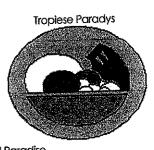


GROTER TZANEEN MUNISIPALITEIT GREATER TZANEEN MUNICIPALITY

Tel: 015 307 8000 Fax: 015 307 8049 PO Box 24 Tzaneen, 0850



Tropical Paradise

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

GREATER TZANEEN MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

DONALD MHANGWANA

AND

CHUENE WILLIAM MOLOKOMME

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2022 - 31 MAY 2023

Day S

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Greater Tzaneen Municipality herein represented by Donald Mhangwana in his capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Chuene William Molokomme as the Employee of the Municipality (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 Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes and outputs that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties.
- 2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP), the Departmental Business Plan and the Budget of the Municipality.
- 2.3 Specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement.
- 2.4 Monitor and measure performance against set targeted outputs.
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job.
- 2.6 In the event of outstanding performance, to appropriately reward the employee.
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery

O.Me

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2022 and will remain in force until 31 May 2023; thereafter a new Performance Agreement, Performance 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 this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of the first month of the successive financial year.
- 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, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; targets that may include dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key performance areas, key objectives and key performance indicators to each other in terms of the position.
- 4.3 The **Employee**'s performance will, in addition, be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer**'s Integrated Development Plan as developed per the Balanced Scorecard methodology.

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**.

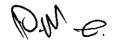
Dine.

- 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 required standards.
- 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**.
- The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCR's) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.
- The **Employee**'s assessment will be based on his 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% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Table 1: Weightings for Key Performance Areas (KPAs)	
Key Performance Areas	Weighting
Municipal Institutional Development and Transformation	War Yang
Basic Service Delivery	
Local Economic Development (LED)	30
Municipal Financial Viability and Management	
Good Governance and Public Participation	(Vor
Total	100%

- In the case of managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the Municipal Manager and the relevant manager.
- The CRs will make up the other 20% of the Employee's assessment score. CRs that are deemed to be most critical for the Employee's specific job should be selected (√) from the list below as agreed to between the Employer and Employee. Three of the CRs are compulsory for Municipal Managers (see Table 2):

TABLE 2: COMPETENCY REQUIREMENT		WEIGHT
LEADING COMPETENCIES		***************************************
Strategic Direction and Leadership	√	(015)
People Management	$\sqrt{}$	100
Program and Project Management	√	107
Financial Management	√	100,
Change Leadership		(0)88



LEADING COMPETENCIES	$\sqrt{}$	WEIGHT
Governance Leadership	√	
CORE COMPETENCIES		
Moral Competence	√	
Planning and Organising	$\sqrt{}$	10,4
Analysis and Innovation		
Knowledge and Information Management	$\sqrt{}$	
Communication	√	
Results and Quality Focus	√	
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 The standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 The intervals for the evaluation of the employee's performance
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.
- 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 agreed time frames in the Personal Development.
- The **Employee**'s performance will be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer**'s IDP.
- 6.5 The bi-annual and annual performance appraisal will involve:

6.5.1 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 ad 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 (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 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 CCR (see Table 3)
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

Dille

(d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CR score.

Shi O

Competencies	Table 3: Achievement levels for Competency Requirements Competencies Basic (2) Competency Requirements	cy Requirements Competent (3)	(Advanced) (4)	(Superior) (5)
	encies			
Strategic Direction	 Understand institutional and 	Give direction to a team in realising	Evaluate all activities to determine value and	 Structure and position the institution to
and Leadership	departmental strategic	the institution's strategic mandate and	alignment to strategic intent	local government priorities
	to inspire other to achieve set	 Has a positive impact and influence on 	of strategic planning	understanding to develop and
	mandate	the morale, engagement and	 Align strategy and goals across all functional 	implement a comprehensive institutional
	Describe how specific tasks	participation of team members	areas	framework
	link to institutional strategies	 Develop action plans to execute and 	 Actively define performance measures to 	 Hold self-accountable for strategy
	but has limited influence in	guide strategy implementation	monitor the progress and effectiveness of the	execution and results
	directing strategy	 Assist in defining performance 	institution	 Provide impact and influence through
	 Has a basic understanding of 	measures to monitor the progress and	 Consistently challenge strategic plans to ensure 	building and maintaining strategic
	institutional performance	effectiveness of the institution	relevance	relationships
	management but lacks the	 Displays an awareness of institutional 	 Understand institutional structures and political 	•Create an environment that facilitates
	ability to integrate systems	structures and political factors	factors, and the consequences of actions	loyalty and innovation. Display a
-	into a collective whole	 Effectively communicate barriers to 	 Empower others to follow strategic direction and 	superior level of self-discipline and
	•Demonstrate a basic	execution to relevant parties	deal with complex situations	integrity in actions
	decision-makers	the achievement of the strategic	and ambiguous concern	collective whole to optimise institutional
		mandate	 Use understanding of power relationships and 	performance management
		 Understand the aim and objectives of 	dynamic tensions among key players to frame	Uses understanding of competing
		the institution and relate it to own work	communications and develop strategies,	interests to manoeuvre successfully to a
			positions and alliances	win/win outcome
People	Participate in team goal-	 Seek opportunities to increase team 	 Identify ineffective team and work processes 	 Develop and incorporate best practice
Management	setting and problem-solving•	contribution and responsibility. Respect	and recommend remedial interventions•	people management processes,
	Interact and collaborate with	and support the diverse nature of others	Recognise and reward effective and desired	approaches and tools across the
	people of diverse	and be aware of the benefits of a	behaviour Provide mentoring and guidance to	institution. Foster a culture of discipline,
	backgrounds• Aware of	diverse approach• Effectively delegate	others in order to increase personal	responsibility and
	guidelines for employee	tasks and empower others to increase	effectiveness• identify development and learning	accountability-Understand the impact of
	support in implementing	ontimative Apply relevant employee	conductive to sharing innovation ethical	incorporate a diversity strategy in the
	development initiatives	legislation fairly and consistently.	behaviour and professionalism• Inspire a culture	institution•Develop comprehensive
		Facilitate team goal-setting and	of performance excellence by giving positive and	integrated strategies and approaches to
		problem-solving• Effectively identify	constructive feedback to the team• Achieve	human capital development and
		capacity requirements to fulfil the	agreement or consensus in adversarial	management. Actively identify trends
		strategic mandate	environments. Lead and unite diverse teams	and predict capacity requirements to
				performance management
Programme and	Initiate projects after	Establish broad stakeholder	Manage multiple programmes and balance	 Understand and conceptualise the
Project	approval from higher	involvement and communicate the	priorities and conflicts according to institutional	long-term implications of desired project
Management	aunoriues	project status and key illilestones	yualo	Outcomes



Indestand procedures of the project team and create darity management reinfolology, and appropriate proper and budget management require guidance and menagement reinfolology and restores in the risks. **Document and appropriate proper and use of resource allocation of successful project with own work. **Cahibit knowledge of general financial concepts and menagement reinfolology and appropriate project seases, identify and management in recast processes and approaches of management and menagement oncents. **Indestant the institution and apply information and apply information and apply information and management in resources in the strategic objectives of the institution and provides credible and protects to institution and provides credible and protects on the quality and integration professes and directs on the protect sease	Competencies	Competencies Basic (2)	Competent (3)	(Advanced) (4)	(Superior) (5)
programme and project management methodology, implications and stakeholders involvement in		 Understand procedures of 	Define the roles and responsibilities of	Apply effective risk management strategies	Direct a comprehensive strategic
implications and stakeholder involvement in eliphoidotopy. Implications and stakeholder involvement in eliphoidotopy in Find a balance between project involvement in eliphoidotopy in Find a balance between project involvement involve		programme and project	the project team and create clarity	through impact assessment and resource	macro and micro analysis and scope
implications and stakeholder involvement involvement of classifile and the quality of deliverables of the project involvement of classifile and the quality of deliverables of the project involvement and communicate factors and risk associated in the relicion to the institutions's strategic objectives. • Use results and approaches of successful project implementation as guide of successful project buy-in implementation as guide of successful project buy-in implementation as guide of successful project buy-in implementation and apply contemporary project implementation and apply contemporary project implementation and apply contemporary project implements in consistent imporance in institutional implementation and apply contemporary project implementation and apply contemporary project implementation and apply contemporary project implements in a sealing project buy-in indentifies and resources of the callet buy-in intended in institutional implement proper implementation and apply contemporary project implementation and purposesses and use of resources in the effective competition of institutional intended programment intended institution in institutional intended intended institutions of decisions and understand the financial implement proper implement in implemen		management methodology,	around expectations	requirements	projects accordingly to realise
Indevenent Indeventand the rational of bright papropriate project resources projects in relation to the institution's strategic objectives. Objectives Objectives Objectives Comply with statutory requirements Obcurrent and communicate manner Indeventation as guide Understand basic financial concepts, planning, budgeting, and they relate to institutional processes and activities Observances in the season destivities Observances of financial documents in the various sources of financial drata, reporting mechanisms, financial governance, processes and systems Understand the importance of financial menocuntability Understand the importance of financial concepts and systems Of financial governance, processes and systems Of financial governance, of financial control instructions are equired by National require guidance and celeponent in implementing of povernance and isk and compliance and development in implementing Objectives of tacitize the effective completion of the project expectional resources of the project completion to the project experiments to to facilities and apply policies in a consistent in the celebration prequirements to of successful project them to deliver involve top-level authorities and relevant the project completion to facilities and apply policies and apply contemporary project on managements on consistent in melines, steps and resources of the financial concepts and methods as guide in melines, steps and resources and concepts in the celebration progress and use of resources in the interest in manner Indicators and phy policies in a consistent in melines, steps and resources allocation in melines, steps and resources allocation in melines, steps and resources and concepts and methods as guide in restancial management. Organical accordances in the financial management concerns Indicators and processes in decisions and insperiment proper monitoring and evaluation practices to ensure appropriate paper and insperiment proper monitoring and evaluation practices to ensure approp		implications and stakeholder	 Find a balance between project 	 Modify project scope and budget when required 	institutional objectives
Indestand the rational of the deliverables project resources of inclaints in relation to the institution's strategic objectives Indestand the rational of the deliverables objectives Document and communicate and dampty policies in a consistent with own work I bes results and approaches and mapply policies in a consistent with own work I bes results and approaches and methods as they relate to institutional strategic organization and apply policies in a consistent of successful project and methods as they relate to institutional concepts, planning, budgeling, and they relate to institutional risks owness of financial concepts, planning, budgeling, and they relate to institutional financial management once and they relate to institutional data, reporting mechanisms, financial greatment of financial accountability Indestand the importance of financial management institutions are required by National processes and assistand the importance of fassel control institutions are required by National development in implementing of powerance and its kend these development in implementing techniques and processes for others. Indestand the importance of first, compilance and development in implementing techniques and processes for others. I because a depty policies in a consistent management membroated project team to deliver management financial resources and torecast prosesses and apply on templet project team to deliver management and treasure results financial management concerns financial reports based on processes and objectives of the institutional discusses to policies and processes in place to enhance strategic objectives of the institutional discusses or development to membrane and treasure reparted by National Treasury subjections and updated and understand the financial management or policies and procedures regarding asset control institutions are required by National Treasury is regulatory framework for Financial Management or objectives and measure risk, create valid these control or policies and process		involvement	deadline and the quality of deliverables	without compromising the quality and objectives	 Consider and initiate projects that
projects in relation to the institution's strategic objectives. Document and communicate and apply policies in a consistent factors and risk associated with own work. Use results and approaches of successful project and make needed adjustments to strategic objectives and methods as they relate to institutional processes and activities. Understand basic financial concepts and methods as they relate to institutional processes and activities. Internatial governance, increasing and how they interrelate processes and activities. Prepare financial reports based on processes and systems. Understand the importance of fisc, compliance and development in implementing such teams in implementing such teams in implement of fiss, compliance and development in implementing such teams in the such require guidance and development in implementing such teams in the such requirements.		 Understand the rational of 	 Identify appropriate project resources 	of the project	focus on achievement of the long-term
institution's strategic objectives objectives and communicate objectives in communicate objectives objectives objectives of communicate or communicate objectives of management and communicate with own work of successful project implementation as guide *Use results and approaches of successful project implementation as guide *Understand basic financial concepts, plenning, budgeting, and they relate to institutional torcasting and how they interested processes and activities of success of financial processes and activities of success of the institutional data, reporting mechanisms, impacts of financial accountability *Understand the importance of financial accountability *Understand the importance of fists, compliance and development in implementing of governance factors but feese of fists, compliance and development in implementing such specifies and processes and processes and apply policies and resource allocation in fill fill and and papty policies and resource allocation and apply procedures to management methodology and management fill fill fill and implement proper instructions are required by National practices to ensure appropriate spending against such require guidance and development in implementing of povernance factors but feese decisions and processes and activities of successions and supplied to the strategic objectives of the institution and apply processes and monivate project team to editive management inefloodology and manage financial and forecast processes and monivate project team to exceptional exceptional apply processes and monivate project advises of management methodology and management methodology and management inexperience of statistic and how they interest necessary to processes and monivate project search frequire guidance and systems and understand the importance of insure appropriate spending approval to a display a basic aware to suggestions and activities of the search of the s		projects in relation to the	to facilitate the effective completion of	 Involve top-level authorities and relevant 	objectives
Document and communicate and apply policies in a consistent factors and risk associated with own work Use results and approaches of manake needed adjustments to of successful project maliner progress and use of resources exceptional results Use results and approaches of manake needed adjustments to of successful project implementation as guide Understand basic financial concepts, planning, budgeting, and they relate to institutional processes and activities or data, reporting mechanisms, financial accountability Understand the importance of financial accountability Understand the importance of financial accountability Understand the importance of secure of financial accountability Understand the importance of fisk, compliance and governance and development in implements of instructions and required by National governance and development in implementing each required by National governance and development in implementing - Display a basic awareness to observe the quality of place to ensure appropriate spending of powernance and development in implementing each required by National governance and execution practices to ensure appropriate spending of powernance and instructions and evaluation practices to ensure appropriate spending of powernance and executed in the positions and evaluation practices to ensure appropriate spending of powernance and instructions and evaluation practices to ensure appropriate spending of powernance and executed the financial accounted by National Treasury guidelines are reviewed and updated of instructions are required by National framework for Financial Management framework for Financial Management of the such requirements of the power and provides credible and financial accompliance and systems of development on the subject was and appropriate spending of powernance and instructions and appropriate spending of powernance and evaluation practices to ensure appropriate spending of powernance and evaluation practices to ensure appropriate spending of powernance and evaluation		institution's strategic	the deliverables	stakeholders in seeking project buy-in	 Influence people in positions of
*Locument and communicate with own work of successful project sand approaches and make needed adjustments to of successful project sand make project sand make project sand updes financial concepts and methods as concepts, planning, budgeting, and they relate to institutional processes and activities of sixplay wareness. In the insportance of financial accountability and implications of decisions and updated updated of seset control influenciance and development in implements. * Display a basic awareness to budgets and provides credible of six compliance and development in implements. * Display a basic awareness and spiviling and enabled adjustments to of successful project sand provides credible involved and implement proper monitory and evaluation practices to ensure appropriate spending of the such require guidance and development in implements. * Display a basic awareness to budges of general financial concepts, planning, budgeting, and where needed adjustments to of successfund the financial concepts, and make processes and spivility. * Chester and understand the financial and they interelate one specified formats suggestions and update of financial accountability. * Chassume a cost-saving approval to straine adjusted to management concerns of financial accountability. * Chester and understand the financial management. * Chassume a cost-saving approval to the strategic objectives to the institution. * Address complex budgets that are aligned to the strategic objectives the institution. * Address complex budgets and processes in place to enhance and the quality and integrity of financial management. * Promote Valsional Treasury's regulatory framework for F		objectives	Comply with statutory requirements	Identify and apply contemporary project	authority to implement outcomes
with own work • Use results and approaches of successful project implementation as guide • Understand basic financial concepts and methods as they relate to institutional data, reporting mechanisms, financial governance, of financial accountability • Understand the importance of financial reported to financial accountability • Understand the importance of sections of decisions of decisions and consepts and methods as they relate to institutional forecasting and how they interelate various sources of financial governance for financial accountability • Understand the importance of financial accountability • Understand the importance of sections of decisions and updated implications of decisions and updated instructions are required by National Treasury guidelines are reviewed and updated instructions are required by National for its, compliance and development in implementing • Display a basic awareness of its control methods as the proper in the development in implements • Exhibit knowledge of general financial concepts and methods as they relate to institution and pply procedures to menage risks • Canspts, planning, budgeting, and forecast processes and provides credible forecast processes and provides credible and torecast processes and provides credible of the institution and the proper suitory and manage financial and torecast processes and provides credible of the institution and the proper suitors and concepts with own responsibility • Assers, identify and manage financial inflancial concents in the financial processes and processes and processes in place to the institution and the financial management processes and processes in place to enhance the financial management processes and processes in place to enhance processes and processes in place to enhance the financial management processes and processes in place to the institution and integrity of financial management processes and processes and processes in place to the institution and integrity of financial management processes and processes i		Document and communicate	and apply policies in a consistent	management methodology	projects
Ubsi results and approaches implementation as guide Ubse results and approaches implementation as guide Understand basic financial concepts and methods as they relate to institutional processes and activities display awareness into the various sources of financial governance, interded accountability Understand the importance of financial management Understand the importance of financial accountability Understand the importance of asset control Instructions are required by National Treasury guidelines are reviewed and updets to ensure appropriate spending of firsk, compliance and development in implementing Spellay a basic awareness Inspiracy and implement plans to address of policies and procedures to manage financial and trecast processes and spyting. Insure that delegation and integrity of financial management concerns Insure that delegation and integrity of financial management processes and systems and processes in place to enhance the quality and integrity and integrity of financial management procedures required by National practices to ensure appropriate spending against budget of general financial processes and solvines. Insure the delegation and integrity of financial management procedures required by National practices to enhance and understand the financial practices to enhance the quality and integrity of financial management procedures required by National practices to enhance and understand the financial practices to enhance the quality and integrity of financial management procedures required by National practices to enhance and understanding of financial management procedures required by National objectives and drivers objectives and procedures risk that are aligned to the strategic objectives on policies and processes in place to enhance the quality and integrity of fina		laciois and lisk associated		Illidelice and monade project team to deliver	into moderate patients of pro-
of successful project implementation as guide • Understand basic financial concepts and methods as they relate to institutional processes and activities • Understand basic financial concepts and methods as they relate to institutional processes and activities • display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of fasset control • Ensure that delegation and updated • Understand the importance of asset control • Ensure that delegation and updated • Understand the importance of isk, compliance and governance		WILL OWN WORK	• Inoritor progress and use or resources	- Maritar policy implementation and apply	English that programmes are
Understand basic financial concepts and methods as they relate to institutional processes and activities data, reporting mechanisms, financial governance, of financial accountability inderstand the importance of sesser control of risk, compliance and development in implementing such a governance factors and implementing such requirements - Exhibit knowledge of general financial concepts, planning, budgeting, and the concessing and how they interrelate processes and activities of concesting and how they interrelate processes and activities of concesting and how they interrelate processes and activities of forecast processes and provides credible and forecast processes and processes and provides credible and forecast processes		of compatitions and approaches	time time and tage the allegation	months to manage risks	monitored to trook programmes and
Understand basic financial concepts and methods as they relate to institutional processes and activities of inancial data, reporting mechanisms, financial exporting mechanisms, of financial accountability in the processes and solvities of financial data, reporting mechanisms, of financial management in importance of financial accountability independent of asset control - Assess, identify and manage financial answers to queries within own responsibility individual answers to queries within own responsibility in they ricks and forecast processes and provides credible forecasting and how they interrelate they interrelate of processes and activities of the institution - Assess, identify and manage financial answers to queries within own responsibility answers to queries within own responsibility in they interrelate answers to queries within own responsibility answers to queries within own responsibility on the strategic objectives of the institution - Assess, identify and manage financial answers to queries within own responsibility on the processes and provides credible forecasting and how they interrelate - Assess, identify and manage financial answers to queries within own responsibility answers to queries within own responsibility on the processes and provides credible on the strategic objectives of the institution - Assess, identify and manage financial answers to queries within own responsibility answers to queries within own		or succession as anide	illiellies, steps and resource allocation	procedures to Hallage Hava	resource utilisation and that
 Understand basic financial concepts and methods as they relate to institutional processes and activities display awareness into the various sources of financial povernance, processes and serving mechanisms. Understand the importance of financial accountability Understand the importance of fise control instructions are required by National require guidance and development in implementing such requirements Exhibit knowledge of general financial concepts, planning, budgeting, and concepts and methods as they recastly and how they interelate processes and processes on place to enhance traderies and understand the financial reports based on strategic objectives on policies and procedures regulatory framework for Financial management processes to enhance pro		or and an artist of the second			adjustments are made as needed
concepts and methods as they relate to institutional processes and activities - Assess, identify and manage financial resurces of financial management of financial governance, or fasset control instructions are required by National Updated - Display a basic awareness of fires and development in implementing such requirements - Concepts, planning, budgeting, and and forecast processes and provides credible forecasting and how they interelete concesses and activities - Assess, identify and manage financial answers to quefies within own responsibility - Assess, identify and manage financial strategic objectives of the institution - Assume a cost-saving approval to financial management - Prepare budgets that are aligned to the strategic objectives of the institution - Address complex budgeting and financial management on-corns - Prepare budgets that are aligned to the strategic objectives of the institution - Address complex budgeting and financial management on-corns - Prepare budgets that are aligned to the strategic objectives of the institution - Address complex budgeting and financial management on-corns - Prepare budgets that are aligned to the strategic objectives of the institution - Address complex budgeting and financial management on-corns - Prepare financial answers to quefies within own responsibility - Assume a cost-saving approval to financial management on-partices and understand the financial management practices on policies and procedures regarding asset control instructions are required by National updated - Ulentify and imbegrity of financial management practices on policies and procedures regarding asset control - Prepare budgets that are aligned to the strategic objectives of the institution - Address complex budgeting and financial management practices in place to enhance practices on policies and procedures regarding asset control - Promote National Treasury's regulatory interested to enhance and objective and drivers of the institution - Prepare budgets that are aligned to the strateg	Financial	 Understand basic financial 	 Exhibit knowledge of general financial 	 Take active ownership of planning, budgeting, 	 Develop planning tools to assist
they relate to institutional processes and activities display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control • Consider and understand the financial implications of decisions and understand the importance of asset control • Consider and understand the financial processes in place to enhance the quality and integrity of financial management practices on policies and processes in place to enhance the quality and integrity of financial management practices on policies and processes in place to enhance the quality and integrity of financial management practices on policies and processes in place to enhance the quality and integrity of financial management practices on policies and processes in place to enhance the quality and integrity of financial management practices on policies and processes in place to enhance the quality and integrity of financial management practices on policies and processes in place to enhance the quality and integrity of financial management practices on policies and processes in place to enhance the quality and integrity of financial management practices on policies and processes in place to enhance the quality and integrity of financial management practices on policies and processes in place to enhance the quality and integrity of financial management practices on policies and processes in place to enhance the quality and integrity of financial management practices on policies and processes in place to enhance the quality and integrity of financial management practices on policies and procedures regarding asset control on the procedures regarding asset control procedures regarding on the promote National Treasury's regulatory framework for Financial Management procedures and divers of the procedures and divers objectives and drivers objectives and drivers objectives and drivers objectives and management strategic	Management	concepts and methods as	concepts, planning, budgeting, and	and forecast processes and provides credible	evaluating and monitoring future
- Assess, identify and manage financial strategic objectives of the institution - Assume a cost-saving approval to data, reporting mechanisms, financial governance, processes and systems - Understand the importance of financial accountability - Understand the importance of asset control - Ensure that delegation and instructions are required by National Treasury guidelines are reviewed and updated - Understand the importance of asset control - Ensure that delegation and instructions are reviewed and updated - Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget - Display a basic awareness trequire guidance and development in implementing such requirements - Demonstrate understanding of the such requirements - Assess, identify and manage financial strategic objectives of the institution - Address complex budgets man financial management concerns - Put systems and processes in place to enhance the quality and integrity of financial management practices - Prepare budgets that are aligned to the strategic objectives of the institution - Address complex budgeting and financial management practices - Promote National Treasury's regulatory framework for Financial Management - Prepare budgets that are aligned to the strategic objectives complex budgeting and financial management concerns - Prepare budgets that are aligned to the strategic objectives complex budgeting and financial management concerns - Promote National Treasury's regulatory framework for Financial Management - Promote National Treasury's regulatory framework for Financial Management - Promote National Treasury's regulatory framework for Financial Management - Promote National Treasury's regulatory framework for Financial Management - Promote National Treasury's regulatory framework for Financial Management - Promote National Treasury's regulatory framework for Financial Management - Promote National Treasury's regulatory framework for Financial strategic objectives and processes in place to enha		they relate to institutional	forecasting and how they interrelate	answers to queries within own responsibility	expenditure trends
 display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems Understand the importance of financial accountability Understand the importance of financial countability Understand the importance of financial countability Understand the importance of financial countability Ensure that delegation and updated Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget Display a basic awareness required by National opacities are reviewed and updated Display a basic awareness required povernance factors but require guidance and development in implementing such requires and processes for optimising of the such requirements Demonstrate understanding of the such requirement proper monitoring and evaluation practices to ensure appropriate spending asset control Promote National Treasury's regulatory framework for Financial Management requirement proper monitoring and evaluation practices to ensure reviewed and updated Display a thorough understanding of the such requirement proper monitoring and evaluation practices to ensure reviewed and updated Display a thorough u		processes and activities	 Assess, identify and manage financial 	 Prepare budgets that are aligned to the 	 Set budget frameworks for the
various sources of financial data, reporting mechanisms, financial management concerns financial governance, processes and systems • Understand the importance of fasset control • Consider and understand the financial occuntability • Understand the importance of asset control • Ensure that delegation and updated • Display a basic awareness require guidance and development in implementing such requirements • Dismonstrate understanding of the such requirements • Demonstrate understanding of the such requirements • Assume a cost-saving approval to processes in place to enhance financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Put systems and processes in place to enhance the quality and integrity of financial management and practices to encurse required by National Treasury's regulatory • Promote N		 display awareness into the 	risks	strategic objectives of the institution	institution
financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control • Ensure that delegation and updated updated elegating and evaluation practices to ensure appropriate spending and evaluation practices to ensure appropriate spending against require guidance and development in implements • Display a basic awareness required but require guidance and development in implementing such requirements • Demonstrate understanding of the such requirements • Put systems and processes in place to enhance the quality and integrity of financial management practices of the quality and integrity of financial management in practices control • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial management • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial management • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial Management • Promote National Treasury's regulatory framework for Financial Management • Promote National T		Various sources of financial	Assume a cost-saving approval to	•Address complex budgeting and illiancial	on consend the condition of the interest of th
processes and systems Understand the importance of financial accountability Understand the importance of asset control I casure that delegation and instructions are required by National I reasury guidelines are reviewed and updated updated I casure appropriate spending against Understand the importance of asset control Ensure that delegation and instructions are required by National I reasury guidelines are reviewed and updated updated I dentify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget Display a basic awareness of risk, compliance and development in implementing such require guidance and development in implementing such requirements I consider and understand the financial threquility and integrity of financial management in ractices on policies and procedures regarding asset control Promote National Treasury's regulatory framework for Financial Management Promote National Treasury's regulatory framework for Financial Management Promote National Treasury's regulatory framework for Financial management in instructions are reviewed and updated I dentify and integrity of financial management in ractices Promote National Treasury's regulatory framework for Financial Management Promote National Treasury's regul		financial covernance	Dreners financial reports based on	Put evetems and processes in place to enhance	oncesses
 Understand the importance of financial accountability Understand the importance of financial suggestions and suggestions and elegation and instructions are required by National Treasury's regulatory Instructions are required by National Treasury's regulatory Interess of learning asset control Promote National Treasury's regulatory Promote National Treasury's regulatory Interess of learning asset control Promote National Treasury's regulatory Interess of learning asset control Promote National Treasury's regulatory Interess of learning asset control Promote National Treasury's regulatory Promote National Treasury's regulatory<td></td><td>processes and systems</td><td>specified formats</td><td>the quality and integrity of financial management</td><td> Build and nurture partnerships t </td>		processes and systems	specified formats	the quality and integrity of financial management	 Build and nurture partnerships t
of financial accountability Understand the importance of asset control Ensure that delegation and instructions are required by National Treasury's regulatory instructional updated indentity and implement proper monitoring and evaluation practices to ensure appropriate spending against budget Display a basic awareness of factors and implement plans to address trequire guidance and development in implementing such requirements these techniques and procedures regarding asset control instructions are required by National Treasury's regulatory framework for Financial Management in figure and implement proper monitoring against budget Display a basic awareness of propriate spending of governance and risk and compliance objectives and drivers isk forecasts, and map risk profiles objectives and procedures regarding asset control Promote National Treasury's regulatory framework for Financial Management Promote		 Understand the importance 	 Consider and understand the financial 	practices	improve financial management a
 Understand the importance of asset control Ensure that delegation and instructions are required by National Treasury's regulatory in Promote National Instructions are required by National Updated Display a basic awareness Display a thorough understanding of Spectives and drivers Display a thorough understanding of Objectives and drivers Objectives and drivers Identify, analyse and measure risk, create valid Spectives and measure risk, create valid Spectives and measure risk profiles Apply risk control methodology and approaches of the Special Promote National Promote Nation		of financial accountability	implications of decisions and	 Advise on policies and procedures regarding 	achieve financial savings
of asset control • Ensure that delegation and instructions are required by National Treasury's regulatory instructions are required by National Updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget • Display a basic awareness of risk, compliance and governance and risk and compliance and development in implementing such requirements • Display a basic awareness of povernance and risk and compliance objectives and drivers objectives and drivers risk forecasts, and map risk profiles of the such requirements • Promote National Treasury's regulatory framework for Financial Management of framework for Financial Management of framework for Financial Management of figure and updated • Identify and implement proper monitoring against budget • Display a basic awareness of povernance factors and implement plans to address risk forecasts, and map risk profiles of the such requirements • Demonstrate understanding of the such requirements • Demonstrate understanding of the such requirements • Demonstrate understanding of the such requirements • Promote National Treasury's regulatory framework for Financial Management of figure and updated on the such requirement or promotes are reviewed and updated or leften or promotes framework for Financial Management or framework for Fina		 Understand the importance 	suggestions	asset control	 Actively identify and implement
instructions are required by National Treasury guidelines are reviewed and updated Instructions are required by National Treasury guidelines are reviewed and updated Instructions are required by National Treasury guidelines are reviewed and updated Instructions are required by National Treasury guidelines are reviewed and updated Instructions are required by National Treasury guidelines are reviewed and Updated Instructions are required by National Treasury guidelines are reviewed and Updated Instructions are required by National Treasury guidelines are reviewed and Updated Instructions are required by National Treasury guidelines are reviewed and Updated Instructions are required by National Treasury guidelines are reviewed and Updated Instructions are required by National Treasury guidelines are reviewed and Updated Instructions are required by National Treasury guidelines are reviewed and Updated Instructions are required by National Treasury guidelines are reviewed and Updated Instructions Instr		of asset control	 Ensure that delegation and 	 Promote National Treasury's regulatory 	methods to improve asset control
Treasury guidelines are reviewed and updated Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements Treasury guidelines are reviewed and updated Identify and implement proper monitoring against budget Display a thorough understanding of objectives and drivers governance and requires and implement plans to address fisk forecasts, and map risk profiles in the secontrol methodology and approaches to ensure appropriate spending of objectives and drivers objectives and measure risk, create valid risk forecasts, and map risk profiles objectives and map risk profiles objectives and measure risk, create valid risk forecasts, and map risk profiles objectives and measure risk, create valid risk forecasts, and map risk profiles objectives and drivers objectives and measure risk, create valid risk forecasts, and map risk profiles objectives and measure risk, create valid risk forecasts, and map risk profiles objectives and measure risk, create valid risk forecasts, and map risk profiles objectives and drivers objectives and measure risk, create valid risk forecasts, and map risk profiles objectives and drivers objectives and			instructions are required by National	framework for Financial Management	 Display professionalism in dealing with
 Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements Display a thorough understanding of povernance and implement plans to address these such requirements Display a thorough understanding of objectives and drivers eldentify, analyse and measure risk, create valid risk forecasts, and map risk profiles Apply risk control methodology and approaches to ensure appropriate spending against budget Display a thorough understanding of objectives and drivers eldentify, analyse and measure risk, create valid risk forecasts, and map risk profiles Apply risk control methodology and approaches to ensure appropriate spending against 			Treasury guidelines are reviewed and		financial data and processes
Display a basic awareness of risk, compliance and development in implements Display a basic awareness of require guidance and development in implements Display a basic awareness of optimising of of risk, compliance and development in implements Display a thorough understanding of objectives and drivers objectives and measure risk, create valid risk forecasts, and map risk profiles objectives and measure risk, create valid risk forecasts, and map risk profiles objectives and drivers objectives and drivers objectives and drivers objectives and drivers objectives and measure risk, create valid risk forecasts, and map risk profiles objectives and drivers objectives			. Identify and implement proper		
Display a basic awareness of risk, compliance and governance factors but require guidance and development in implements Display a basic awareness of powernance and disk and compliance and factors and implement plans to address these such requirements Display a thorough understanding of objectives and drivers objectives and driver			monitoring and evaluation practices to		
 Display a basic awareness of risk, compliance and governance factors but require guidance and development in implements Display a thorough understanding of objectives and drivers objectives and drivers objectives and drivers objectives and drivers objectives and drivers Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles Apply risk control methodology and approaches to prevent and reduce risk that impede on the 			ensure appropriate spending against		
 Display a basic awareness of risk, compliance and governance and require guidance and development in implementing such requirements Display a thorough understanding of objectives and drivers objectives are drivers objectives a			budget		
of risk, compliance and governance and risk and compliance governance factors but require guidance and drivers and implement plans to address require guidance and drivers and implement plans to address these development in implementing such requirements techniques and processes for optimising objectives and drivers dentify, analyse and measure risk, create valid risk forecasts, and map risk profiles and drivers objectives and drivers dentify, analyse and measure risk, create valid risk forecasts, and map risk profiles objectives and drivers objectives and measure risk, create valid risk forecasts, and map risk profiles objectives and drivers objectives and measure risk, create valid objectives and drivers objectives objectives and drivers objectives objectives objectives	Governance	 Display a basic awareness 	 Display a thorough understanding of 	Able to link risk initiative into key institutional	 Demonstrate a high level of
governance factors but require guidance and development in implementing such requirements factors and implement plans to address or isk forecasts, and map risk profiles or isk forecasts, and map risk profi	Leadership	of risk, compliance and	governance and risk and compliance	objectives and drivers	commitment in complying with
 these Demonstrate understanding of the techniques and processes for optimising insk forecasts, and map risk profiles Apply risk control methodology and approaches to prevent and reduce risk that impede on the 		governance factors but	factors and implement plans to address	 Identify, analyse and measure risk, create valid 	governance requirements
Demonstrate understanding of the techniques and processes for optimising to prevent and reduce risk that impede on the		require guidance and	these	risk forecasts, and map risk profiles	 implement governance and
techniques and processes for optimising to prevent and reduce risk that impede on the		development in implementing	 Demonstrate understanding of the 	- Annie sink anniest mathodalage and anningohoe	annalização etratore to onello
				* Apply risk control intelligency and appropries	COMPILED STATES TO GROWING



Competencies	Competencies Basic (2) Competent (3)	Competent (3)	(Anyanced) (A)	(Superior) (5)
H 14 14 14 14 14 14 14 14 14 14 14 14 14	cooperative government but requires guidance on fostering	institution •Actively drive policy formulation within	Demonstrate a thorough understanding of risk retention plans	•Able to advise Local Government on risk management strategies, best
	between stakeholders Provide input into policy	achievement of objectives	management systems and processes • Implement and monitor the formulation of	management • Able to force positive relationships on
	formulation		policies, identify and analyse constraints and challenges with implementation and provide	cooperative governance level to enhance the effectiveness of local
			recommendations for improvement	government • Able to shape direct and drive the
				formulation of policies on a macro level
Core Competencies				
Moral competence	Realise the impact of acting with integrity, but requires	 Conduct self in alignment with the values of Local Government and the 	 Identify, develop, and apply measures of self- correction 	 Create an environment conducive of moral practices
	guidance and development in	institution	 Able to gain trust and respect through aligning 	 Actively develop and implement
	• follow the basic rules and	and weaknesses and seek assistance	actions with contributions of paragraphs and recommendations that are	Corringion
	regulations of the institution	from others when unable to deliver	transparent and gain the approval of relevant	Set integrity standards and shared
	 Able to identify basic moral 	 Actively report fraudulent activity and 	stakeholders	accountability measures across the
	situations, but requires	 corruption within local government Understand and honour the 	 Present values, beliefs and ideas that are congruent with the institution's rules and 	institution to support the objectives of local government
	understanding and reasoning	confidential nature of matters without	regulations	Take responsibility for own actions and
		Able to deal with situations of conflict	dishonesty when noted	unfavourable
		of interest promptly and in the best interest of local government	 Actively promote the value of the institution to internal and external stakeholders 	
		<	Able to work in unity with a team and not seek	
			Apply universal moral principles consistently to	-
Planning and	Able to follow basic plans	Actively and appropriately organise	Able to define institutional objectives, develop	Focus on broad strategies and
Organising	and organise tasks around set	information and resources required for a	comprehensive plans, integrate and coordinate	initiatives when developing plans and
	Understand the process of	•Recognise the urgency and importance	successful implementation	Able to project and forecast short,
	planning and organising but	of tasks	 Identify in advance required stages and actions 	medium and long term requirements of
	requires guidance and development in providing	 Balance short and long-term plans and goals and incorporate into the team's 	 Schedule realistic timelines, objectives and 	the institution and local government Translate policy into relevant projects
	detailed and comprehensive	performance objectives	milestones for tasks and projects	to facilitate the achievement of the
	plans	 Schedule tasks to ensure they are 		institutional objectives
	and ensure that objectives are	efficient use of time and resources	Identify possible risk factors and design and	
	met	 Measures progress and monitor 	implement appropriate contingency plans	
	Focus on short-term	performance results	Adapt plans in light of changing circumstances	
	objectives in developing plans			

Arrange information and erasources required for a task, but require further structure and organisation Understand the basic operation of analysis, but lack detail and thoroughness Able to balance independent analysis with requesting assistance from enderstand the basic operation of analysis with requesting assistance from independent analysis with requesting assistance from enders and thoroughness when analysing problems into manageable parts and dentify solutions. Propose simple remedial internal and external stakeholders on opportunities to enhance such innovative solutions to stakeholders on opportunities to enhance internal processes and service delivery communicate the benefits of improve processes and service delivery consult internal and external and external stakeholders on opportunities to enhance internal processes. Continuously identify opportunities to enhance internal processes. I clearly communicate the benefits of improve processes and service delivery communicate the benefits of improve processes and service delivery conductive to innovative approrunities to enhance internal processes. Continuously identify opportunities to enhance internal processes. I clearly communicate the benefits of improve processes and innovative explored poportunities to enhance internal processes. Continuously identify opportunities to enhance internal processes. I clearly communicate the benefits of improve processes and service delivery communicate the benefits of improve processes and innovative exploration stakeholders on opportunities to enhance internal processes. Continuously identify opportunities to enhance internal processes. I clearly communicate the benefits of improve processes and service delivery on opportunities to enhance internal processes. Continuously identify opportunities to enhance internal processes. I clearly communicate the benefits of improve processes and service delivery on opportunities to improve processes. Conductive to innovative proteins of takeholders and internal intern	Competencies Basic (2) Competency Requirements	vels for Competenc	y Requirements Competent (3)	(Advanced) (4)	(Superior) (5)
• Arrange information and resources required for a task, but require further structure and organisation • Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and perspectives of others and explore opportunities to enhance such innovative thinking projects • Analyse and interpret information to draw conclusions • Regularly share information and knowledge base • Regularly share information to dos appropriate for the organization to dos appropriate for the opportant endities and understanding for communication levers and use informal and internal resources to institutional effectiveness and efficiency institutional effectiveness and external and internal appropriate information internal examples to information examples and use information effectively to influence decisions and provide even and provide relevant and external examples to information effectively to influence decisions and provide relevant and external examples to information examples and use information examples and use information effectively to influence decisions and provide examples and external examples to information examples and use information examples and external e				Prioritise tasks and projects according to their	
but require further structure and organisation Understand the basic operation of analysis, but lack detail and thoroughness Able to balance independent analysis with requesting assistance from independent analysis with requesting assistance from others Able to balance independent analysis with requesting assistance from independent analysis with requesting assistance from others Able to balance intromation of analysis with independent analysis with requesting assistance from independent analysis with requesting assistance from others Able to break down complex problems into manageable parts and identify solutions Able to break down complex problems into manageable parts and identify solutions Consult internal and external and external and external stakeholders on opportunities to improve processes and service delivery consultions to stakeholders and innovative solutions or stakeholders Consult internal and external and external and external and innovative approaches and proyes eremedial intervention Collect, categorise and track relevant information or required for specific tasks and projects Analyse and interpret information to increase the knowledge base Analyse and interpret information or interpret information to increase the knowledge base Analyse and interpret information and knowledge base Actively create mechanisms and structures for sharing of information or understanding for operation or a manner that is interesting and motivating operations.	• Arran	e information and		relevant urgency and importance	
but require further structure and organisation - Understand the basic operation of analysis, but lack detail and thoroughness - Able to belance independent analysis with requesting assistance from others - Able to belance independent analysis with requesting assistance from others - Able to belance indomentations - Able to belance into manageable parts and identify solutions - Propose simple remedial into manageable parts and identify solutions - Propose simple remedial internal and external stakeholders on opportunities to improve processes and service delivery interventions that marginally challenges the status quo - Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative solutions to stakeholders on opportunities to enhance internal processes and service delivery intervention to stakeholders on opportunities to enhance internal processes and service delivery containties to enhance internal processes and technology to manage institutional projects - Analyse and interpret information to increase the knowledge base - Regularly share information and knowledge base - Regularly share information and mounterstanding for communication levers and use information enhance internal resources to research and provide relevant and structures for sharing of information communication levers and use institutional effectiveness and efficiency members - Express ideas to individuals and motivating and motivating and motivating in the provide relevant and internal resources to research and provide relevant and internal resources to research and internal resources to research and internal and information in a manner that is interesting and motivating in the provide relevant and internal resources to research and internal and internal resources to research and internal resources to research and internal resources to research and internal resources t	resource	as required for a task,			
oberation of analysis, but lack detail and thoroughness Able to balance independent analysis with requesting assistance from others of the challenge and independent analysis with requesting assistance from function and function in the cleas and perspectives of others and explore opportunities to enhance such innovative thinking and track relevant information to fraw conclusions and knowledge base Able to break down complex problems into manageable parts and identify solutions Consult internal and external stakeholders on opportunities to improve processes and service delivery into manageable parts and identify solutions Consult internal and external stakeholders on opportunities to improve processes and service delivery continuously communicate the benefits of new opportunities to enhance internal processes Configurative configuration intervative approaches and projects Collect, categorise and track relevant information of draw conclusions Analyse and interpret information information to increase the Regularly share information and knowledge with internal stakeholders and team ation Demonstrate logical problems approaches and provide recommendations Communication to salateholders and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and structures for sharing of information Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency information fiverers and service delivery solutions Consult internal and external and external and external innovative solutions of stakeholders and external processes and service delivery continuities to improve processes and service delivery solutions of stakeholders and innovative approdunities to enhance internal processes Configuration opportunities to enhance internal processes Collect, categorise and track relevant information internal resources to information and knowledge with internal and information internal enal processes and service del	but req	lire further structure			
operation of analysis, but lack detail and thoroughness Able to balance independent analysis with requesting assistance from others Propose simple remedial interventions that marginally challenges the status quo Listen to the ideas and proventurities to enhance such innovative thinking projects Analyse and interpret information to draw conclusions Saek new sources of information and knowledge base Regularly sappropriate in formation and knowledge with internal and external and external stakeholders on opportunities to improve processes and service delivery communicate the benefits of interventions to takeholders on opportunities to improve processes and service delivery consulting and external and external and external stakeholders on opportunities to improve processes and service delivery consulting and external and external and external and external and external and external stakeholders on opportunities to improve processes and service delivery consulting and external and intervention into manageable parts and external external and external and external and external and external and intervention into manageable parts and external and external and intervention into manageable parts and external and external and external and external and external provide eleviery constitutions into manageable parts and external processes and service delivery constitutions into manageable parts and external processes and external extenditions and external intervention of information external processes and external extenditions and external processes and external intervention of information external provide relevant and external effectiveness and efficiency members Express ideas to individuals and consumers that is interesting a		stand the basic	Demonstrate logical problem solving	Coaches team members on analytical and	Demonstrate complex analytical and
detail and thoroughness Able to balance independent analysis with requesting assistance from others others OPERONITION TARGET AND TO THE CHAILENGE SINGLE FOR THE CHAILENGE FOR THE CHAILENGE SINGLE FOR THE CHAILENGE SINGL			echniques and approaches and provide	innovative approaches and techniques	problem solving approaches and
 Able to balance independent analysis with requesting assistance from others others Able to break down complex problems others Recommend new ways to perform tasks within own function Propose simple remedial interventions that marginally challenges the status quotoristic into manageable parts and identify solutions Consult internal and external stakeholders on opportunities to improve processes and service delivery challenges the status quotoriste into manageable parts and identify solutions to consult internal and external stakeholders on opportunities to improve processes and service delivery consult internal and external stakeholders of others and perspectives of others and external innovative solutions to stakeholders of conducive to innovative approaches and propose remedial intervention Collect, categorise and track relevant information to draw conclusions Analyse and interpret information to increase the required for specific tasks and projects Analyse and interpret information to increase the required for specific tasks and projects Actively create mechanisms and structures for sharing of information to increase the regularity share information external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency institutional effectiveness and efficiency institutional effectiveness and efficiency institutional effectiveness and efficiency into manageable parts and identify solutions to external and innovative solutions Clearly communicate the benefits of inew opportunities to improve processes and service delivery central end innovative approaches and propose remedial intervention Express ideas to individuals and cutting-edge knowledge to enhance institutional effectiveness and efficiency institutional effectiveness and entertal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiven			ationale for recommendations	Engage with appropriate individuals in	techniques
independent analysis with requesting assistance from others chees chees chees chees chees chees chees chees challenges the status quo challenges the status data from various sources to influence decisions and provide gources to research and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency in the provide relevant and cutting-edge knowledge to enhance institutional from a manner that is interesting and motivatin	• Able		Demonstrate objectivity, insight, and	analysing and resolving complex problems	 Create an environment conducive to
others others Recommend new ways to perform tasks within own function Propose simple remedial interventions that marginally challenges the status quo Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking Collect, categorise and track relevant information to fraw conclusions Recommend new ways to perform tasks within own functional required for specific tasks and projects Analyse and interpret information to increase the Regularly share information and knowledge base Regularly share information to draw members Perposse simple remedial stakeholders on opportunities to improve processes and service delivery challenges the benefits of improve processes and innovative solutions to stakeholders on opportunities and innovative approaches and propose remedial intervention Use appropriate information on the previous for specific tasks and information to increase the information to increase the solutions Recommend new ways to perform tasks within own stakeholders on opportunities to enhance internal processes Consult internal and external and innovative solutions to stakeholders Consult internal and external stakeholders on opportunities to improve processes and service delivery challenges and innovative solutions to stakeholders Conflituously identify opportunities to enhance internal provative approaches and propose remedial intervention Use appropriate data from various sources and use information effectively to influence decisions and provide solutions Actively create mechanisms and structures for sharing of information to draw information and information	indepe		horoughness when analysing problems	 Identify solutions on various areas areas in the 	analytical and fact-based problem-
• Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking • Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and technolegy to manage institutional for exercing and members into manageable parts and consultions • Constitutionlers on opportunities to improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of improve processes and service delivery • Clearly communicate the benefits of clearly communicate the benefits of internal processes • Identify and analyse opportunities to enhance employed propose remedial intervention systems • Evaluate data from various sources • Analyse and interventio	reques		Able to break down complex problems	institution	solving
Recommend new ways to perform tasks within own function Propose simple remedial interventions that marginally challenges the status quo Listen to the ideas and explore opportunities to enhance such innovative thinking Collect, categorise and track relevant information required for specific tasks and projects Analyse and interpret information to increase the knowledge and and knowledge with internal stakeholders and team members Express ideas to individuals and understanding for communicate the benefits of improve processes and service delivery intervention improve processes and service delivery clearly communicate the benefits of improve processes and service delivery of inconductive to innovative approaches and propose remedial intervention • Collect, categorise and provide approaches and propose remedial intervention of manage institutional intervention suitures of information structures for sharing of information of the provide approaches and provide remedial intervention of information structures for sharing of i	others		nto manageable parts and identify	Formulate and implement new ideas	 Analyse, recommend solutions and
• Consult internal and external stakeholders on opportunities to improve processes and service delivery challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking • Confinuously identify opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal processes • Identify and analyse opportunities to enhance internal proceses • Identify and analyse opportunities to enhance internal proce	• Reco		olutions	throughout the institution	monitor trends in key challenges to
intervention that marginally challenges the status quo Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking Continuously identify opportunities to enhance such innovative thinking Continuously identify opportunities to enhance internal processes Conductive to innovative approaches and projects Analyse and interpret information to draw conclusions Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team On Demonstrate an understanding for a manner that is interesting and motivating Clearly communicaties to improve processes and service delivery Clearly communicate the benefits of improve processes and service delivery Clearly communicate the benefits of improve processes and service delivery Clearly communicate the benefits of improve processes and service delivery Clearly communicate the benefits of improve processes and service delivery Clearly communicate the benefits of improve processes and service delivery Clearly communicate the benefits of clearly communicate the benefits of improve processes and service delivery Clearly communicate the benefits of clearly communicate the benefits of enhance internal processes Confluence internal processes Conductive to innovative approaches and propose remedial intervention Use appropriate information statitional intervention Use appropriate information effectively to influence decisions and provide solutions Actively create mechanisms and structures for sharing of information Use appropriate information effectively to influence decisions and provide solutions Evaluate data from various sources and use information effectively to influence decisions and provide solutions Evaluate and intervention Use appropriate information effectively to influence decisions and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency induence decisions and provide relevant and internal resources to ins	perform	tasks within own	Consult internal and external	 Able to gain approval and buy-in for proposed 	prevent and manage occurrence
 Propose simple remedial interventions that marginally challenges the status quo Clearly communicate the benefits of new opportunities and innovative Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders Continuously identify opportunities to enhance such innovative approaches and projects Collect, categorise and track relevant information required for specific tasks and projects Analyse and interpret information to draw conclusions Seek new sources of information to increase the knowledge and internal information or and knowledge with internal stakeholders and team members Demonstrate an understanding for communication levers and tools appropriate for the motivating Clearly communicate the benefits of new opportunities and innovative appropriative information to stakeholders Continuously identify opportunities to enhance internal processes Identify and analyse opportunities to enhance internal enformation systems Identify and analyse opportunities to enhance internal processes Identify and analyse opportunities to enhance information systems Identify and analyse opportunities Identify	function		takeholders on opportunities to	interventions from relevant stakeholders	 Create an environment that fosters
interventions that marginally communicate the benefits of challenges the status quo Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking Continuously identify opportunities to enhance such innovative onducive to innovative approaches and track relevant information required for specific tasks and projects Analyse and interpret information to draw conclusions Actively create mechanisms and information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members Continuously identify opportunities to enhance internal processes Identify and analyse opportunities to innovative approaches and propose remedial intervention Use appropriate information systems and use information systems and use information effectively to influence decisions and provide solutions Actively opportunities to conducive to innovative approaches and propose remedial intervention Use appropriate information systems and use information effectively to influence decisions and provide solutions Actively create mechanisms and information or usearch and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency institutional effectiveness and end technology to manage institutional effectively to influence decisions a	• Prop		raprove processes and service delivery	 Identify trends and best practices in process 	innovative thinking and follows a
challenges the status quo Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking Collect, categorise and track relevant information required for specific tasks and projects Analyse and interpret information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and understanding for communication levers and tools appropriate for the challenges the status quo solutions to stakeholders Continuously identify opportunities to enhance internal processes Identify and analyse opportunities Identify analyse opportunities Identify approaches and propose remedial intervention Identify approaches and propose reme	interve	tions that marginally	Clearly communicate the benefits of	and service delivery and propose institutional	learning organisation approach
 Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking Collect, categorise and track relevant information required for specific tasks and projects Analyse and interpret information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and understanding for communication levers and tools appropriate for the Continuously identify opportunities to enhance internal processes Identify and analyse opportunities to enhance internal processes Actively create mechanisms and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectively to influence decisions and provide solutions Express ideas to individuals and motivating in amanner that is interesting and motivating 	challen		new opportunities and innovative	application	 Be a thought leader on innovative
explore opportunities to enhance such innovative thinking nd Collect, categorise and track relevant information required for specific tasks and propose remedial intervention Analyse and interpret information to draw conclusions Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members Continuously identify opportunities on internal processes Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention Use appropriate information systems and technology to manage institutional knowledge and information effectively to influence decisions and provide solutions Actively create mechanisms and structures for sharing of information of utting-edge knowledge to enhance institutional effectiveness and efficiency members Continuously identify opportunities conducive internal processes Identify and analyse opportunities conducive internal processes Conducive to innovative approaches and propose remedial intervention Use appropriate information effectively to influence decisions and provide solutions Actively create mechanisms and structures for sharing of information of utting-edge knowledge to enhance institutional effectiveness and efficiency institutional effectively to influence decisions and provide solutions Express deata from various sources of influence decisions and provide solutions Express deata from various sources on the influence decisions and provide esolutions Express deata from various sources on the influence decisions and provide esolutions Express deata from various sources on the influence decisions and provide esolutions Express deata from various decisions and provide esolutions Express deata from various decisions and provide esolutions Express deata from various decisions and pr	· Liste	•	olutions to stakeholders	Continuously engage in research to identify	customer service delivery, and process
enhance explore opportunities to enhance such innovative thinking • Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team on • Demonstrate an understanding for communication levers and tools appropriate information internal internal provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency institutional intervention • Use appropriate information systems and technology to manage institutional information to draw conclusions • Actively create mechanisms and cutting-edge knowledge to enhance institutional effectiveness and efficiency institutional effectively to influence decisions and provide solutions • Actively create mechanisms and cutting-edge knowledge to enhance institutional information to formation influence decisions and provide solutions • Actively create mechanisms and cutting-edge knowledge to enhance institutional information of information influence decisions and provide solutions • Actively create mechanisms and cutting-edge knowledge to enhance institutional information effectively to influence decisions and provide solutions • Actively create mechanisms and cutting-edge knowledge to enhance institutional effectively to influence decisions and provide solutions • Actively create mechanisms and cutting-edge knowledge to enhance institutional effectiveness and efficiency influence decisions and provide solutions	perspe	na.	Continuously identify concerturation to	client needs	optimisation
thinking Collect, categorise and track relevant information required for specific tasks and projects Analyse and interpret information to draw conclusions Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members Demonstrate an understanding for communication levers and tools appropriate information intervention Collect, categorise and propose remedial intervention Use appropriate information systems and technology to manage institutional knowledge and information effectively to influence decisions and provide solutions Actively create mechanisms and structures for sharing of information cutting-edge knowledge to enhance institutional effectiveness and efficiency institutional effectiveness and efficiency amontowative appropriate information systems and technology to manage institutional knowledge and information effectively to influence decisions and provide solutions Actively create mechanisms and cutting-edge knowledge to enhance institutional effectiveness and efficiency institutional effectively to influence decisions and provide solutions Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating	explore		Containandally identity opportunities to		
Collect, categorise and track relevant information required for specific tasks and technology to manage institutional knowledge and information systems and technology to manage institutional knowledge and information sharing ropiects Analyse and interpret information to draw conclusions Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members Demonstrate an understanding for communication levers and tools appropriate for the	enhand	such innovative	nhance internal processes		 Play an active role in sharing best
 Collect, categorise and track relevant information systems and track relevant information required for specific tasks and projects Analyse and interpret information to draw conclusions Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members Demonstrate an understanding for communication levers and tools appropriate for the 			nhance internal processes Identify and analyse opportunities		 Play an active role in sharing best practice solutions and engage in
track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members on • Demonstrate an understanding for communication levers and tools appropriate for the information information and technology to manage institutional knowledge and information sharing on Exaluate data from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing of information on the information of the information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing of information of information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing of information of information effectively to influence decisions and provide solutions • Actively create mechanisms and cutting-edge knowledge and information effectively to influence decisions and provide solutions • Actively create mechanisms and cutting-edge knowledge to enhance institutional knowledge and information sharing • Explication of the information effectively to influence decisions and provide solutions • Actively create mechanisms and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional knowledge and information sharing			inhance internal processes identify and analyse opportunities conducive to innovative approaches and processes remedial intervention		 Piay an active role in sharing best practice solutions and engage in national and international local covernment seminars and conferences
required for specific tasks and projects Analyse and interpret information to draw conclusions Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members Mon Demonstrate an understanding for communication levers and tools appropriate for the		t categorise and	inhance internal processes identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	Effectively predict fithe information and	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and
 Analyse and interpret Analyse and interpret Analyse and interpret Analyse and interpret Information to draw Seek new sources of Influence decisions and provide Solutions Actively create mechanisms and structures for sharing of information Use external and internal resources to Regularly share information and knowledge with internal stakeholders and team members Demonstrate an understanding for communication levers and tools appropriate for the Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating 			inhance internal processes Identify and analyse opportunities Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention Use appropriate information systems use appropriate information systems	Effectively predict future information and knowledge management requirements and	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are
 Analyse and interpret influence decisions and provide solutions Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members Demonstrate an understanding for communication levers and tools appropriate for the Analyse and interpret influence decisions and provide solutions Actively create mechanisms and structures for sharing of information (Use external and informal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency in a manner that is interesting and motivating 		and	inhance internal processes identify and analyse opportunities conducive to innovative approaches and propose remedial intervention. Use appropriate information systems and technology to manage institutional moveledge and information sharing	Effectively predict future information and knowledge management requirements and systems	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share
information to draw conclusions Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members Demonstrate an understanding for communication levers and tools appropriate for the information in formal settings in a manner that is interesting and informal settings in informal settings in influence decisions and provide solutions Actively create mechanisms and structures for sharing of information in tresearch and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency in a manner that is interesting and motivating	• Anal	t, categorise and evant information for specific tasks and	inhance internal processes Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention Use appropriate information systems and technology to manage institutional cnowledge and information sharing Evaluate data from various sources	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information
 Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members Demonstrate an understanding for communication levers and tools appropriate for the Actively create mechanisms and structures for sharing of information or esearch and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency in a manner that is interesting and motivating 	informa	t, categorise and evant information for specific tasks and se and interpret	inhance internal processes Identify and analyse opportunities Identify and information systems Identify and information sharing Identify and Identify and Identify Identify and Identify Identify and Identify Identify and Identify Identif	 Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs 	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local
 Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members Demonstrate an understanding for communication levers and tools appropriate for the Actively create mechanisms and structures for sharing of information Use external and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency institutional effectiveness and efficiency and motivating 	conclu	t, categorise and evant information for specific tasks and se and interpret ion to draw	nhance internal processes Identify and analyse opportunities Conducive to innovative approaches and Corpose remedial intervention Use appropriate information systems and technology to manage institutional Inowledge and information sharing Evaluate data from various sources and use information effectively to onfluence decisions and provide	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge
information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members Demonstrate an understanding for communication levers and tools appropriate for the information internal structures for sharing of information increase the Use external and internal cutting-edge knowledge to enhance institutional effectiveness and efficiency in a manner that is interesting and motivating	• Seel	t, categorise and evant information for specific tasks and se and interpret ion to draw ons	identify and analyse opportunities identify and analyse opportunities conducive to innovative approaches and propose remedial intervention. Use appropriate information systems and technology to manage institutional mowledge and information sharing Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge management across various institutions	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management
 Regularly share information and knowledge with internal stakeholders and team members Demonstrate an understanding for communication levers and tools appropriate for the Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency in stakeholders and cutting-edge knowledge to enhance institutional effectiveness and efficiency in stakeholders and team cutting-edge knowledge to enhance institutional effectiveness and efficiency in stakeholders and team cutting-edge knowledge to enhance institutional effectiveness and efficiency in stakeholders and team cutting-edge knowledge to enhance institutional effectiveness and efficiency in stakeholders and team cutting-edge knowledge to enhance institutional effectiveness and efficiency in stakeholders and team cutting-edge knowledge to enhance institutional effectiveness and efficiency in stakeholders and team cutting-edge knowledge to enhance institutional effectiveness and efficiency in stakeholders and team cutting-edge knowledge to enhance institutional effectiveness and efficiency in stakeholders and team cutting-edge knowledge to enhance institutional effectiveness and efficiency in stakeholders and cutting-edge knowledge to enhance institutional effectiveness and efficiency in stakeholders and effectiveness and efficiency in stakeholders and effectiveness and efficiency in stakeholders and effectiveness and effectiveness and efficiency in stakeholders and effectiveness and efficiency in stakeholders and effectiveness and efficiency in stakeholders and effectiveness and effectiveness and efficiency in stakeholders and effectiveness and effectiveness. 		nd on ks and	inhance internal processes Identify and analyse opportunities Conducive to innovative approaches and propose remedial intervention Use appropriate information systems and technology to manage institutional mowledge and information sharing Evaluate data from various sources and use information effectively to influence decisions and provide polutions Actively create mechanisms and	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge management across various institutions Establish accurate measures and monitoring	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management demonstrate a mature approach to
 Regularly share information and knowledge with internal stakeholders and team members Demonstrate an understanding for communication levers and tools appropriate for the Regularly share information research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency institutional efficiency institutional effectiveness and efficiency institutional efficiency institutional efficiency institutional efficiency institutional efficiency institutional	Informa	the	identify and analyse opportunities identify and analyse opportunities identify and analyse opportunities conducive to innovative approaches and propose remedial intervention. Use appropriate information systems and technology to manage institutional mowledge and information sharing. Evaluate data from various sources and use information effectively to influence decisions and provide solutions. Actively create mechanisms and structures for sharing of information.	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge management across various institutions Establish accurate measures and monitoring systems for knowledge and information	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management demonstrate a mature approach to knowledge and information sharing with
and knowledge with internal stakeholders and team institutional effectiveness and efficiency members • Demonstrate an understanding for communication levers and tools appropriate for the control of the stakeholders and team institutional effectiveness and efficiency institutional efficiency institutional effectiveness and efficiency institutional effectiveness and efficiency institutional effectiveness and efficiency institutional efficienc	knowle	the	identify and analyse opportunities in themal processes identify and analyse opportunities conducive to innovative approaches and propose remedial intervention. Use appropriate information systems and technology to manage institutional mowledge and information sharing. Evaluate data from various sources and use information effectively to influence decisions and provide solutions. Actively create mechanisms and structures for sharing of information of information.	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge management across various institutions Establish accurate measures and monitoring systems for knowledge and information management	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach
 stakeholders and team members Demonstrate an understanding for communication levers and tools appropriate for the institutional effectiveness and efficiency institutional efficiency institu	knowle	nd ks and ks and the	identify and analyse opportunities identify and analyse opportunities conducive to innovative approaches and propose remedial intervention. Use appropriate information systems and technology to manage institutional mowledge and information sharing. Evaluate data from various sources and use information effectively to influence decisions and provide solutions. Actively create mechanisms and structures for sharing of information of use external and internal resources to esearch and provide relevant and	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge management across various institutions Establish accurate measures and monitoring systems for knowledge and information management Create a culture conducive of learning and	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approacl Recognise and exploit knowledge
Demonstrate an Express ideas to individuals and understanding for groups in formal and informal settings in a manner that is interesting and tools appropriate for the motivating	knowle • Regu	on ks and ks and the mation mation	inhance internal processes identify and analyse opportunities conducive to innovative approaches and propose remedial intervention Use appropriate information systems and technology to manage institutional nowledge and information sharing Evaluate data from various sources and use information effectively to influence decisions and provide solutions Actively create mechanisms and structures for sharing of information Use external and internal resources to esearch and provide relevant and autting-edge knowledge to enhance	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge management across various institutions Establish accurate measures and monitoring systems for knowledge and information management Create a culture conducive of learning and knowledge sharing	 Piay an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach Recognise and exploit knowledge points in interactions with internal and
Demonstrate an Express ideas to individuals and understanding for groups in formal and informal settings in a manner that is interesting and tools appropriate for the motivating	ntorm knowle • Regu and kn stakeh	the ernal	identify and analyse opportunities identify and analyse opportunities conducive to innovative approaches and propose remedial intervention. Use appropriate information systems and technology to manage institutional mowledge and information sharing. Evaluate data from various sources and use information effectively to influence decisions and provide solutions. Actively create mechanisms and tructures for sharing of information in the external and internal resources to esearch and provide relevant and sutting-edge knowledge to enhance institutional effectiveness and efficiency	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge management across various institutions Establish accurate measures and monitoring systems for knowledge and information management Create a culture conducive of learning and knowledge sharing Hold regular knowledge and information	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approact Recognise and exploit knowledge points in interactions with internal and external stakeholders
understanding for groups in formal and informal settings in communication levers and a manner that is interesting and tools appropriate for the motivating	ntorm knowle • Regu and kn stakeh memb	hd ks and ks and the mation mation	identify and analyse opportunities in themse internal processes identify and analyse opportunities conducive to innovative approaches and propose remedial intervention. Use appropriate information systems and technology to manage institutional mowledge and information sharing. Evaluate data from various sources and use information effectively to influence decisions and provide solutions. Actively create mechanisms and structures for sharing of information is external and internal resources to esearch and provide relevant and sutting-edge knowledge to enhance institutional effectiveness and efficiency	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge management across various institutions Establish accurate measures and monitoring systems for knowledge and information management Create a culture conducive of learning and knowledge sharing Hold regular knowledge and information sharing sessions to elicit new ideas and share hest practice approaches	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approacl Recognise and exploit knowledge points in interactions with internal and external stakeholders
vers and a manner that is interesting and • for the motivating •		nd on ks and ks and the mation ernal	identify and analyse opportunities identify and analyse opportunities conducive to innovative approaches and propose remedial intervention Use appropriate information systems and technology to manage institutional mowledge and information sharing Evaluate data from various sources and use information effectively to influence decisions and provide solutions Actively create mechanisms and structures for sharing of information Use external and internal resources to esearch and provide relevant and sutting-edge knowledge to enhance institutional effectiveness and efficiency express ideas to individuals and	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge management across various institutions Establish accurate measures and monitoring systems for knowledge and information management Create a culture conducive of learning and knowledge sharing Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches Effectively communicate high-risk and sensitive	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approact Recognise and exploit knowledge points in interactions with internal and external stakeholders Regarded as a specialist in
motivating		the ernal	identify and analyse opportunities to inhance internal processes identify and analyse opportunities conducive to innovative approaches and propose remedial intervention. Use appropriate information systems and technology to manage institutional mowledge and information sharing. Evaluate data from various sources and use information effectively to influence decisions and provide solutions. Actively create mechanisms and structures for sharing of information. Use external and internal resources to esearch and provide relevant and sutting-edge knowledge to enhance institutional effectiveness and efficiency express ideas to individuals and proups in formal and informal settings in	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge management across various institutions Establish accurate measures and monitoring systems for knowledge and information management Create a culture conducive of learning and knowledge sharing Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches Effectively communicate high-risk and sensitive matters to relevant stakeholders	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approact Recognise and exploit knowledge points in interactions with internal and external stakeholders Regarded as a specialist in negotiations and representing the
		the mation	Identify and analyse opportunities in themal processes identify and analyse opportunities conducive to innovative approaches and propose remedial intervention. Use appropriate information systems and technology to manage institutional mowledge and information sharing. Evaluate data from various sources and use information effectively to influence decisions and provide polutions. Actively create mechanisms and structures for sharing of information. Use external and internal resources to esearch and provide relevant and sutting-edge knowledge to enhance institutional effectiveness and efficiency express ideas to individuals and proups in formal and informal settings in a manner that is interesting and	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge management across various institutions Establish accurate measures and monitoring systems for knowledge and information management Create a culture conducive of learning and knowledge sharing Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches Effectively communicate high-risk and sensitive matters to relevant stakeholders Develop a well-defined communication strategy	 Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach Recognise and exploit knowledge points in interactions with internal and external stakeholders Regarded as a specialist in negotiations and representing the institution



	evaluating and valuing the work of the Histitution			
ú	The second secon		fails to meet expectation when	
• 0	tracking, monitoring and measuring success,	needed	general circumstances, but	
00	and assigning word, defining responsibilities,	updates, and make adjustments as	 Produce quality work in 	
managing goals	 Establishing institutional systems for managing 	and use of resources; provide status	the quality of work	
 Take appropriate risks to accomplish 	placed under pressure	 Monitors progress, quality of work, 	development in incorporating	
hen long- and short-term expectations	 Maintain a focus on quality outputs when 	objectives	output but requires	
challenging team goals, communicating	expectations	quality of results in order to achieve	 Focus on the quantity of 	
chieving • Work with team to set ambitious and	and team and display commitment to achieving	 Able to balance the quantity and 	a good standard	
	V Set challenging goals and objectives to self	Produce output of high quality	Produce outcomes that is of	
음 —		set standards	of results required in the role	
quality standards, monitor own	standards	processes and tasks around achieving	Produce the minimum level	
 Commit to exceed the results and 	approach to achieving results and quality	 Set quality standards and design 	results	
nitted personal performance	Demonstrate a determined and committed	achieving the correct results	to achieving the correct	
goals and sets high standards for	distracted	 Display firm commitment and pride in 	 Show a basic commitment 	
	 Focus on the end result and avoids being 	priority activities	attending to important matters	
	outcomes to ensure quality output	does not become distracted by lower-	but requires guidance in	Quality Focus
Coach and guide others to exceed	Consistently verify own standards and	 Focus on high-priority actions and 	 Understand quality of work 	Results and
		well-structured written documents		
ne	levels of moral competence and discipline	 Compile clear, focused, concise and 	adequately	
with high	Able to communicate with the media with high	from relevant stakeholders	information and knowledge	
	image of the institution	support, commitment and agreement	 Disseminate and convey 	
sitive	stakeholders and seek to enhance a positive	 Deliver content in a manner that gains 	audience into consideration	
external	Market and promote the institution to external	optimal information transfer	always take the needs of the	
	that promotes Batho Pele principles	style to suit the audience and facilitate	focused manner, but does not	
1 situation	complex matters and arrive at a win-win situation	 Adapt communication content and 	 Express ideas in a clear and 	
around	 Able to effectively direct negotiations around 	attitudes and beliefs	tools	
impactful and relevant	complex issues	appreciate diverse perspectives,	guidance in utilising such	
on through positive communication that is	needs when communicating viewpoints on	 Able to understand, tolerate and 	audience, but requires	
(Superior) (5)	(Advanced) (4)	Competent (3)	Basic (2)	Competencies
		cy Requirements¹	Table 3: Achievement levels for Competency Requirements	Table 3: Achieve



6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's & CCR's, (see **Table 4**):

Rating	Terminology	Description	% Score
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.	167%
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	(133-166%)
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	(100-132%)
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	(67-99%)
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	(0-66 %)

- 6.7 For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -
 - 6.7.1 Municipal Manager;
 - 6.7.2 Chairperson of the Performance Audit Committee
 - 6.7.3 Member of the Executive Committee;

ONE.

- 6.7.4 Municipal Manager from another municipality; and
- The manager responsible for human resources of the Municipality must provide secretariat services to the evaluation panels.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to her performance agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be informal if performance is satisfactory:

First quarter Second quarter Third quarter July – September 2022 (October 2022) October – December 2022 (February 2023) January – March 2023 (April 2023)

Third quarter : Fourth quarter :

January – March 2023 (April 2023) April – June 2023 (August 2023)

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 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.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall -
 - 9.1.1 Create an enabling environment to facilitate effective performance by the Employee.
 - 9.1.2 Provide access to skills development and capacity building opportunities.
 - 9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**.
 - 9.1.4 On the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable her to meet the performance objectives and targets established in terms of this Agreement.
 - 9.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

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

O'ME

- 10.1.1 A direct effect on the performance of any of the Employee's functions.
- 10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**.
- 10.1.3 A substantial financial effect on the Employer.
- The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- A performance bonus of 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%.
 - 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
 - 11.2.3 Specific bonus percentages will be determined on a sliding scale (as contained in the PMS Policy of Council), proportionately to the points scored, rounded up to the next 0.25 percentage. eg.136% score = 6.678% = 6.75% bonus.
- 11.3 In the case of unacceptable performance, the Employer shall -
 - 11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve her performance
 - 11.3.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out her duties.

12. DISPUTE RESOLUTION

- 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 provided for, shall be mediated by
 - 12.1.1 The MEC for local government in the Province within thirty (30) days of receipt of a formal dispute from the **Employee**
 - 12.1.2 Any other person appointed by the MEC
 - 12.1.3 In the case of managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, the dispute procedures as per the Contract of Employment shall apply.

O.M.O.

13.	GENERAL

- 13.1 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**.
- Nothing in this Agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

days alter the continuous of the access	50110110	
Thus done and signed at <u>Eancen</u>	on this the 27 day of July 20	022
AS WITNESSES:		
1.	EMPLOYEE	
2		
AS WITNESSES:		
1	EMPLOYER	
•		