

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

**THE MUNICIPALITY OF RAMOTSHERE
MOILOA LOCAL**

AS REPRESENTED BY THE ACCOUNTING OFFICER

FRANS TEMEKI MABOKELA

**(IN HIS CAPACITY AS THE MUNICIPAL
MANAGER OF RAMOTSHERE MOILOA LOCAL
MUNICIPALITY)**

("EMPLOYER")

AND

TIRO MICHAEL SELEKA

**IN HIS CAPACITY AS THE DIRECTOR:
COMMUNITY SERVICES OF RAMOTSHERE
MOILOA LOCAL MUNICIPALITY**

("EMPLOYEE")

FOR THE

**FINANCIAL YEAR: 01 JULY 2022 – 30 JULY
2023**

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Municipality of **Ramotshere Moiloa Local Municipality** herein represented by **Frans Mabokela** in his capacity as the **Municipal Manager of Ramotshere Moiloa Local Municipality** (hereinafter referred to as the Employer or Accounting Officer)

and

Tiro Michael Seleka in his capacity as the **Director: Community Services** and an **Employee of Ramotshere Moiloa Local 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)(c) of the Systems Act, read with the **Contract of Employment** concluded between the parties, requires the conclusion of an annual performance agreement.
- 1.3 The parties intend to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties intend 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)(c),(4A),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the **Employee** and to communicate to the **Employee** the **Employer's** expectations of the **Employee's** performance and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set outputs;
- 2.5 Use the **Performance Agreement and Performance Plan** as the basis for assessing the suitability of the Employee for

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- permanent employment and/or to assess whether the **Employee** has met the performance expectations applicable to his/her job;
- 2.6** Appropriately reward the **Employee** in accordance with the **Employer's** performance management policy in the event of outstanding performance; and
- 2.7** Give effect to the Employer's commitment to a performance-orientated relationship with the **Employee** in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1** This Agreement will commence on **01 July 2022** and will remain in force until **30 July 2023** where after 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 of 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 each 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 abovementioned period to determine the applicability of the matters agreed upon.
- 3.5** If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1** The Performance Plan (Annexure A) sets out
- 4.1.1** The performance objectives and targets that must be met by the **Employee**; and
- 4.1.2** The time frames within which those performance objectives and targets must be met.
- 4.2** The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the **Integrated Development Plan** and the **Budget** of the **Employer**, and shall include key objectives; key performance indicators; target dates and weighting.
- 4.3** The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the

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work must be achieved. The weightings show the relative importance of the key objectives to each other.

- 4.4 The **Employee's** performance will, in addition, be measured in Terms of contributions to the goals and strategies set out in the **Employer's Integrated Development Plan (IDP)**.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management, and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the Employee about the specific performance standard that will be included in the Performance Management System as applicable to the Employee.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and the implementation of the Key Performance Areas (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 weighing of 80:20 allocated to the **Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs)** respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment;

Core Competency Requirements (CCR's):	Select applicable	Weighting
Core Managerial Competencies:		
Strategic Capability and Leadership	X	2
Programme and Project Management		
Financial Management	X	1
Change Management	X	1
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis	X	2
People Management and Empowerment	X	2
Client Orientation and Customer Focus	X	2
Communication	X	2
Honesty and Integrity		

Core Competency Requirements (CCR's):	Select applicable	Weighting
Team building		
Core Occupational Competencies:		
Competence in Self-Management (Setting and agreeing on service delivery standards)		
Interpretation of and implementation within the legislative and national policy frameworks	X	2
Knowledge of developmental local government	X	2
Knowledge of Performance Management and Reporting	X	2
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualization, analysis and	X	2
Knowledge of more than one functional municipal field / discipline		
Negotiation and conflict resolution skills (Mediation and		
Skills in governance, public mobilization and		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total		20%

CORE COMPETENCY REQUIREMENTS (CCR):

a) Core Managerial Competencies:

The performance of Section 57 Managers should be assessed in terms of Core Competency Requirements (CCRs) as required by the Regulations of Section 57 Managers. These competencies describe general managerial and occupational skills. The assessment of these competencies will account for **(20%) twenty percent** of the total employee assessment score. Three of the CCR's are compulsory for all managers.

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Competency Area	Indicate choice (Mark with <input type="checkbox"/>)	Comment	Ratings 1 2 3 4 5	Timeframe to achieve targeted competency	Training / program needed to close competency	Weight (in %)
Strategic Capability and Leadership			2	June 2022		10%
Change Management			1	June 2022		5%
Financial Management			1	June 2022		5%
Problem Solving and Analysis			2	June 2022		10%
People Management and Empowerment			2	June 2022		10%
Client Orientation and Customer			2	June 2022		10%
Communication			2	June 2022		10
Interpretation of and implementation			2	June 2022		10%
Knowledge of developmental local			2	June 2022		10%
Knowledge of Performance			2	June 2022		10%
TOTAL						100%

5.6 The **Employee's** assessment will be based on his performance in terms of outputs (performance targets) reflected on the Performance Plan which are linked to relevant KPAs, key objectives and key performance indicators (KPIs) as agreed to between the Employer and the Employee;

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	-
Municipal Institute Development Transformation	10%
Local Economic Development (LED)	-
Municipal Financial Viability and Management	90%
Good Governance and Public Participation	-
Local Economic Development and Spatial Rationale	-
Community & Social Development Services	-
Total	100%

5.7 The Key Performance Areas (KPAs) relating to the Employee's functional area will make up 80% of the Employee's assessment score, and will contain the following Areas

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6. PERFORMANCE OBJECTIVES

- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the key Performance Areas (KPA's) and the Core Managerial Competencies (CMC's) respectively.
 - 6.2.2 Each area of assessment will be weighted and will contribute a pro rata to the total score.
 - 6.2.3 KPAs covering the main areas of work will account for 80% and CMC's will account for 20% of the final assessment.
- 6.3 The **Employee's** assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.
- 6.4 The CMC's will make up the other 20% of the Employee's assessment scorecard. CMC's that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list in Annexure A as agreed to between the **Employer and Employee.**

7. EVALUATING PERFORMANCE

- 7.1 The **Performance Plan (Annexure A)** to this Agreement sets out:
 - 7.1.1 The standards and procedures for evaluating the Employee's performance; and
 - 7.1.2 The intervals for the evaluation of the Employee's performance.
- 7.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan. The Development Plan as well as the actions agreed to must be implemented within set time frames.
- 7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 7.5 The annual performance appraisal will involve:

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7.5.1 Assessment of the achievement of outcomes 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.

7.5.2 Assessment of the CMC's

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

7.5.3 Overall Rating

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

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's, CMC's and COC's :

Level	Terminology	Description	Rating
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 Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.	
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.	
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	

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Level	Terminology	Description	Rating
		performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	
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 Performance Agreement and Performance Plan.	
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 Performance Agreement 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.	

7.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established:

7.7.1 Executive Mayor/Mayor;

7.7.2 Chairperson of the Audit and Risk Committee;

7.7.3 Ward Committee Member (on a rotational basis), where applicable;

7.7.4 Member of the Mayoral Committee; and

7.7.5 Mayor and/ or Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

1.	First quarter	October 2022
2.	Second quarter	January 2023
3.	Third quarter	April 2023
4.	Fourth quarter	July 2023

- 8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee must be fully consulted before any such change is made.
- 8.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

9. 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 him/her to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to contribution him/her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others:
 - 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
 - 10.1.3 A substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 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.
- 11.2** A performance bonus of 5% to 14% of inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 11.2.1** In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided as follows:
- a) a score of 130% to 149% is awarded a performance bonus of 5% to 9%; and
 - b) a score of 150% and above is awarded a performance bonus of 10% to 14%.
- 11.3** The **Employee** will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of least twelve (12) service at current remuneration package 30 June (end of financial year) subject to a fully effective assessment.
- 11.4** In the case of unacceptable performance, the **Employer** shall:
- 11.4.1** Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
 - 11.4.2** After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1** Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by :
- 12.1.1** The MEC for Local Government and the Province within thirty (30) days of receipt of a formal dispute from the Employee; or
 - 12.1.2** Any other person appointed by the MEC.
 - 12.1.3** In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

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.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

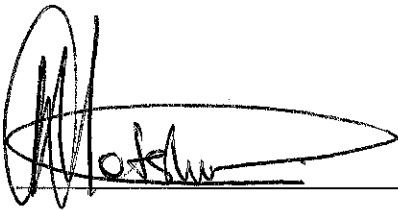
Thus done and signed at RAMOTSHERE on this the 01ST day of July (Month) 2022 (Year)

AS WITNESSES:

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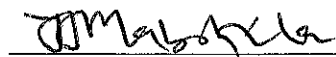
**MR TIRO MICHAEL SELEKA
DIRECTOR: COMMUNITY
SERVICES
RAMOTSHERE MOILOA
LOCAL MUNICIPALITY**

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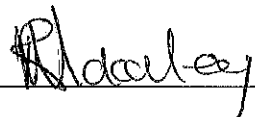
Thus done and signed at on this the..... day of..... (Month)..... (Year)

AS WITNESSES:

1. 



**MR FRANS MABOKELA
MUNICIPAL MANAGER:
RAMOTSHERE MOILOA
LOCAL MUNICIPALITY**

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The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe;
- b) Core competencies required from employees prescribed in the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, R805 of 2006.

The employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Category	Colour	Explanation
KPI's Not Met/ Unacceptable performance	1	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all 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.
KPI's Almost Met / Not fully effective	2	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.
KPI's Met / Fully effective	3	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.
KPI's Well Met / Performance significantly above expectations	4	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

Category	Colour	Explanation
KPI's Extremely Well Met / Outstanding Performance	5	<p>year.</p> <p>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.</p>

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KEY PERFORMANCE INDICATORS

National KPA	Strategic Objectives	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets			Weight	
						Q1	Q2	Q3		Q4
Basic Service Delivery And Infrastructure Development	Improved public safety	58 Percentage of Personnel Suitability Checks conducted	Personnel Suitability Checks conducted	100% Personnel Suitability Checks by 30 June 2022	Security Screening Reports.	100%	100%	100%	100%	6
Basic Service Delivery And Infrastructure Development	Improved public safety	59 Number of Joint Security Operational meetings held.	12 meetings	12 meetings by 30 June 2022	Attendance Registers, and signed minutes.	3 Meetings	3 Meetings	3 Meetings	3 Meetings	6
Basic Service Delivery And Infrastructure Development	Improved public safety	60 Number of roadblocks conducted for traffic law enforcement	New	12 roadblocks conducted for traffic law enforcement by 30 June 2022	Reports	3 Joint Operations	3 Joint Operations	3 Joint Operations	3 Joint Operations	6
Basic Service Delivery And Infrastructure Development	Improved public safety	61 Number of Calibration of speed machines and VTS Equipment	NEW	2x Calibration of speed machines and VTS Equipment by 30 June 2022	Calibration certificates	None	1 Calibration	None	1 Calibration	6
Basic Service Delivery And Infrastructure Development	Improved public safety	62 Number of traffic fines issued	NEW	1000 traffic fines issued by 30 June 2022	Report & section 56 notices	200	200	200	200	6
Basic Service Delivery And Infrastructure Development	Improved public safety	63 Number of reports submitted to council on provision of traffic control services	4 reports submitted to council on provision of traffic control services	4 reports submitted to council on provision of traffic control services by June 2021	4 reports and council resolutions	1 Report	1 Report	1 Report	1 Report	6
Basic Service Delivery And Infrastructure Development	Improved public safety	64 Number of reports submitted to Council on the enforcement of municipal by-laws	New	4 reports submitted to Council on the enforcement by June 2021	Quarterly reports and Council Resolutions	1 Report	1 Report	1 Report	1 Report	6

National KPA	Strategic Objectives	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
Basic Service Delivery And Infrastructure Development	Enhanced Sustainable Environmental Management and Social development	Number of IWMP developed and adopted by Council	NEW	IWMP developed and adopted by Council By 30 June 2022	Council resolution Copy of IWMP	Draft IWMP submitted to council	Draft IWMP	Public participation	Submit to Council	6
Basic Service Delivery And Infrastructure Development	Enhanced Sustainable Environmental Management and Social development	Number of reports on utilization of library services submitted to council	4 reports on utilization of library services submitted to council	4 reports on utilization of library services submitted to council by June 2021	4 reports and council resolution	-	-	-	1 Library Renovated at Groot Marico by 30 April 2019	6
TOTAL										100
PERCENTAGE CONTRIBUTION										80 %

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CORE COMPETENCY FRAMEWORK

The performance of Section 57 Managers should be assessed in terms of Core Competency Requirements (CCRs) as required by the Regulations of Section 57 Managers. These competencies describe general managerial and occupational skills. The assessment of these competencies will account for **twenty percent** of the total employee assessment score. The bold CCR's are compulsory for all managers.

Annexure B describes the different proficiency levels for each Core Competency Requirements (CCRs) and should therefore form part of this section of the Performance Plan.

Core Managerial Skill	Select prov. level (refer Annexure B)	Definition	Weight
Strategic Leadership and Management	✓	Skills to be able to provide a vision, set the direction for the municipality or department and inspire others in order to deliver on the municipality's mandate	10
Programme and project management	✓	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	10
Financial Management	✓	Skills required to manage projects and/or department work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling costs throughout the year by allocating resources appropriately and understanding and anticipating the impact of other departments on own budget and adopting where necessary.	5
Change Management	✓	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	10
Knowledge management	✓	This includes the working knowledge of Council regulations, by-laws and policies, National, Provincial and Local Government structures and applicable legislation.	10
Problem solving and analytical thinking	✓	Be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	5
People and diversity management	✓	Skills to manage and encourage people optimise their outputs and effectively manage relationships. This includes holding regular meetings with his/ her team so that information can be shared and so that the team is aware of decisions that may affect them. It also involves distributing workloads so that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do	10

Core Managerial Skill	Select prov. level (refer Annexure B)	Definition	Weight
Client orientation and customer focus	✓	<p>their work and motivating the team so that they are committed to achieving the goals of the department and ultimately the municipality</p> <p>Whether providing a service to an internal or external customer this means trying to determine the needs of the customer and then meeting those needs. At a minimum employee are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without argument. Ideally managers are required to be proactive by trying to understand needs of the customer and providing an appropriate service based on these underlying needs</p>	15
Service delivery innovation	✓	<p>This about wanting to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something but rather are encouraged to use their initiative to make sure that things get done accurately and efficiently.</p>	15
Communication	✓	<p>Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.</p>	5
Accountability and ethical conduct	✓	<p>Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the municipality</p>	5
		Total	100
		PERCENTAGE CONTRIBUTION	20%

<p><i>The 2021/22 Performance Plan signed and accepted by the Acting Director – Community Services:</i> Mr Tiro Seleka</p>		<p>Date:</p>	<p>01/07/2022</p>
<p><i>The 2021/22 Performance Plan signed on behalf of Ramotshere Local Municipality by the Municipal Manager:</i> Mr Frans Temeki Mabokela</p>		<p>Date:</p>	<p>01/07/2022</p>