

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MUNICIPALITY OF INXUBA YETHEMBA
AS REPRESENTED
BY THE MUNICIPAL MANAGER**

MZIWANDILE SYDNEY TANTSI

(HEREIN REFERED TO AS THE EMPLOYER)

AND

L. JOJIYASI

(HEREIN REFERED TO AS THE EMPLOYEE)

FOR THE
FINANCIAL YEAR;

1 JULY 2015 TO 30 JUNE 2016



WHEREBY IT IS AGREED AS FOLLOWS:**1. INTRODUCTION**

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1) (a) of the Local government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:-

- 2.1 comply with the provisions of Section 57(1) (b), (4A), 4(b) 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 in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan and the Budget of the Municipality;
- 2.3 specify accountabilities as set out in the Performance Plan, which forms an annexure to the performance agreement (Annexure A);
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement and Performance Plan as the basis to assess whether the **Employee** has met the performance expectations applicable to his/her job;
- 2.6 in the event of outstanding performance, to appropriately reward the **Employee**; and
- 2.7 give effect to the **Employer's** commitment to a performance-orientated relationship with the **Employee** in attaining equitable and improved service delivery



3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2015** and will remain in force until **30th June 2016** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of 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 the Agreement are no longer appropriate, the contents shall immediately be revised

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 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 towards the promotion and implementation of the KPAs (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
- 5.5.1 the Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) 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 CMC's will account for 20% of the final assessment
- 5.6 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 :

Key Performance Areas (KPA's)	Weighting
Municipal Local Economic Development and Financial Viability	100%
Total	100 %

- 5.7 The CMCs will make up the other 20 % of the Employee's assessment score. CMCs that are deemed to be most critical for the Employee's specific job should be selected from the list below as agreed to between the Employer and Employee:

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
Core Managerial and Occupational Competencies	(Indicate choice) √	Weight
Core Managerial Competencies:		
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management	√	20
Change Management		
Knowledge management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	√	20
Client Orientation and Customer Focus	√	20
Communication		
Honesty and Integrity		
Core Occupational Competencies:		
Competence in Self-Management		
Interpretation of and implementation within the legislative and national policy framework	√	20
Knowledge of Developmental Local Government		
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political social and economic context		
Competency in policy conceptualisation, analysis and implementation	√	20
Knowledge of more than one functional municipal field / discipline		
Skills in mediation		
Skills in governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage		100%

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EVALUATING PERFORMANCE

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

6.2.1 the standards and procedures for evaluating the **Employee's** performance; and

6.2.2 the intervals for the evaluation of the **Employee's** performance

6.3 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

6.4 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.5 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's IDP**

6.6 The annual performance appraisal will involve

6.6.1 **Assessment of the achievement of results as outline in the performance plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA
- (b) An indicative rating on the five-point scale should be provided for each KPA
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score

6.6.2 **Assessment of the CMCs**

- (a) Each CMCs should be assessed according to the extent to which the specified standards have been met
- (b) An indicative rating on the five-point scale should be provided for each CMC
- (c) This rating should be multiplied by the weighting given to each CCR to provide a score
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then the used to add the scores and calculate a final CMC score

6.6.3 **Overall rating**

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

6.7 the assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CMCs

Two handwritten signatures in black ink, one on the left and one on the right, located at the bottom right of the page.

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA (Performance Agreement) an 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 other 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 performance criteria and indicators as specified in the PA and Performance Plan					
2	Not fully effective	Performance is below the standard required of 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 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					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review or assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management effort to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted by the following persons will be established-

- 6.7.1 Executive Mayor
- 6.7.2 Chairperson of the Audit committee;
- 6.7.3 Ward committee member (on a rotational basis), where applicable;
- 6.7.4 Member of the Mayoral Committee; and
- 6.7.5 Mayor and/ or Municipal Manager from another Municipality

6.8 For purposes of evaluating the annual performance of the managers directly accountable to the municipal manager, an evaluation panel constituted by the following persons will be established-

- 6.8.1 Municipal Manager
- 6.8.2 Chairperson of the Audit committee;
- 6.8.3 Ward committee member (on a rotational basis), where applicable;
- 6.8.4 Member of the Mayoral Committee; and
- 6.8.5 Municipal Manager from another Municipality

7 SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **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:

First quarter	;	July – September	Before end October 2015
Second quarter	;	October – December	Before end January 2016
Third quarter	;	January – March	Before end April 2016
Fourth quarter	;	April – June	Before end July 2016

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made

8 DEVELOPMENTAL REQUIREMENTS

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

9 OBLIGATIONS OF THE EMPLOYER

9.1 The **Employer** shall-

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that my impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably require 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 assist him/her to meet the performance objectives and targets established in terms of this Agreement

10 CONSULTATION

- 10.1.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others-
 - 10.1.2 a direct effect on the performance of any of the **Employee's** functions;
 - 10.1.3 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
 - 10.1.4 a substantial financial effect on the **Employer**
- 10.1.5 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

- 11.1.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance
- 11.1.2 A performance bonus of 5 % to 14 % of the inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance
- 11.1.3 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9% and
- 11.1.4 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%



SCORE	BONUS %
130-133	5
134-137	6
138-141	7
142-145	8
146-149	9
150-153	10
154-157	11
158-161	12
162-165	13
166-167	14

11.1.5 A pro-rata bonus will be payable to the Employee based on the amount of full months employed, in the event that the evaluation period is not a full financial year subject to the following:-

- 11.1.5.1 That the evaluation period be not less than 6 months
- 11.1.5.2 That the employee be employed on the last day of the financial year and undergo a review during the agreed review period

11.2 In the case of unacceptable performance, the Employer shall-

- 11.2.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
- 11.2.2 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 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 in 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

- 13.1.1 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
- 13.1.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.


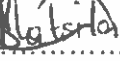
Thus done and signed at CRADOCK on this the 31st day of JULY 2015

EMPLOYEE



 L JOJJASI

AS WITNESSES :

- 1. 
- 2. 

EMPLOYER



 M.S TANTSI

AS WITNESSES :

- 1. 
- 2.



"ANNEXURE A"
LOCAL ECONOMIC DEVELOPMENT DEPARTMENT PERFORMANCE PLAN

C1. Building the Local Economy: Strategic Objective:- Create an environment conducive for tapping the economic potential of the area

KEY PERFORMANCE AREA	IDP Ref. No	Project	Objective	Key Performance Indicator/s	Baseline Indicator	Evidence/ Measurement	Annual Target/ Timeframe	Weighting	Qtr1 30 th Sept 2015		Qtr 2 31 Dec 2015		Qtr3 31 Mar 2016		Qtr4 30 June 2016	
									Exp	Act	Exp	Act	Exp	Act	Exp	Act
DEVELOPING LOCAL ECONOMY	4C1.1	Promote & Develop SMME's	Increase in number and enhance capacity for SMME's	Number of new SMME's established and operational	0	Records of new established SMME's and Capacity building Programs attended	5 new SMME's by 30 June 2016 At least 2 sessions of capacity building	40								
	4C1.2	SMME development strategy	To facilitate training & development & capacity	Availability of an approved program for capacitation	none	Documented strategy and resolution	31 Dec 2015									

C1. Building the Local Economy: Strategic Objective:- Create an environment conducive for tapping the economic potential of the area

KEY PERFORMANCE AREA	IDP Ref. No	Project	Objective	Key Performance Indicator/s	Baseline Indicator	Evidence/ Measurement	Annual Target/ Timeframe	Weighting	Qtr1 30 th Sept 2015		Qtr 2 31 Dec 2015		Qtr3 31 Mar 2016		Qtr4 30 June 2016	
									Exp	Act	Exp	Act	Exp	Act	Exp	Act
	4C1.3	Cooperatives and contractor support	To facilitate training & development & capacity	Availability of an approved program for capacitation	none	Documented approved program	30 October 2015									
	4C1.4	Sugar Beet Factory	Facilitate the realization of a Bio-fuels (Ethanol) Factory in IYM	Engagements done with relevant stakeholders	ongoing	Quarterly progress reports on engagements	4 by 30 June 2016		1		2		3		4	

C1. Building the Local Economy: Strategic Objective:- Create an environment conducive for tapping the economic potential of the area

KEY PERFORMANCE AREA	IDP Ref. No	Project	Objective	Key Performance Indicator/s	Baseline Indicator	Evidence/ Measurement	Annual Target/ Timeframe	Weighting		Qtr1 30 th Sept 2015		Qtr 2 31 Dec 2015		Qtr3 31 Mar 2016		Qtr4 30 June 2016		Explanation of variance	
								Exp	Act	Exp	Act	Exp	Act	Exp	Act	Exp	Act		
DEVELOPING LOCAL ECONOMY	4C1.5	Agricultural SME Support	To capacitate and promote agricultural activities	Number of SME's in Agriculture supported	none	Records	4 by June 2016												
	4C1.6	Paving Sites establishment	To establish a site for manufacturing paving bricks	Existence of a paving site	none	Physical site	31 December 2016												
	4C1.7	LED Forum	Establish and sustain the forum	Number of forum meetings held	Structure in process of establishment	Minutes / and attendance register	4 by 30 June 2016												
	4C1.8	Co-operative & contractor support	To facilitate training, registration & capacity building	Number of training sessions Number of new registrations	None None		4 by 30 June 2016 8 by 30 June 2016												

C2 Poverty alleviation & job creation: Strategic objective:- pool all available and possible resources for addressing poverty

KEY PERFORMANCE AREA	IDP Ref. No	Project	Objective	Key Performance Indicator/s	Baseline Indicator	Evidence/ Measurement	Annual Target/ Timeframe	Weighting	Qtr1 30 th Sept 2015		Qtr 2 31 Dec 2015		Qtr3 31 Mar 2015		Qtr4 30 June 2016		E	
									Exp	Act	Exp	Act	Exp	Act	Exp	Act		
	4C2.1	Hawkers' Support	To provide assistance to hawkers in order to ensure sustainability and growth	Amount spent on assisting hawkers	none	Records	R50 000 spent on providing support by 30 June 2016	10										
	4C2.8	Brick Making	To create a conducive environment for brick makers	Availability of water in identified area	Land available	Installation completed	30 June 2016											

C3. TOURISM: Strategic objective: - Harness the tourism potential of the area for the benefit of all communities

KEY PERFORMANCE AREA	IDP Ref. No	Project	Objective	Key Performance Indicator/s	Baseline Indicator	Evidence/ Measurement	Annual Target/ Timeframe	Weighting	Qtr1 30 th Sept 2015		Qtr 2 31 Dec 2015		Qtr3 31 Mar 2016		Qtr4 30 June 2016		E	
									Exp	Act	Exp	Act	Exp	Act	Exp	Act		
TOURISM	4C3.1	Craddock Spa	To redevelop the spa into a major attraction	Funding sourced for Phase 1	0	records	13m sourced by 30 June 2016											
	4C3.3	Middelburg Tourism Village	To develop a tourism village in the MBG unit	Funding proposals submitted	Original proposal	Document	December 2015											
	4C3.4	Garden of Remembrance	To lobby for funding and complete Phase 2	Amount of funding % completion of project	R0	Records	R10m 100% by June 2016	25										

KEY PERFORMANCE AREA	IDP Ref. No	Project	Objective	Key Performance Indicator/s	Baseline Indicator	Evidence/Measurement	Annual Target/Timeframe	Weighting		Qtr1 30 th Sept 2014		Qtr 2 31 Dec 2014		Qtr3 31 Mar 2015		Qtr4 30 June 2015		Exp	
								Exp	Act	Exp	Act	Exp	Act	Exp	Act	Exp	Act		
	43C.4	Garden of Remembrance	To develop a story line on the Cradock 4	% completion of project	Tender Issued	Storyline Document/ Book	100% by June 2016												
	43C.5	Review of the Tourism Sector Plan	To review the plan	Activities held for review	Current Tourism Plan	Reviewed tourism sector plan	By 30 June 2016												
	43C.6	Development of Heritage strategy	To compile a heritage strategy for the LM.	Heritage strategy	None	Document	By 30 June 2016												

C4. AGRICULTURE: Strategic objective:- Maximise the Agricultural potential of the area for the previously disadvantaged

KEY PERFORMANCE AREA	IDP Ref. No	Project	Objective	Key Performance Indicator/s	Baseline Indicator	Evidence/ Measurement	Annual Target/ Timeframe	Weighting	Qtr1 30 th Sept 2015		Qtr 2 31 Dec 2015		Qtr3 31 Mar 2016		Qtr4 30 June 2016		E	
									Exp	Act	Exp	Act	Exp	Act	Exp	Act		
	4C4.1	Commonage Infrastructure	To provide infrastructure like fences, handling facilities, etc	Km fencing and number of handling facilities provided		Report	Quarterly reports		1		2		3		4			
AGRICULTURE	4C4.2	Michael Bunu Agricultural Project	To facilitate start-up capital	Amount spent on facilitation	none	records	R150 000 by 30 June 2016	10										

A7. Town Planning: Strategic Objective:- to ensure that development takes place in a controlled and sustainable manner

KEY PERFORMANCE AREA	IDP Ref. No	Project	Objective	Key Performance Indicator/s	Baseline Indicator	Evidence/Measurement	Annual Target/Timeframe	Weighting	Qtr1 30 th Sept 2015		Qtr 2 31 Dec 2015		Qtr3 31 Mar 2016		Qtr4 30 June 2016		
									Exp	Act	Exp	Act	Exp	Act	Exp	Act	
TOWN PLANNING	4A7.6	Land Audit	To ensure proper management of council owned land	Land audit documentation	Incomplete	Doc	Complete by 31 March 2016										
	4A7.7	Spatial Development Framework Review	To have an updated SDF to inform future development in the municipality	Adopted Reviewed SDF	Last done in 2006	Doc & Council Resolution	31 Dec 2015										
	4A7.8	Integrated Zoning Schemes	To develop Integrated Zoning schemes in line with objectives of SDF plan	Integrated zoning Schemes document	Not informed by SDF	Doc	31 March 2016	15									
	4A7.9	GIS for IYM	To develop GIS for IYM to facilitate planning	Developed GIS system	None		31 Dec 2015										
	4A7.7	Spatial Development Framework Review	To have an updated SDF to inform future development in the municipality	Adopted Reviewed SDF	Last done in 2006	Doc & Council Resolution	31 Dec 2015										

**CORE COMPETENCY REQUIREMENTS (CCR)
CCR 1 CORE MANAGERIAL COMPETENCIES**

Competency requirement	Weighting	Indicator	Evidence/ Measurement	Annual Target/ Time-frame	Re-vised Target	Qtr 1 30 Sept 2015	Qtr 2 31 Dec 2015	Qtr 3 30 March 2016	Qtr 4 30 June 2016	Explanation of variance
Financial Management	20	Timeous submission of budget information	Documentation							
People Management and Empowerment	20	All expenditure is within the department's budget	Departments quarterly expenditure report	Quarterly reports		1	2	3	4	
		Delegates and Empowers to increase contribution and level of responsibility	System to achieve this in place							
Client orientation and customer focus	20	Number of departmental meetings held to facilitate teamwork and spirit	Minutes	At least monthly (12)		3	6	9	12	
		Complaints are dealt within a reasonable time	Complaints register							

CCR 2 CORE OCCUPATIONAL COMPETENCIES

Competency requirement	Weighting	Indicator	Evidence/ Measurement	Annual Target/ Time-frame	Re-vised Target	Qtr 1 30 Sept 2014	Qtr 2 31 Dec 2014	Qtr 3 30 March 2015	Qtr 4 30 June 2015	Explanation of variance
Interpretation of, and implementation within the legislative and national policy	20	100% compliance	no report or complaints to the contrary							
Policy conceptualization, analysis and implementation	20	Development, review and implementation of policies relevant to the department	Policies in place and implemented							
TOTAL	100									