

BERGRIVIER  
30 JUL 2014  
MENSLIKE HULPBRONNE



# BERGRIVIER MUNICIPALITY

## PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BERGRIVIER MUNICIPALITY

HEREIN REPRESENTED BY THE MUNICIPAL MANAGER

ADV HANLIE LINDE

ID 7004110082083

(herein and after referred to as Employer)

AND

HENDRIK KRÖHN,

(ID 6309035054088)

DIRECTOR TECHNICAL SERVICES

(herein and after referred to as Employee)

FOR THE FINANCIAL YEAR

Period 1 July 2014 – 30 June 2015

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achieved, target dates and weightings which show the relative importance of key performance indicators to one another.

- 4.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

**5. PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus on 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 are contained in this Performance Agreement.
- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and Competencies 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 Competencies will account for 20% of the final assessment.
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached

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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. The competencies will make up the other 20% of the Employee's assessment score.

Key Performance Area	No	%
Basic Service Delivery	9	28%
Municipal Transformation and Organisational Development	6	18%
Local Economic Development	3	9%
Municipal Financial Viability and Management	5	15%
Good Governance, Public Participation	3	9%
<b>Sub total</b>	<b>26</b>	<b>80%</b>
Core competencies	12	20%
<b>Total</b>		<b>100%</b>

5.7 The competency framework as set out in the Regulations on Appointment and Conditions of Employment of Senior Managers (17 January 2014) consists of six leading competencies which comprise twenty driving competencies that communicate what is expected for effective performance in local government, and six core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

LEADING COMPETENCIES	DRIVING COMPETENCIES
1. Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>
2. People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>
3. Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>
4. Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>
5. Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> </ul>

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		<ul style="list-style-type: none"> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>
6.	Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>
<b>CORE COMPETENCIES</b>		
7.	Moral Competence	
8.	Planning and Organising	
9.	Analysis and Innovation	
10.	Knowledge and Information Management	
11.	Communication	
12.	Results and Quality Focus	

5.8 There is no hierarchical connotation to the competencies and all are essential to the role of a senior manager to influence high performance. All competencies will therefore be considered as measurable and critical in assessing the level of the Employees performance.

**6. PERFORMANCE ASSESSMENT**

6.1 The Employee’s performance will be measured in terms of contributions to the goals and strategies set out in the Employer’s Integrated Development Plan (IDP)

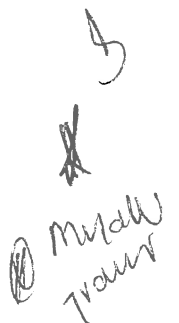
6.2 The Employee will submit his self-assessment to the Employer prior to the formal assessment;

6.3 Performance assessments will entail:

6.3.1 Assessment of the achievement of results as outlined in the performance plan (**ANNEXURE A**):

6.3.1.1 Each KPI shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI.

6.3.1.2 The assessment of the performance of the Employee will be based on the following rating scale for KPI’s:

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Rating	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the <b>Employee</b> has achieved above fully effective results against all performance criteria and indicators as specified in the 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 <b>Employee</b> 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 <b>Employee</b> has fully achieved effective results against all significant performance criteria and indicators as specified in the 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 appraisal indicates that the <b>Employee</b> has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The appraisal indicates that the <b>Employee</b> has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Plan. The <b>Employee</b> 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.

6.3.1.3 The rating will then be multiplied by the weighting to calculate the final score;

6.3.1.4 An overall rating will be calculated based on the total of the individual ratings calculated above.

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6.3.1.5 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.3.2 Assessment of competencies

6.3.2.1 Each competency shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;

6.3.2.2 The assessment of the performance of the Employee will be based on the following rating scale for Competencies:

Rating	Achievement level	Description
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in- depth analyses
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods

6.3.2.3 The rating will then be multiplied by the weighting to calculate the final score. Each competency shall carry an equal weighting;

6.3.2.4 A full description of achievement levels per competency is attached as **ANNEXURE B**.

6.3.3 Overall rating

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An overall rating is calculated by combining the rating from 6.3.1 and 6.3.2 above. Such overall rating represents the outcome of the performance appraisal.

6.4 For purposes of appraising the performance of the Employee, an evaluation panel constituted of the following persons will be established, as mutually agreed upon:

- 6.4.1 Municipal Manager;
- 6.4.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of an Performance Audit Committee;
- 6.4.3 Municipal Manager from another municipality; and
- 6.4.4 Member of the Mayoral Committee (Portfolio Chairperson).

**7 SCHEDULE FOR PERFORMANCE REVIEWS**

7.1 The performance of each Employee in relation to his performance agreement shall be reviewed on the following dates:

Quarter	Review Period	Review to be completed by
1	July – September 2014	December 2014 (Review by Municipal Manager)
2	October – December 2014	March 2015 (Mid-year Panel Assessment)
3	January – March 2015	June 2015 (Review by Municipal Manager)
4	April – June 2015	September 2015 (Year-end Panel Assessment)

- 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 Performance reviews in the first and third quarter may be verbal if performance is deemed to be satisfactory by the Municipal Manager. In the event of unsatisfactory performance a panel evaluation shall be convened.
- 7.4 The Employer shall keep a record of the mid-year, year-end and any other assessment meetings where a panel evaluation is convened;
- 7.5 Performance feedback shall be based on the Employer’s assessment of the Employee’s performance;

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- 7.6 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; and
- 7.7 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

- 8.3 Personal growth and development needs identified during any performance appraisal discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 8.4 The Personal Development Plan (PDP) for addressing developmental gaps must be developed, if deemed necessary in individual cases in consultation with the employee, the Portfolio Councillor and the Municipal Manager.

## 9 OBLIGATIONS OF THE EMPLOYER

### 9.3 The Employer shall-

- 9.3.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.3.2 Provide access to skills development and capacity building opportunities;
- 9.3.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.3.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.3.5 Make available to the Employee such resources as the Employee may reasonable require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

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## 10 CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of powers will have amongst others-
- 10.3.1 A direct effect on the performance of any of the Employee's functions;
  - 10.3.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
  - 10.3.3 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 clause 10.1 as soon as is practical to enable the Employee to take any necessary action.

## 11 REWARD

The employer and employee agree that no bonuses will be paid for outstanding performance on condition that market related remuneration packages are paid, which will not be less favorable than the current remuneration.

## 12 MANAGEMENT OF ASSESSMENT OUTCOMES

- 12.1 Where the employer is, at any time during the employee's employment, not satisfied with the manager's performance in respect of any matter dealt with in this Agreement, the employer will give notice to the employee to attend a meeting.
- 12.2 The employee will have the opportunity at the meeting to satisfy the employer in respect of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures.
- 12.3 Where there is a dispute or difference as to the performance of the employee under this Agreement, the parties will confer with a view to resolve the dispute or difference.
- 12.4 In the case of unacceptable performance, the employer shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and
  - 12.4.2 After appropriate performance counseling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of

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employment of the Employee on grounds of unfitness or incapacity to carry out his duties.

**13 DISPUTE RESOLUTION**

- 13.1 Any disputes about the nature of the employees performance agreement, whether it relates to key responsibilities, priorities, methods of assessment must be mediated by the Executive Mayor within 30 days of receipt of a formal dispute from the employee. The Executive Mayors decision shall be final and binding on both parties.
- 13.2 Any disputes about the outcomes of the employee's performance evaluation must be mediated by a member of the Municipal Council provided that such member was not part of the evaluation panel within 30 days of receipt of a formal dispute from the employee. The Executive Mayors decision shall be final and binding on both parties.

**14 GENERAL**

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of **ANNEXURE A** may be made available to the public by the Employer.
- 14.2 Nothing in this agreement 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 legal instruments.

Thus done and signed at Piketberg on this the 30<sup>th</sup> day of July 2014.

**AS WITNESSES:**

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2. grolund

  
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DIRECTOR

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PERFORMANCE AGREEMENT: DIRECTOR TECHNICAL SERVICES 2014/15

Thus done and signed at Piketberg on this the 30<sup>th</sup> day of July 2014.

AS WITNESSES:

1 mvdWesth

2 [Signature]






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MUNICIPAL MANAGER

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**ANNEXURE A: PERFORMANCE PLAN**

- i. The Performance Plan sets out the performance objectives and targets which are based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and includes key performance indicators, units of measure, details of evidence that must be provided to show that the indicator has been achieved, target dates and weightings which show the relative importance of key performance indicators to one another.
- ii. 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.
- iii. The performance management system automatically rates performance in terms of the key performance indicators as follows which correlates with the rating referred to in 6.3.1

Category	Colour	Explanation
KPI's Not Met/ Unacceptable performance		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		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		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		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.
KPI's Extremely Well Met / 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.

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REF	Strategic objective	KPA	KPI	Unit of Measurement	Baseline	Source of evidence	Calculation Type	Target Type	Annual Target	Q1			Q2			Q3			Q4			
										Sep 2014	Dec 2014	Mar 2015	Jun 2015	Dec 2014	Mar 2015	Jun 2015	Mar 2015	Jun 2015	Jun 2015			
T7	manage the natural environment and mitigate the impacts of climate change To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development	Development Basic Service Delivery	sites Fully utilise MIG conditional grant to upgrade infrastructure by 30 June 2015	maintenance plans compiled by 30 June 2015 % of MIG conditional capital grants spent	R 13 764 000	ce plan submitted to DEADP	Carry Over	Percentage	100	42	46	64	100									4
T8	To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development	Basic Service Delivery	Fully utilise conditional road maintenance operational grant by 31 March 2015	% of conditional operational grants spent	R 71,000	Promis expenditure report	Carry Over	Percentage	100	0	0	100	100									4
T9	To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development	Basic Service Delivery	Implement Housing pipeline projects: Implement Hostel upgrade	No of units	New KPI	Completion certificate	Carry Over	Number	32	0	0	0	32									4
T10	To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development	Basic Service Delivery	Implement Housing pipeline projects: Porterville houses	No of units	New KPI	Completion certificate	Carry Over	Number	58	0	0	0	58									4
T11	To provide and maintain bulk and service infrastructure that will address backlogs and	Basic Service Delivery	Implement Housing pipeline projects: Velddrif / Noordhoek services	No of serviced stands	New KPI	Completion certificate	Carry Over	Number	108	0	0	0	108									4

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REF	Strategic objective	KPA	KPI	Unit of Measurement	Baseline	Source of evidence	Calculation Type	Target Type	Annual Target	Q1			Q2			Q3			Q4			Weighting
										Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	
T12	provide for future development To conserve and manage the natural environment and mitigate the impacts of climate change	Local Economic Development	Reduce the volume of household waste transported to approved dumping sites through the recycling programme	% reduction in the cost of household waste transported from 2010/11 cost (Maintenance of saving)	20%	Promis expenditure report	Carry Over	Percent age	10	0	0	0	0	0	0	0	0	0	0	0	10	3
T13	To promote cultural and socio economic development of our community	Local Economic Development	The number of jobs created through the municipality's local, economic development initiatives including capital projects; (Reg 796)	Number of temporary job opportunities created (Calculated as full time equivalents (FTE)) (EPWP)	1000 (Not FTE)	Employment contracts	Stand-Alone	Number	128	0	0	0	0	0	0	0	0	0	0	0	128	4
T14	To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development	Basic Service Delivery	Revise Water Services Development Plan by 30 June 2015	No of revisions	New KPI	Mayoral Committee Minutes	Stand-Alone	Number	1	0	0	0	0	0	0	0	0	0	0	0	1	4
T15	To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development	Basic Service Delivery	Revise Integrated Waste Management Plan by 30 June 2015	No of revisions	New KPI	Mayoral Committee Minutes	Stand-Alone	Number	1	0	0	0	0	0	0	0	0	0	0	0	1	4
T16	To provide open transparent	Good Governance and Public	Compliance with laws and	% Compliance	95	IGNITE Compliance	Stand-Alone	Percent age	95	95	95	95	95	95	95	95	95	95	95	95	95	1

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REF	Strategic objective	KPA	KPI	Unit of Measurement	Baseline	Source of evidence	Calculation Type	Target Type	Annual Target	Quarterly				Weighting	
										Q1 Sep 2014	Q2 Dec 2014	Q3 Mar 2015	Q4 Jun 2015		
	corruption free governance	Participation	regulations	actions executed within time frame (IGNITE Compliance Assist System)		Report									
T17	To provide open transparent corruption free governance	Good Governance and Public Participation	Quarterly update of mitigation factors of strategic risks	No of updates executed within time frame (IGNITE Risk Assist System)	4	IGNITE Risk Assist Report / corrective instructions	Carry Over	Number	4	2	3	4	2		
T18	To create an efficient, effective and accountable administration	Municipal Transformation and Institutional Development	Implement / address recommendations as contained in the Oversight Committee Report by 30 December 2014	No of implementable recommendations addressed by 30 December 2014	100	Mid year (S72 Report) indicating how matters were addressed	Stand-Alone	Percentage	100	100	0	0	2		
T19	To create an efficient, effective and accountable administration	Municipal Transformation and Institutional Development	Implement Mayoral Committee and Council Resolutions within prescribed timeframe stipulated on system	% resolutions implemented within timeframe	100	IMIS Resolutions Report	Stand-Alone	Percentage	100	100	100	100	2		
T20	To create an efficient, effective and accountable administration	Municipal Transformation and Institutional Development	Quarterly update of audit related matters (queries, OPCAR)	% audit matters attended to within timeframe (IGNITE Audit Assist System)	100	IGNITE Audit Assist Report	Stand-Alone	Percentage	100	100	100	100	2		
T21	To budget strategically, grow and diversify our	Municipal Financial Viability and Management	Ensure that operational expenditure is in	No of reports submitted	2	Report submitted to Budget	Stand-Alone	Number	1	0	0	0	2		

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REF	Strategic objective	KPA	KPI	Unit of Measurement	Baseline	Source of evidence	Calculation Type	Target Type	Annual Target	Q1		Q2		Q3		Q4		Weighting
										Sep 2014	Dec 2014	Mar 2015	Jun 2015					
T22	revenue and ensure value for money services		line with budget and timeframes (SA29)	on utilisation of operational budget with explanation for variances in prescribed format (Vote.1) by due date as per the budget time schedule		Steering Committee for purposes of adjustment budget			100	100	100	100	100	100	100	100	100	2
T23	To create an efficient, effective and accountable administration	Municipal Transformation and Institutional Development	Ensure that complaints are addressed within the prescribed timeframe	% complaints addressed within the timeframe stipulated on system (IMIS Customer Care)	100	IMIS Customer care report	Stand-Alone	Percentage	100	100	100	100	100	100	100	100	100	2
T24	To provide open transparent corruption free governance	Good Governance and Public Participation	Ensure that correspondence and instructions are attended to within the prescribed timeframe	% Tasks / post addressed within prescribed timeframe	100	IMIS Report on tasks / post assigned	Stand-Alone	Percentage	100	100	100	100	100	100	100	100	100	2
T25	To budget strategically, grow and diversify our revenue and ensure	Municipal Financial Viability and Management	Evaluate the performance of all service providers with contracts of 12 months or longer each semester	No of service provider evaluations	New KPI formulation	Performance evaluation forms	Carry Over	Number	2	0	1	0	2	0	0	0	2	2
			Source one external funding / support source per semester and	No of external funding / support	New KPI formulation	Submitted funding / support application	Accumulative	Number	2	0	1	0	2	0	0	0	2	2

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REF	Strategic objective	KPA	KPI	Unit of Measurement	Baseline	Source of evidence	Calculation Type	Target Type	Annual Target	Q1	Q2	Q3	Q4	Weighting
										Sep 2014	Dec 2014	Mar 2015	Jun 2015	
T26	value for money services To create an efficient, effective and accountable administration	Municipal Transformation and Institutional Development	submit application Quarterly monitoring and management of the performance of the Directorate	applications submitted % of KPI's met by Sub-Directorates	New KPI formulation	IGNITE SDBIP Report	Stand-Alone	Percentage	90	90	90	90	90	2
<b>TOTAL</b>														<b>80</b>

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**ANNEXURE B: COMPETENCY DESCRIPTIONS**

**COMPETENCY DESCRIPTIONS (ANNEXURE B)**

**1. Leading Competencies Cluster**

<b>Competency Name</b>	<b>Strategic Direction and Leadership</b>		
<b>Competency Definition</b>	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate</li> <li>Describe how specific tasks link to institutional strategies but has limited influence in directing strategy</li> <li>Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole</li> <li>Demonstrate a basic understanding of key decision- makers</li> </ul>	<ul style="list-style-type: none"> <li>Give direction to a team in realising the institution's strategic mandate and set objectives</li> <li>Has a positive impact and influence on the morale, engagement and participation of team members</li> <li>Develop actions plans to execute and guide strategy implementation</li> <li>Assist in defining performance measures to monitor the progress and effectiveness of the institution</li> <li>Displays an awareness of institutional structures and political factors</li> <li>Effectively communicate barriers to execution to relevant parties</li> <li>Provide guidance to all stakeholders in the achievement of the strategic mandate</li> <li>Understand the aim and objectives of the institution and relate it to own work</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate all activities to determine value and alignment to strategic intent</li> <li>Display in-depth knowledge and understanding of strategic planning</li> <li>Align strategy and goals across all functional areas</li> <li>Actively define performance measures to monitor the progress and effectiveness of the institution</li> <li>Consistently challenge strategic plans to ensure relevance</li> <li>Understand institutional structures and political factors, and the consequences of actions</li> <li>Empower others to follow strategic direction and deal with complex situations</li> <li>Guide the institution through complex and ambiguous concern</li> <li>Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances</li> </ul>	<ul style="list-style-type: none"> <li>Structure and position the institution to local government priorities</li> <li>Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework</li> <li>Hold self- accountable for strategy execution and results</li> <li>Provide impact and influence through building and maintaining strategic relationships</li> <li>Create an environment that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actions</li> <li>Integrate various systems into a collective whole to optimise institutional performance management</li> <li>Uses understanding of competing interests to manoeuvre successfully to a win/win outcome</li> </ul>

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<b>Competency Name</b>		<b>People Management</b>	
<b>Competency Definition</b>		Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>Participate in team goal-setting and problem solving</li> <li>Interact and collaborate with people of diverse backgrounds</li> <li>Aware of guidelines for employee development, but requires support in implementing development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Seek opportunities to increase team contribution and responsibility</li> <li>Respect and support the diverse nature of others and be aware of the benefits of a diverse approach</li> <li>Effectively delegate tasks and empower others to increase contribution and execute functions optimally</li> <li>Apply relevant employee legislation fairly and consistently</li> <li>Facilitate team goal-setting and problem-solving</li> <li>Effectively identify capacity requirements to fulfil the strategic mandate</li> </ul>	<ul style="list-style-type: none"> <li>Identify ineffective team and work processes and recommend remedial interventions</li> <li>Recognise and reward effective and desired behaviour</li> <li>Provide mentoring and guidance to others in order to increase personal effectiveness</li> <li>Identify development and learning needs within the team</li> <li>Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism</li> <li>Inspire a culture of performance excellence by giving positive and constructive feedback to the team</li> <li>Achieve agreement or consensus in adversarial environments</li> <li>Lead and unite diverse teams across divisions to achieve institutional objectives</li> </ul>	<ul style="list-style-type: none"> <li>Develop and incorporate best practice people management processes, approaches and tools across the institution</li> <li>Foster a culture of discipline, responsibility and accountability</li> <li>Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution</li> <li>Develop comprehensive integrated strategies and approaches to human capital development and management</li> <li>Actively identify trends and predict capacity requirements to facilitate unified transition and performance management</li> </ul>

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PERFORMANCE AGREEMENT: DIRECTOR TECHNICAL SERVICES 2014/15

<b>Competency Name</b>	<b>Program and Project Management</b>		
<b>Competency Definition</b>	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>• Initiate projects after approval from higher authorities</li> <li>• Understand procedures of program and project management methodology, implications and stakeholder involvement</li> <li>• Understand the rationale of projects in relation to the institution's strategic objectives</li> <li>• Document and communicate factors and risk associated with own work</li> <li>• Use results and approaches of successful project implementation as guide</li> </ul>	<ul style="list-style-type: none"> <li>• Establish broad stakeholder involvement and communicate the project status and key milestones</li> <li>• Define the roles and responsibilities of the project team and create clarity around expectations</li> <li>• Find a balance between project deadline and the quality of deliverables</li> <li>• Identify appropriate project resources to facilitate the effective completion of the deliverables</li> <li>• Comply with statutory requirements and apply policies in a consistent manner</li> <li>• Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>• Manage multiple programs and balance priorities and conflicts according to institutional goals</li> <li>• Apply effective risk management strategies through impact assessment and resource requirements</li> <li>• Modify project scope and budget when required without compromising the quality and objectives of the project</li> <li>• Involve top-level authorities and relevant stakeholders in seeking project buy-in</li> <li>• Identify and apply contemporary project management methodology</li> <li>• Influence and motivate project team to deliver exceptional results</li> <li>• Monitor policy implementation and apply procedures to manage risks</li> </ul>	<ul style="list-style-type: none"> <li>• Understand and conceptualise the long-term implications of desired project outcomes</li> <li>• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives</li> <li>• Consider and initiate projects that focus on achievement of the long-term objectives</li> <li>• Influence people in positions of authority to implement outcomes of projects</li> <li>• Lead and direct translation of policy into workable actions plans</li> <li>• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed</li> </ul>

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PERFORMANCE AGREEMENT: DIRECTOR TECHNICAL SERVICES 2014/15

<b>Competency Name</b>	<b>Financial Management</b>		
<b>Competency Definition</b>	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Understand basic financial concepts and methods as they relate to institutional processes and activities</li> <li>• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> <li>• Understand the importance of financial accountability</li> <li>• Understand the importance of asset control</li> </ul>	<ul style="list-style-type: none"> <li>• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate</li> <li>• Assess, identify and manage financial risks</li> <li>• Assume a cost- saving approach to financial management</li> <li>• Prepare financial reports based on specified formats</li> <li>• Consider and understand the financial implications of decisions and suggestions</li> <li>• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated</li> <li>• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget</li> </ul>	<ul style="list-style-type: none"> <li>• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility</li> <li>• Prepare budgets that are aligned to the strategic objectives of the institution</li> <li>• Address complex budgeting and financial management concerns</li> <li>• Put systems and processes in place to enhance the quality and integrity of financial management practices</li> <li>• Advise on policies and procedures regarding asset control</li> <li>• Promote National Treasury's regulatory framework for Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>• Develop planning tools to assist in evaluating and monitoring future expenditure trends</li> <li>• Set budget frameworks for the institution</li> <li>• Set strategic direction for the institution on expenditure and other financial processes</li> <li>• Build and nurture partnerships to improve financial management and achieve financial savings</li> <li>• Actively identify and implement new methods to improve asset control</li> <li>• Display professionalism in dealing with financial data and processes</li> </ul>

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PERFORMANCE AGREEMENT: DIRECTOR TECHNICAL SERVICES 2014/15

<b>Competency Name</b>	<b>Change Leadership</b>		
<b>Competency Definition</b>	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Display an awareness of change interventions, and the benefits of transformation initiatives</li> <li>• Able to identify basic needs for change</li> <li>• Identify gaps between the current and desired state</li> <li>• Identify potential risk and challenges to transformation, including resistance to change factors</li> <li>• Participate in change programs and piloting change interventions</li> <li>• Understand the impact of change interventions on the institution within the broader scope of Local government</li> </ul>	<ul style="list-style-type: none"> <li>• Perform an analysis of the change impact on the social, political and economic environment</li> <li>• Maintain calm and focus during change</li> <li>• Able to assist team members during change and keep them focused on the deliverables</li> <li>• Volunteer to lead change efforts outside of own work team</li> <li>• Able to gain buy-in and approval for change from relevant stakeholders</li> <li>• Identify change readiness levels and assist in resolving resistance to change factors</li> <li>• Design change interventions that are aligned with the institution's strategic objectives and goals</li> </ul>	<ul style="list-style-type: none"> <li>• Actively monitor change impact and results and convey progress to relevant stakeholders</li> <li>• Secure buy-in and sponsorship for change initiatives</li> <li>• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness</li> <li>• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change</li> <li>• Take the lead in impactful change programs</li> <li>• Benchmark change interventions against best change practices</li> <li>• Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation</li> <li>• Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsor change agents and create a network of change leaders who support the interventions</li> <li>• Actively adapt current structures and processes to incorporate the change interventions</li> <li>• Mentor and guide team members on the effects of change, resistance factors and how to integrate change</li> <li>• Motivate and inspire others around change initiatives</li> </ul>

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PERFORMANCE AGREEMENT: DIRECTOR TECHNICAL SERVICES 2014/15

<b>Competency Name</b>	<b>Governance Leadership</b>		
<b>Competency Definition</b>	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements</li> <li>• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders</li> <li>• Provide input into policy formulation</li> </ul>	<ul style="list-style-type: none"> <li>• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these</li> <li>• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution</li> <li>• Actively drive policy formulation within the institution to ensure the achievement of objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Able to link risk initiatives into key institutional objectives and drivers</li> <li>• Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles</li> <li>• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives</li> <li>• Demonstrate a thorough understanding of risk retention plans</li> <li>• Identify and implement comprehensive risk management systems and processes</li> <li>• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate a high level of commitment in complying with governance requirements</li> <li>• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework</li> <li>• Able to advise Local Government on risk management strategies, best practice interventions and compliance management</li> <li>• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government</li> <li>• Able to shape, direct and drive the formulation of policies on a macro level</li> </ul>

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2. Core Competencies Cluster

<b>Competency Name</b>		<b>Moral Competence</b>	
<b>Competency Definition</b>		Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Realise the impact of acting with integrity, but requires guidance and development in implementing principles</li> <li>• Follow the basic rules and regulations of the institution</li> <li>• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct self in alignment with the values of Local Government and the institution</li> <li>• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver</li> <li>• Actively report fraudulent activity and corruption within local government</li> <li>• Understand and honour the confidential nature of matters without seeking personal gain</li> <li>• Able to deal with situations of conflict of interest promptly and in the best interest of local government</li> </ul>	<ul style="list-style-type: none"> <li>• Identify, develop, and apply measures of self-correction</li> <li>• Able to gain trust and respect through aligning actions with commitments</li> <li>• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders</li> <li>• Present values, beliefs and ideas that are congruent with the institution's rules and regulations</li> <li>• Takes an active stance against corruption and dishonesty when noted</li> <li>• Actively promote the value of the institution to internal and external stakeholders</li> <li>• Able to work in unity with a team and not seek personal gain</li> <li>• Apply universal moral principles consistently to achieve moral decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Create an environment conducive of moral practices</li> <li>• Actively develop and implement measures to combat fraud and corruption</li> <li>• Set integrity standards and shared accountability measures across the institution to support the objectives of local government</li> <li>• Take responsibility for own actions and decisions, even if the consequences are unfavourable</li> </ul>

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PERFORMANCE AGREEMENT: DIRECTOR TECHNICAL SERVICES 2014/15

<b>Competency Name</b>	<b>Planning and Organising</b>		
<b>Competency Definition</b>	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>• Able to follow basic plans and organise tasks around set objectives</li> <li>• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans</li> <li>• Able to follow existing plans and ensure that objectives are met</li> <li>• Focus on short- term objectives in developing plans and actions</li> <li>• Arrange information and resources required for a task, but require further structure and organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Actively and appropriately organise information and resources required for a task</li> <li>• Recognise the urgency and importance of tasks</li> <li>• Balance short and long-term plans and goals and incorporate into the team's performance objectives</li> <li>• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources</li> <li>• Measures progress and monitor performance results</li> </ul>	<ul style="list-style-type: none"> <li>• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation</li> <li>• Identify in advance required stages and actions to complete tasks and projects</li> <li>• Schedule realistic timelines, objectives and milestones for tasks and projects</li> <li>• Produce clear, detailed and comprehensive plans to achieve institutional objectives</li> <li>• Identify possible risk factors and design and implement appropriate contingency plans</li> <li>• Adapt plans in light of changing circumstances</li> <li>• Prioritise tasks and projects according to their relevant urgency and importance</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on broad strategies and initiatives when developing plans and actions</li> <li>• Able to project and forecast short, medium and long term requirements of the institution and local government</li> <li>• Translate policy into relevant projects to facilitate the achievement of institutional objectives</li> </ul>

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PERFORMANCE AGREEMENT: DIRECTOR TECHNICAL SERVICES 2014/15

<b>Competency Name</b>	<b>Analysis and Innovation</b>		
<b>Competency Definition</b>	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Understand the basic operation problem solving of analysis, but lack detail and thoroughness</li> <li>• Able to balance independent analysis with requesting assistance from others</li> <li>• Recommend new ways to perform tasks within own function</li> <li>• Propose simple remedial interventions that marginally challenges the status quo</li> <li>• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate Logical techniques and approaches and provide rationale for recommendations</li> <li>• Demonstrate objectivity, insight, and thoroughness when analysing problems</li> <li>• Able to break down complex problems into manageable parts and identify solutions</li> <li>• Consult internal and external stakeholders on opportunities to improve processes and service delivery</li> <li>• Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders</li> <li>• Continuously identify opportunities to enhance internal processes</li> <li>• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention</li> </ul>	<ul style="list-style-type: none"> <li>• Coaches team members on analytical and innovative approaches and techniques</li> <li>• Engage with appropriate individuals in analysing and resolving complex problems</li> <li>• Identify solutions on various areas in the institution</li> <li>• Formulate and implement new ideas throughout the institution</li> <li>• Able to gain approval and buy-in for proposed interventions from relevant stakeholders</li> <li>• Identify trends and best practices in process and service delivery and propose institutional application</li> <li>• Continuously engage in research to identify client needs</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate complex analytical and problem solving approaches and techniques</li> <li>• Create an environment conducive to analytical and fact-based problem-solving</li> <li>• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence</li> <li>• Create an environment that fosters innovative thinking and follows a learning organisation approach</li> <li>• Be a thought leader on innovative customer service delivery, and process optimisation</li> <li>• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences</li> </ul>

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PERFORMANCE AGREEMENT: DIRECTOR TECHNICAL SERVICES 2014/15

<b>Competency Name</b>	<b>Knowledge and Information Management</b>		
<b>Competency Definition</b>	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Collect, categorise and track relevant information required for specific tasks and projects</li> <li>• Analyse and interpret information to draw conclusions</li> <li>• Seek new sources of information to increase the knowledge base</li> <li>• Regularly share information and knowledge with internal stakeholders and team members</li> </ul>	<ul style="list-style-type: none"> <li>• Use appropriate information systems and technology to manage institutional knowledge and information sharing</li> <li>• Evaluate data from various sources and use information effectively to influence decisions and provide solutions</li> <li>• Actively create mechanisms and structures for sharing of information</li> <li>• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively predict future information and knowledge management requirements and systems</li> <li>• Develop standards and processes to meet future knowledge management needs</li> <li>• Share and promote best-practice knowledge management across various institutions</li> <li>• Establish accurate measures and monitoring systems for knowledge and information management</li> <li>• Create a culture conducive of learning and knowledge sharing</li> <li>• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information</li> <li>• Establish partnerships across local government to facilitate knowledge management</li> <li>• Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach</li> <li>• Recognise and exploit knowledge points in interactions with internal and external stakeholders</li> </ul>

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PERFORMANCE AGREEMENT: DIRECTOR TECHNICAL SERVICES 2014/15

<b>Competency Name</b>	<b>Communication</b>		
<b>Competency Definition</b>	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools</li> <li>• Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration</li> <li>• Disseminate and convey information and knowledge adequately</li> </ul>	<ul style="list-style-type: none"> <li>• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating</li> <li>• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs</li> <li>• Adapt communication content and style to suit the audience and facilitate optimal information transfer</li> <li>• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders</li> <li>• Compile clear, focused, concise and well-structured written documents</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively communicate high-risk and sensitive matters to relevant stakeholders</li> <li>• Develop a well-defined communication strategy</li> <li>• Balance political perspectives with institutional needs when communicating viewpoints on complex issues</li> <li>• Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles</li> <li>• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution</li> <li>• Able to communicate with the media with high levels of moral competence and discipline</li> </ul>	<ul style="list-style-type: none"> <li>• Regarded as a specialist in negotiations and representing the institution</li> <li>• Able to inspire and motivate others through positive communication that is impactful and relevant</li> <li>• Creates an environment conducive to transparent and productive communication and critical and appreciative conversations</li> <li>• Able to coordinate negotiations at different levels within local government and externally</li> </ul>

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PERFORMANCE AGREEMENT: DIRECTOR TECHNICAL SERVICES 2014/15

<b>Competency Name</b>	<b>Results and Quality Focus</b>		
<b>Competency Definition</b>	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand quality of work but requires guidance in attending to important matters</li> <li>Show a basic commitment to achieving the correct results</li> <li>Produce the minimum level of results required in the role</li> <li>Produce outcomes that is of a good standard</li> <li>Focus on the quantity of output but requires development in incorporating the quality of work</li> <li>Produce quality work in general circumstances, but fails to meet expectation when under pressure</li> </ul>	<ul style="list-style-type: none"> <li>Focus on high- priority actions and does not become distracted by lower-priority activities</li> <li>Display firm commitment and pride in achieving the correct results</li> <li>Set quality standards and design processes and tasks around achieving set standards</li> <li>Produce output of high quality</li> <li>Able to balance the quantity and quality of results in order to achieve objectives</li> <li>Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed</li> </ul>	<ul style="list-style-type: none"> <li>Consistently verify own standards and outcomes to ensure quality output</li> <li>Focus on the end result and avoids being distracted</li> <li>Demonstrate a determined and committed approach to achieving results and quality standards</li> <li>Follow task and projects through to completion</li> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations</li> <li>Maintain a focus on quality outputs when placed under pressure</li> <li>Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution</li> </ul>	<ul style="list-style-type: none"> <li>Coach and guide others to exceed quality standards and results</li> <li>Develop challenging, client-focused goals and sets high standards for personal performance</li> <li>Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required</li> <li>Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations</li> <li>Take appropriate risks to accomplish goals</li> <li>Overcome setbacks and adjust action plans to realise goals</li> <li>Focus people on critical activities that yield a high impact</li> </ul>

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