

KAREEBERG MUNICIPALITY

PERFORMANCE EVALUATION SUMMARY

Performance evaluation of: **Chief Operational Manager**

Period: **01 July - 31 December 2016**

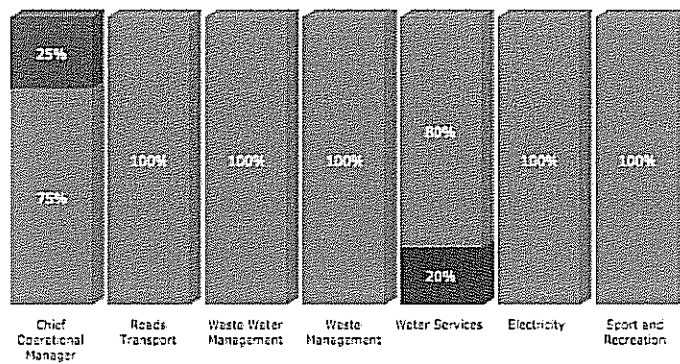
Panel Members: Municipal Manager *W. de Bruin*
 Councilor *G. Seel*
 Councilor *M. D. Hooge*

Date of evaluation: **27 March 2017**

PERFORMANCE RESULTS

	Total score for period	Total weight for period	Weighted percentage	Performance %
Operational Performance	48.00	80.00	80.00%	48.00%
Core Competency Requirements	12.69	20.00	20.00%	12.69%
Final Score	60.69	100.00	100.00%	60.69%

OVERALL PERFORMANCE



PERFORMANCE COMMENTS

Signed by panel members: Municipal Manager *[Signature]*

Councilor *[Signature]*

Councilor *[Signature]*

Signed by employee: Chief Operational Manager *[Signature]*

Date: 27/3/17

Comments:

OPERATIONAL KPI'S

PMS REF	Ref No	National KPA	Key Performance Indicator (KPI)	Unit of measurement	Baseline	Targets				Weight	Score	Mid-year score	Performance Comment &	Mid-year	R
						Q1	Q2	Q3	Q4						
1	T2	Local Economic Development	Create temporary jobs opportunities in terms of EPWP by 30 June 2017	Number of job opportunities created by 30 June 2017	New Key Performance Indicator For 2016/17	0	10	0	20	6	3	3.6	34 securities (December 2016)	10	G
2	T3	Basic Service Delivery	Limit % electricity unaccounted for to 20% by 30 June 2017 ((Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) x 100	% Electricity unaccounted for (Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) x 100	New Key Performance Indicator For 2016/17	0	20%	0	20%	3	3	1.8	13% 31 Desember (December 2016)	20%	G
3	T4	Basic Service Delivery	Limit % water unaccounted for to 25% by 30 June 2017 ((Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / (Number of Kilolitres Water Purchased or Purified) x 100)	% Water unaccounted for (Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / (Number of Kilolitres Water Purchased or Purified) x 100	New Key Performance Indicator For 2016/17	0	25%	0	25%	2	3	1.2	Desember syfer 32% maar Mun verbruik nie inageneem (December 2016)	25%	G
4	T5	Basic Service Delivery	60% of the electricity maintenance budget spent by 30 June 2017 ((Actual expenditure on maintenance divided by the total approved maintenance budget)x100)	% of the electricity maintenance budget spent by 30 June 2017 ((Actual expenditure on maintenance divided by the total approved maintenance budget)x100)	New Key Performance Indicator For 2016/17	0	10%	0	60%	3	3	1.8	107% spandeer (December 2016)	10%	G
5	T6	Basic Service Delivery	60% of the roads and stormwater maintenance budget spent by 30 June 2017 ((Actual expenditure on maintenance divided by the total approved maintenance budget)x100)	% of the roads and stormwater maintenance budget spent by 30 June 2017 ((Actual expenditure on maintenance divided by the total approved maintenance budget)x100)	New Key Performance Indicator For 2016/17	0	10%	0	60%	3	3	1.8	30% spandeer - kontantvloei (December 2016)	10%	G
6	T7	Basic Service Delivery	60% of the sewerage maintenance budget spent by 30 June 2017 ((Actual expenditure on maintenance divided by the total approved maintenance budget)x100)	% of the sewerage maintenance budget spent by 30 June 2017 ((Actual expenditure on maintenance divided by the total approved maintenance budget)x100)	New Key Performance Indicator For 2016/17	0	10%	0	60%	3	3	1.8	21% spandeer - kontantvloei (December 2016)	10%	G

OPERATIONAL KPI'S

PMS REF	Ref No	National KPA	Key Performance Indicator (KPI)	Unit of measurement	Baseline	Targets				Weight	Score	Mid-year score	Performance Comment &	Mid-year	R
						Q1	Q2	Q3	Q4						
7	T8	Basic Service Delivery	60% of the water maintenance budget spent by 30 June 2017 ((Actual expenditure on maintenance divided by the total approved maintenance budget)x100)	% of the water maintenance budget spent by 30 June 2017 ((Actual expenditure on maintenance divided by the total approved maintenance budget)x100)	New Key Performance Indicator For 2016/17	0	10%	0	60%	3	1.8	38% spandeer - konstantvloei (December 2016)	10%	C	
8	T9	Basic Service Delivery	60% of the sport and recreation maintenance budget spent by 30 June 2017 ((Actual expenditure on maintenance divided by the total approved maintenance budget)x100)	% of the sport and recreation maintenance budget spent by 30 June 2017 ((Actual expenditure on maintenance divided by the total approved maintenance budget)x100)	New Key Performance Indicator For 2016/17	0	10%	0	60%	3	1.8	32 % spandeer - konstantvloei (December 2016)	10%	C	
9	T10	Basic Service Delivery	90% of water samples taken comply with SANS241 micro biological indicators ((Number of water samples that comply with SANS21 indicators/Number of water samples tested)x100)	% of water samples compliant	New Key Performance Indicator For 2016/17	90%	90%	90%	90%	5	3	Gedoen - geen probleme (December 2016)	90%	C	
10	T11	Basic Service Delivery	90% spent of the total amount budgeted for the Saaipoot water pipe line by 30 June 2017 ((Total actual expenditure for the project/Total amount budgeted for the project)x100)	% of budget spent ((Total actual expenditure for the project/Total amount budgeted for the project)x100)	New capital project for 2016/17	0	10%	50%	90%	4	2.4	Ingenieurs besig met tenderdokumentasie (December 2016)	10%	C	
11	T12	Basic Service Delivery	90% spent of the total amount budgeted for the tennis court, high mass light and caretaker house by 30 June 2017 ((Total actual expenditure for the project/Total amount budgeted for the project)x100)	% of budget spent ((Total actual expenditure for the project/Total amount budgeted for the project)x100)	New capital project for 2016/17	0	10%	50%	90%	5	3	Highmast voltooi - res geskrap - tekort aan fondse (December 2016)	10%	C	

OPERATIONAL KPI'S

PMS REF	Ref No	National KPA	Key Performance Indicator (KPI)	Unit of measurement	Baseline	Targets				Weight	Score	Mid-year score	Performance Comment &	Mid-year	Mid-year	R
						Q1	Q2	Q3	Q4							
12	T13	Basic Service Delivery	90% spent of the total amount budgeted for the sewerage pipe line in Vosburg by 30 June 2017 ((Total actual expenditure for the project/Total amount budgeted for the project)x100)	% of budget spent ((Total actual expenditure for the project/Total amount budgeted for the project)x100)	New capital project for 2016/17	0	10%	50%	90%	3	1.8	10% - besig met tenderdlok en EA (December 2016)	10%	10%	C	
13	T14	Basic Service Delivery	90% spent of the total amount budgeted to pave roads in Boneheuwel and Mark Street by 30 June 2017 ((Total actual expenditure for the project/Total amount budgeted for the project)x100)	% of budget spent ((Total actual expenditure for the project/Total amount budgeted for the project)x100)	New capital project for 2016/17	0	10%	50%	90%	5	3	100% spandeer (December 2016)	10%	10%	C	
14	T15	Basic Service Delivery	90% spent of the total amount budgeted to pave roads in Vanwyksvlei and Hanekam Street by 30 June 2017 ((Total actual expenditure for the project/Total amount budgeted for the project)x100)	% of budget spent ((Total actual expenditure for the project/Total amount budgeted for the project)x100)	New capital project for 2016/17	0	10%	50%	90%	5	3	100% spend (December 2016)	10%	10%	C	
15	T16	Basic Service Delivery	90% spent of the total amount budgeted to upgrade the electricity network by 30 June 2017 ((Total actual expenditure for the project/Total amount budgeted for the project)x100)	% of budget spent ((Total actual expenditure for the project/Total amount budgeted for the project)x100)	New capital project for 2016/17	0	10%	50%	90%	5	3	21% spandeer (December 2016)	10%	10%	C	
16	D9	Good Governance and Public Participation	Respond to all complaints received within the Department within 7 days of receipt	% complaints responded to within 7 days of receipt	New KPI	90%	90%	90%	90%	2	1.2	No written complaints received	90%	91.67%	G2	

OPERATIONAL KPI'S

PMS REF	Ref No	National KPA	Key Performance Indicator (KPI)	Unit of measurement	Baseline	Targets				Weight	Score	Mid-year score	Performance Comment &	Mid-year	Mid-year	R
						Q1	Q2	Q3	Q4							
17	D10	Good Governance and Public Participation	Submit quarterly report on progress made with the implementation of council decisions applicable to the Department to the MM	Number of reports submitted	New KPI	1	1	1	1	4	3	2.4	None to report on	2	2	G
18	D11	Basic Service Delivery	Submit MIG progress reports as required by the Provincial Department of Local Government before the 3rd working day of the month	Number of MIG progress reports submitted to the Provincial Department of Local Government before the 3rd working day of the month	New KPI	3	3	3	3	4	3	2.4	Done Q2 05-01-2017	6	6	G
19	D12	Basic Service Delivery	Remove domestic waste from all residences in all residential areas once a week	Number Of refuse removals done on weekly basis per town	New KPI	12	12	12	12	5	3	3	was wekeliks gedoen - geen klagtes ontvang	24	24	G
20	D13	Basic Service Delivery	Report on the implementation of the Water Demand Management Plan by the end of October in terms of Regulation 18(1) in terms of the Water Services Act 108	Report submitted	New KPI	0	1	0	0	2	3	1.2		1	0	R
21	D14	Basic Service Delivery	Submit the NERSA D form by the end of October	Submitted by the end of October	New KPI	0	1	0	0	5	3	3		1	1	G
Total											80	48				

ANNEXURE B: CORE COMPETENCY FRAMEWORK

Clusters	Leading Competencies	Competency Definition	Weighting	Score	Final Score	Core Competencies	Competency Definition	Weighting	Score	Final Score
	Strategic Direction and Leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate	1.67	3	1.00	Moral Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competences	1.67	5	1.67
	People Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	1.67	3	1.00	Planning and Organising	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	1.67	3	1.00
	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	1.67	3	1.00	Analysis and Innovation	Able to critically analyse information, challenges and trends	1.67	3	1.00
Competency Name	Financial Management	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	1.67	3	1.00	Knowledge and Information Management	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	1.67	3	1.00
	Change Leadership	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	1.67	3	1.00	Communication	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	1.67	3	1.00
	Governance Leadership	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	1.67	3	1.00	Results and Quality Focus	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	1.67	3	1.00
TOTAL SCORE	12.69		10.02		6.01			10.02		6.60

Strategic Direction and Leadership							
Basic		Competent		Advanced		Superior	
Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No
Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate	Yes	Give direction to a team in realising the institution's strategic mandate and set objectives	Yes	Evaluate all activities to determine value and alignment to strategic intent	Yes	Structure and position the institution to local government priorities	Yes
Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy	Yes	Has a positive impact and influence on the morale, engagement and participation of team members	Yes	Display in-depth knowledge and understanding of strategic planning	Yes	Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework	No
Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole	Yes	Develop action plans to execute and guide strategy	Yes	Align strategy and goals across all functional areas	No	Hold self accountable for strategy execution and results	Yes
Demonstrate basic understanding of key decision makers	Yes	Assist in defining performance measures to monitor the progress and effectiveness of the institution	Yes	Actively define performance measures to monitor the progress and effectiveness of the institution	No	Provide impact and influence through building and maintaining strategic relationships	No
		Displays an awareness of institutional structures and political factors	Yes	Consistently challenge strategic plans to ensure relevance	No	Create an environment that facilitates loyalty and innovation. Display a superior level of self discipline and integrity in actions	Yes
		Effectively communicate barriers to execution to relevant parties	Yes	Understand institutional structures and political factors, and the consequences of actions	Yes	Integrate various systems into a collective whole to optimise institutional performance management	No
		Provide guidance to all stakeholders in the achievement of the strategic mandate	Yes	Empower others to follow the strategic direction and deal with complex situations	No	Uses understanding of competing interests to manoeuvre successfully to a win/win outcome	Yes
		Understand the aim and objectives of the institution and relate it to own work	Yes	Guide the institution through complex and ambiguous concern	No		
				Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	No		

People Management							
Basic		Competent		Advanced		Superior	
Competence	Competent? Yes or No	Competence	Competent? Yes or No	Competence	Competent? Yes or No	Competence	Competent? Yes or No
Participate in team goalsetting and problem solving	Yes	Seek opportunities to increase team contribution and responsibility	Yes	Identify ineffective team and work processes and recommend remedial interventions	Yes	Develop and incorporate best practice people management processes, approaches and tools across the institution	No
Interact and collaborate with people of diverse backgrounds	Yes	Respect and support the diverse nature of others and be aware of the benefits of a diverse approach	Yes	Recognise and reward effective and desired behaviour	No	Foster a culture of discipline, responsibility and accountability	Yes
Aware of guidelines for employee development, but requires support in implementing development initiatives	Yes	Effectively delegate tasks and empower others to increase contribution and execute functions optimally	Yes	Provide mentoring and guidance to others in order to increase personal effectiveness	Yes	Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution	Yes
		Apply relevant employee legislation fairly and consistently	Yes	Identify development and learning needs within the team	Yes	Develop comprehensive integrated strategies and approaches to human capital development and management	No
		Effectively identify capacity requirements to fulfill the strategic mandate	Yes	Inspire a culture of performance excellence by giving positive and constructive feedback to the team	No	Actively identify trends and predict capacity requirements to facilitate unified transition and performance management	No
				Achieve agreement or consensus in adversarial environments	Yes		
				Lead and unite diverse teams across divisions to achieve institutional objectives	No		

SCORE FOR COMPETENCY	3
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Program and Project Management						
Basic		Competent		Advanced		Superior
Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels
Initiate projects after approval from higher authorities	Yes	Establish broad stakeholder involvement and communicate the project status and key milestones	Yes	Manage multiple programs and balance priorities and conflicts according to institutional goals	No	Understand and conceptualise the long-term implications of desired project outcomes
Understand procedures of program and project management methodology, implications and stakeholder involvement	Yes	Define the roles and responsibilities of the project team and create clarity around expectations	Yes	Apply effective risk management strategies through impact assessment and resource requirements	No	Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives
Understand the rational of projects in relation to the institution's strategic objectives	Yes	Find a balance between project deadline and the quality of deliverables	Yes	Modify project scope and budget when required without compromising the quality and objectives of the project	Yes	Influence people in positions of authority to implement outcomes of projects
Document and communicate factors and risk associated with own work	No	Identify appropriate project resources to facilitate the effective completion of the deliverables	Yes	Involve top-level authorities and relevant stakeholders in seeking project buy-in	Yes	Lead and direct translation of policy into workable action plans
Use results and approaches of successful project implementation as guide	Yes	Comply with statutory requirements and apply policies in a consistent manner	Yes	Identify and apply contemporary project management methodology	No	Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed
		Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation	Yes	Influence and motivate project team to deliver exceptional results	No	
				Monitor policy implementation and apply procedures to manage risks	No	

SCORE FOR COMPETENCY
3

Financial Management							
Basic		Competent		Advanced		Superior	
Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No
Understand basic financial concepts and methods as they relate to institutional processes and activities	Yes	Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	Yes	Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility	Yes	Develop planning tools to assist in evaluating and monitoring future expenditure trends	
Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	Yes	Assess, identify and manage financial risks	Yes	Prepare budgets that are aligned to the strategic objectives of the institution	No	Set budget frameworks for the institution	
Understand the importance of financial accountability	Yes	Assume a cost-saving approach to financial management	Yes	Address complex budgeting and financial management concerns	Yes	Set strategic direction for the institution on expenditure and other financial processes	
Understand the importance of asset control	Yes	Prepare financial reports based on specified formats	Yes	Put systems and processes in place to enhance the quality and integrity of financial management practices	Yes	Build and nurture partnerships to improve financial management and achieve financial savings	
		Consider and understand the financial implications of decisions and suggestions	Yes	Advise on policies and procedures regarding asset control	Yes	Actively identify and implement new methods to improve asset control	
		Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated	Yes	Promote National Treasury's regulatory framework for Financial Management	Yes	Display professionalism in dealing with financial data and processes	
		Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	Yes				

SCORE FOR COMPETENCY
3

SCORE FOR COMPETENCY	3
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Change Leadership							
Basic		Competent		Advanced		Superior	
Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No
Display an awareness of change interventions and the benefits of transformation initiatives	Yes	Perform an analysis of the change impact on the social, political and economic environment	Yes	Actively monitor change impact and results and convey progress to relevant stakeholders	Yes	Sponsor change agents and create a network of change leaders who support the interventions	
Able to identify basic needs for change	Yes	Maintain calm and focus during change	Yes	Secure buy-in and sponsorship for change initiatives	Yes	Actively adapt current structures and processes to incorporate the change interventions	
Identify gaps between the current and desired state	Yes	Able to assist team members during change and keep them focused on the deliverables	Yes	Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness	Yes	Mentor and guide team members on the effects of change, resistance factors and how to integrate change	
Identify potential risk and challenges to transformation, including resistance to change factors	Yes	Volunteer to lead change efforts outside of own work team	Yes	Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change	Yes	Motivate and inspire others around change initiatives	
Participate in change programs and piloting change interventions	Yes	Able to gain buy-in and approval for change from relevant stakeholders	Yes	Take the lead in impactful change programs	Yes		
Understand the impact of change interventions on the institution within the broader scope of local government	Yes	Identify change readiness levels and assist in resolving resistance to change factors	Yes	Benchmark change interventions against best change practices	Yes		
		Design change interventions that are aligned with the institution's strategic objectives and goals	Yes	Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation	Yes		
				Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation	No		

SCORE FOR COMPETENCY
3

Governance Leadership							
Basic		Competent		Advanced		Superior	
Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No
Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements	Yes	Display a thorough understanding of governance and risk and compliance factors and implement plans to address these	Yes	Able to link risk initiatives into key institutional objectives and drivers	No	Demonstrate a high level of commitment in complying with governance requirements	Yes
Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders	Yes	Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution	Yes	Identify, analyse and measure risk, create valid risk forecasts and map risk profiles	No	Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework	Yes
Provide input into policy formulation	Yes	Actively drive policy formulation within the institution to ensure the achievement of objectives	Yes	Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives	No	Able to advise local government on risk management, best practice interventions and compliance management	Yes
				Demonstrate a thorough understanding of risk retention plans	Yes	Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government	No
				Identify and implement comprehensive risk management systems and processes	Yes	Able to shape, direct and drive the formulation of policies on a macro level	No
				Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	Yes		

SCORE FOR COMPETENCY
5

Moral Competence							
Basic		Competent		Advanced		Superior	
Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No
Realise the impact of acting with integrity, but requires guidance and development in implementing principles	Yes	Conduct self in alignment with the values of local government and the institution	Yes	Identify, develop and apply measures of self-correction	Yes	Create an environment conducive of moral practices	Yes
Follow basic rules and regulations of the institution	Yes	Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver	Yes	Able to gain trust and respect through aligning actions with commitments	No	Actively develop and implement measures to combat fraud and corruption	Yes
Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	Yes	Actively report fraudulent activity and corruption with local government	Yes	Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders	Yes	Set integrity standards and shared accountability measures across the institution to support the objectives of local government	Yes
		Understand and honour the confidential nature of matters without seeking personal gain	Yes	Present values, beliefs and ideas that are congruent with the institution's rules and regulations	No	Take responsibility for own actions and decisions, even if the consequences are unfavourable	Yes
		Able to deal with situations of conflict of interest promptly and in the best interest of local government	Yes	Takes an active stance against corruption and dishonesty when noted	Yes		
				Actively promote the value of the institution to internal and external stakeholders	Yes		
				Able to work in unity with a team and not seek personal gain	Yes		
				Apply universal moral principles consistently to achieve moral decisions	Yes		

Planning and Organising							
Basic		Competent		Advanced		Superior	
Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No
Able to follow basic plans and organise tasks around set objectives	Yes	Actively and appropriately organise information and resources required for a task	Yes	Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation	Yes	Focus on broad strategies and initiatives when developing plans and actions	Yes
Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans	Yes	Recognise the urgency and importance of tasks	Yes	Identify in advance required stages and actions to complete tasks	No	Able to protect and forecast short, medium and long term requirements of the institution and local government	Yes
Able to follow existing plans and ensure that objectives are met	Yes	Balance short and long-term plans and goals and incorporate into the team's performance objectives	Yes	Schedule realistic timelines, objectives and milestones for tasks and projects	Yes	Translate policy into relevant projects to facilitate the achievement of institutional objectives	No
Focus on short-term objectives in developing plans and actions	Yes	Schedule tasks to ensure they are performed within budget and with efficient use of time and resources	Yes	Produce clear, detailed and comprehensive plans to achieve institutional objectives	No		
Arrange information and resources required for a task, but require further structure and organisation	Yes	Measures progress and monitor performance results	Yes	Identify possible risk factors and design and implement appropriate contingency plans	Yes		
				Adapt plans in light of changing circumstances	Yes		
				Prioritise tasks and projects according to their relevant urgency and importance	No		

SCORE FOR COMPETENCY	3
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SCORE FOR COMPETENCY	3
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Analysis and Innovation											
Basic			Competent			Advanced			Superior		
Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No		
Understand the basic operation of analysis, but lack detail and thoroughness	Yes	Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations	Yes	Coaches team members on analytical and innovative approaches and techniques	No	Demonstrate complex analytical and problem solving approaches and techniques	No				
Able to balance independent analysis with requesting assistance from others	Yes	Demonstrate objectivity, insight and thoroughness when analysing problems	Yes	Engage with appropriate individuals in analysing and resolving complex problems	Yes	Create an environment conducive to analytical and fact-based problem solving	No				
Recommend new ways to perform tasks within own function	Yes	Able to break down complex problems into manageable parts and identify solutions	Yes	Identify solutions on various areas in the institution	Yes	Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence	No				
Propose simple remedial interventions that marginally challenges the status quo	Yes	Consult internal and external stakeholders on opportunities to improve processes and service delivery	Yes	Formulate and implement new ideas throughout the institution	No	Create an environment that fosters innovative thinking and follows a learning organisation approach	No				
Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	Yes	Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders	Yes	Able to gain approval and buy-in for proposed interventions from relevant stakeholders	Yes	Be a thought leader on innovative customer service delivery and process optimisation	No				
		Continuously identify opportunities to enhance internal processes	Yes	Identify trends and best practices in process and service delivery and propose institutional application	Yes	Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences	No				
		Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	Yes	Continuously engage in research to identify client needs	No						

SCORE FOR COMPETENCY	3
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Knowledge and Information Management							
Basic		Competent		Advanced		Superior	
Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No
Collect, categorise and track relevant information required for specific tasks and projects	Yes	Use appropriate information systems and technology to manage institutional knowledge and information sharing	Yes	Effectively predict future information and knowledge management requirements and systems	No	Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information	No
Analyse and interpret information to draw conclusions	Yes	Evaluate data from various sources and use information effectively to influence decisions and provide solutions	Yes	Develop standards and processes to meet future knowledge management needs	No	Establish partnerships across local government to facilitate knowledge management	No
Seek new sources of information to increase the knowledge base	Yes	Actively create mechanisms and structures for sharing information	Yes	Share and promote best-practice knowledge management across various institutions	Yes	Demonstrate a mature approach	Yes
Regularly share information and knowledge with internal stakeholders and team members	No	Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	Yes	Establish accurate measures and monitoring systems for knowledge and information management	No	Recognise and exploit knowledge points in interactions with internal and external stakeholders	No
				Create a culture conducive of learning and knowledge sharing	No		
				Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	No		

Communication							
Basic		Competent		Advanced		Superior	
Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No
Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools	Yes	Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating	Yes	Effectively communicate high-risk and sensitive matters to relevant stakeholders	No	Regarded as a specialist in negotiations and representing the institution	No
Express ideas in a clear and focused manner, but does not always take the audience into consideration	No	Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs	Yes	Develop a well-defined communication strategy	No	Able to inspire and motivate others through positive communication that is impactful and relevant	No
Disseminate and convey information and knowledge adequately	Yes	Adapt communication content and style to suit the audience and facilitate optimal information transfer	Yes	Balance political perspectives with institutional needs when communicating viewpoints on complex issues	Yes	Creates an environment conducive to transparent and productive communication and critical appreciate conversations	No
		Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders	Yes	Able to effectively direct negotiations around complex	No	Able to coordinate negotiations at different levels within local government and externally	No
		Compile clear, focused, concise and well-structured written documents	Yes	Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution	Yes		
				Able to communicate with the media with high levels of moral competence and discipline	Yes		

SCORE FOR COMPETENCY	3
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Results and Quality Focus							
Basic		Competent		Advanced		Superior	
Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No	Achievement Levels	Competent? Yes or No
Understand quality of work but requires guidance in attending to important matters	Yes	Focus on high-priority actions and does not become distracted by lower priority activities	Yes	Consistently verify own standards and outcomes to ensure quality output	Yes	Coach and guide others to exceed quality standards and results	No
Show a basic commitment to achieving the correct results	Yes	Display firm commitment and pride in achieving the correct results	Yes	Focus on the end result and avoids being distracted	Yes	Develop challenging, client-focused goals and sets high standards for personal performance	Yes
Produce the minimum level of results required in the role	Yes	Set quality standards and design processes and tasks around achieving set standards	Yes	Demonstrate a determined and committed approach to achieving results and quality standards	Yes	Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required	Yes
Produce outcomes that is of a good standard	Yes	Produce output of high quality	Yes	Follow task and projects through to completion	Yes	Work with team to set ambitious and challenging team goals, communicating long- and short term expectations	Yes
Focus on the quantity of output but requires development in incorporating the quality of work	Yes	Able to balance the quantity and quality of results in order to achieve objectives	Yes	Set challenging goals and objectives to self and team and display commitment to achieving expectations	No	Take appropriate risks to accomplish goals	Yes
Produce quality work in general circumstances, but fails to meet expectation when under pressure	Yes	Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed	Yes	Maintain a focus on quality outputs when placed under pressure	Yes	Overcome setbacks and adjust action plans to realise goals	Yes
				Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	No	Focus people on critical activities that yield a high impact	No

SCORE FOR COMPETENCY	3
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