR'S SIGNATURE	DATE

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