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GOVERNMENT NOTICE

DEPARTMENT OF COOPERATIVE GOVERNANCE

No. 167

7 March 2013

LOCAL GOVERNMENT: REGULATIONS ON APPOINTMENT AND CONDITIONS OF EMPLOYMENT OF SENIOR MANAGERS

I, Masenyani Richard Baloyi, Minister for Cooperative Governance and Traditional Affairs, subject to applicable labour legislation and after consultation with, organised local government representing local government nationally, the bargaining council established for municipalities and the Minister for Public Service and Administration, hereby, under section 120, read with section 72, of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), make the regulations in the Schedule.

Interested persons may submit their comments on the draft regulations in writing on or before **10 April 2013** to:

The Director-General
c/o Mr J M Maepa
Department of Cooperative Governance
Private Bag X804
Pretoria
0001

or per e-mail to: MSAreulations@cogta.gov.za.

Written comments must be accompanied by the name, address, telephone facsimile numbers and e-mail address of the person or organisation submitting the comments.

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CHAPTER 1

INTERPRETATION

Definitions

1. In these Regulations, a word or expression to which a meaning has been assigned in the Act has the same meaning as in the Act, unless the context indicates otherwise –

“chief financial officer” means a person designated in terms of section 80(2)(a) of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003);

“competence” means having the necessary knowledge, experience and skills needed to use in appropriate ways to achieve fully effective or outstanding performance in the post of a senior manager;

“conditions of employment” in relation to a senior manager have a corresponding meaning as the terms or conditions of employment as defined in section 1 of the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997).

“competence definition” means the general description of behaviours and activities that must be demonstrated by senior managers to achieve the desired competence;

“competence name” in relation to competences means a name used to identify the senior manager’s behaviour or groupings of behaviours;

“core competences” are competences that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact;

“department” in relation to a municipality means a principal administrative division of a municipality, headed by a section 56 manager;

“employment contract” means a contract as contemplated in section 57 of the Act;

“Employment Equity Act” means the Employment Equity Act, 1998 (Act No. 55 of 1998);

“experience” means the number of years a senior manager has served in developing the necessary knowledge, skills and attitudes required to achieve fully-successful performance for a specific job;

“FFC” means the Financial and Fiscal Commission as established by section 220(1) of the Constitution of the Republic of South Africa, 1996;

“functional competences” means technical or occupation specific competences that focus on the essence of the job;

“functional service delivery competence” means a specific management-functional competence that translates into service delivery outputs through technical expertise and know-how in one’s professional or discipline and leadership/management role;

“generic competences” are competences that are non-specific to a particular organization or expert area but they are required to support particular roles to embrace completeness of a function;

“Labour Relations Act” means the Labour Relations Act, 1995 (Act No. 66 of 1995);

“leadership competences” means competences that are required to craft clear institutional strategy, initiates, drives and implements municipal transformation to achieve long-term sustainable and measurable service delivery performance results;

“Mayor” means the mayor or executive mayor of a municipality as elected in terms of the Municipal Structures Act;

“MEC” means a member of the Executive Council responsible for local government in the province;

“medical practitioner” for purposes of these regulations include all practitioners as defined by the Health Professionals’ Council of South Africa, and who are legally certified to diagnose and treat patients;

“Minister” means the national Minister responsible for local government;

“Municipal Finance Management Act” means the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003), and any regulations made under that Act.

“Municipal Structures Act” means the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998);

“organised local government” means an organisation recognised in terms of section 2(1) of the Organised Local Government Act, 1997 (Act No. 52 of 1997), to represent local government nationally or provincially;

“performance agreement” means an agreement as contemplated in section 57 of the Act;

“proficiency level” classifies the description of observable and measurable behaviours, knowledge, skills, or outcomes required to be effective in a given role;

“qualifications, knowledge and expertise” means basic professional certification required for entry and functioning within a particular discipline in the context of a management role within local government;

“SMCF” in relation to these regulations means the local government senior management competence framework;

“senior manager” means a municipal manager appointed in terms of section 54A of the Act and includes a manager directly accountable to a municipal manager appointed in terms of section 56 of the Act;

“this Act” means the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000);

“total remuneration package” means the total cost to a municipality constituted as the salary, pension contributions, bonuses and other forms of payment or benefit that make up a senior manager’s total remuneration.

CHAPTER 2 MUNICIPAL SENIOR MANAGEMENT

Principles for effective performance of municipalities

2. To ensure the effective performance of municipalities, a council must, within its administrative and financial capacity –

- (1) create an appropriate number of posts at senior management level;
- (2) ensure that a person appointed as senior manager has the skills, expertise, competencies and qualifications as set out in Annexure B and C;
- (3) ensure that the employment practices of senior managers are fair and take into account the need to redress the imbalances of the past in accordance with the Employment Equity Act; and
- (4) ensure that a senior manager sign –
 - (a) an employment contract before commencement of duty with the municipality, and
 - (b) a performance agreement with the municipality within a period of–
 - (i) 60 after assumption of duty; and
 - (ii) 30 days annually thereafter.

Senior management of municipality

3. The senior management of a municipality consists of all senior managers.

Scope of application

4. (1) These regulations apply to all –
- (a) municipalities in the Republic of South Africa; and
 - (b) senior managers.
- (2) The employment contracts of a senior manager must comply with these regulations.

Organisation of administration

5. (1) The number of departments necessary for a municipal council to perform its functions must be determined by the municipal council in accordance with –
- (a) the powers and functions allocated to a municipal council in terms of section 84 and 85 of the Municipal Structures Act;
 - (b) the municipal council's integrated development plan; and
 - (c) having regard to its medium term expenditure budget.
- (2) A municipality must at least have the following departments –
- (a) Office of the Municipal Manager;
 - (b) Development and Town Planning Services;
 - (c) Engineering Services;
 - (d) Community Services;
 - (e) Office of the Chief Financial Officer; and
 - (f) Corporate Support Services.
- (3) Depending on the size, medium term expenditure budget and powers and functions, a municipality may deviate from the provisions of subregulation (2) after taking into consideration factors listed in regulation 43 of these regulations.

CHAPTER 3

STAFF ESTABLISHMENT

Human resource planning

6. A municipal council must –
- (1) assess the human resources necessary to perform its functions, with particular reference to –
- (a) the number of senior managers required; and
 - (b) the competences which senior managers must have.
- (2) assess existing human resources by race, gender and disability, and department with reference to their –
- (a) competences;
 - (b) training needs; and
 - (c) employment capacities;
- (3) plan within the available budgeted funds, including funds for the remaining period of the relevant medium-term expenditure framework, for the recruitment, retention and development of human resources according to the municipal council's requirements determined in terms of paragraph (a), which plan must, as a minimum, include –
- (a) realistic goals and measurable targets for achieving representativeness, taking into account subregulation (2); and
 - (b) targets for the training of senior managers per occupational category and of specific senior managers, with specific plans to meet the training needs of persons historically disadvantaged.

Staff establishment

7. (1) A municipal manager must develop the staff establishment or review an existing staff establishment of a municipality within 90 days after the promulgation of these Regulations and thereafter within 90 days after the election of the new municipal council, of a municipality, having regard to the functions and powers assigned to a municipality in terms of Chapter 5 of the Municipal Structures Act, and based on –

- (a) a municipality's strategic objectives;
- (b) a municipality's core and support functions; and
- (c) information flow and processes.

(2) A municipal council must provide in its draft staff establishment for the appointment of managers directly accountable to the municipal manager, either on a permanent or a fixed-term basis.

(3) A municipal council must consider the draft staff establishment based on its integrated development plan, and have due regard to –

- (a) the financial implications to the municipality of such an appointment;
- (b) any existing contractual obligations of the incumbent manager and the financial implications thereof on the budget of the municipality;
- (c) the need of the municipality to retain institutional memory and scarce skills, and to promote stability and continuity within the municipality; and
- (d) the sustainability of the municipality.

(4) A municipality must, within 14 days of finalisation of the draft staff establishment, submit a council resolution adopting the staff establishment, detailed workstudy report and the draft staff establishment to the MEC for local government.

- (5) (a) The MEC for local government, within 30 days of receipt of the draft staff establishment, submit comments to the municipal council, which must be formally considered by the municipal council before the staff establishment is approved.
- (b) If the MEC for local government does not provide the comments within 30 days of receipt of the draft staff establishment, it is deemed that the MEC for local government is in agreement with the draft staff establishment.
- (c) The MEC for local government must, within 14 days submit the report and staff establishment contemplated in subregulation 5 to the Minister.
- (6) (a) If the Minister has reason to believe that certain anomalies or malpractices have occurred, he or she may within 14 days designate a person or persons to investigate the matter.
- (b) A person or persons contemplated in subregulation (5) must within 30 days submit a report detailing the outcome of the investigation in the relevant municipality to the Minister.
- (c) The Minister must, within 14 days of receipt of the report, take appropriate steps to correct the anomalies or malpractices.

(7) If the municipal council substantially amends the approved staff establishment as a result of a re-demarcation of municipal boundaries or assignment of powers and functions by the MEC for local government, or for any other reason deemed necessary for the municipality to achieve its constitutional objectives, the process outlined in subregulations (1) to (5) must be followed, prior to such amendments.

Creation and filling of posts

8. When creating or filling a post of a senior manager, a municipal council must -
- (1) confirm that the department or business unit of the municipality requires the post to meet the municipality's objectives;
 - (2) ensure that sufficient budgeted funds, including funds for the remaining period of the medium-term expenditure framework, are available for filling the post; and
 - (3) ensure that a job description has been developed for the post.

CHAPTER 4 RECRUITMENT, SELECTION AND APPOINTMENTS

Principles of recruitment

9. (1) Recruitment, selection and appointment of senior managers must take place in accordance with municipal policies contemplated in section 67 of the Act that are consistent with sections 54A, 56 and 57A of the Act.
- (2) Senior management posts must be filled through public advertising, in accordance with the procedure contemplated in regulation 11.
- (3) Selection must be competence-based to enhance the quality of appointment decisions and ensure the effective performance by municipalities of their functions.

Determination of recruitment needs

10. (1) When the post of a senior manager becomes vacant, or is due to become vacant, the mayor, in the case of a municipal manager, or the municipal manager, in the case of a manager directly accountable to the municipal manager, must by not later than twenty-one (21) days after being officially informed that the post of a senior manager will become vacant, obtain approval from council for the filling of such post.
- (2) A vacant senior manager post may not be filled unless –
- (a) approval to fill the post has been granted by the council ; and
 - (b) the post has been budgeted for.
- (3) The mayor or the municipal manager must request the speaker to convene a special council meeting within seven (7) days of being officially informed of the vacancy to obtain approval contemplated in subregulation (1).
- (4) Notwithstanding the provisions of regulation (3), the speaker may convene a special meeting to obtain council approval for the filling of a senior manager post if the mayor or municipal manager fails to request the calling of such a meeting.

Advertising of vacant posts

11. (1) The municipal manager must, upon receipt of approval referred to in regulation 10, ensure that the post is advertised within fourteen (14) days after receipt of approval.

(2) A vacant senior manager post must be advertised in at least one national newspaper.

(3) An advertisement must specify the –

- (a) job title;
- (b) term of appointment;
- (c) place to be stationed;
- (d) annual total remuneration package;
- (e) competency requirements of the post, including minimum qualifications and experience required;
- (f) core functions;
- (g) need for signing of employment contract, performance agreement and disclosure of financial interest;
- (h) contact person;
- (i) address where applications must be sent; and
- (j) closing date, which must be a minimum of fourteen (14) days from the date the advertisement appears in the newspaper and not more than 30 days after such date.

(4) A municipality may utilise a recruitment agency to identify candidates for posts: Provided that the advertising, recruitment and selection procedures comply with these regulations.

Applications for vacant posts

12. (1) Applications for vacant posts must be submitted on an official application form as set out in Annexure A.

(2) Any application not made on the official form shall not be considered.

(3) Applicants must disclose the following –

- (a) their academic qualifications, proven experience and competence;
- (b) contactable references;
- (c) any criminal record; and
- (d) any disciplinary actions, whether pending or finalized, instituted against them in their current or previous employment.

(4) Any misrepresentation or failure to disclose information in subregulation (3) will result in the disqualification for appointment and the employment contract will be regarded as null and void.

Selection panel

13. (1) A municipal council must appoint a selection panel to make recommendations for the appointment of candidates to vacant senior manager posts.

(2) The selection panel for the appointment of a municipal manager must, at least, consist of—

- (a) the mayor who will be the chairperson;
 - (b) a councillor designated by the municipal council; and
 - (c) at least one other person, who is not a councillor or a staff member of the municipality, and who has expertise or experience in the area of the advertised post.
- (3) The selection panel for the appointment of a manager directly accountable to a municipal manager must consist of the members set out in subregulation (2), including the municipal manager.
- (4) A panel member contemplated in subregulations (2) and (3) —
 - (a) whose spouse, partner or close family member has been shortlisted for an advertised position in a municipality of which the councillor or municipal manager is a panel member, must recuse himself or herself from the selection panel;
 - (b) must take an oath of secrecy to avert the disclosure of information to unauthorised persons.
- (5) A staff member, with human resource competences, may provide secretarial or advisory services during the selection process but may not form part of the selection panel.

Compiling shortlist of applicants

- 14.** (1) A mayor, in the case of the municipal manager, or the municipal manager, in the case of the manager directly accountable to the municipal manager must compile, in consultation with the selection panel —
- (a) a list of all applicants who applied for an advertised post;
 - (b) a shortlist consisting of all applications received for a specific post, evaluated against the relevant competence requirements as set out in Annexure C to these regulations; and
 - (c) the shortlisting must be finalised within thirty (30) days of the closing date of the advertisement.
- (2) A record of all the applicants must be kept by the council.
- (3) The mayor, in the case of the municipal manager or the municipal manager, in the case of the manager directly accountable to the municipal manager, must ensure that the information contained in the applications are kept confidential, and stored in a secure site on the municipality's premises.
- (4) The lists referred to in subregulation (1) must be submitted, together with the shortlisted applications to the selection panel.

Screening of applicants

- 15.** Screening of the shortlisted applicants must take place within fourteen (14) days of shortlisting by—
- (1) conducting reference checks or contacting the candidate's current or previous employer;
 - (2) determining the credibility of the candidates' qualifications;
 - (3) verifying whether the candidate does not appear in the record contemplated in section 57A(9) of the Act; and
 - (4) ensuring that all senior managers dealing with classified information must undergo security clearance or vetting in terms of the Minimum Information Security Standards.

Interviews

16. (1) Interviews by the selection panel must take place within twenty-one (21) days of screening the applicants.

(2) Before each interview commences, the selection panel must determine the selection criteria for the advertised post, based on the relevant qualifications, experience, competences, skills, and qualities required for the advertised post.

(3) The selection panel for a specific post must remain the same.

(4) The selection panel must keep record of their individual assessment of the interviewed candidates.

(5) The determination of candidates to be recommended for appointment must be considered by way of consensus between the members of the selection panel.

(6) If consensus cannot be reached, a dissenting member may record his or her concerns in the minutes whereafter the issue may be voted upon, with each member of the selection panel entitled to one vote.

(7) The selection panel must make a determination of a second and third choice to make provision where the first choice candidate declines or does not accept the offer of employment.

Selection

17. (1) The selection panel must make a recommendation to the executive committee or executive mayor, as the case maybe, on the suitability of candidates that comply with the relevant competence requirements of the post as set out in Annexure C, in order of preference, after considering—

(a) information based on valid methods, criteria or instruments for selection, that are free from any bias or discrimination and that has been approved by the municipal council;

(b) the outcome of—

(i) the screening process contemplated in regulation 15;

(ii) the interviews contemplated in regulation 16; and

(c) the municipal council's affirmative action plan.

(2) A candidate may not be subjected to medical testing, unless—

(a) legislation permits or requires the testing; or

(b) it is justifiable in the light of medical facts, employment conditions, social policy, the fair distribution of staff benefits or the inherent requirements of a job.

(3) The executive committee or executive mayor must within 14 days of consideration of the recommendation contemplated in subregulation (1), make recommendations to the municipal council on the appointment and conditions of service of the candidate.

(4) The recommendations contemplated in subregulation (3) must be submitted to the municipal council within fourteen (14) days of such decision.

Resolution of council on the appointment of senior managers

18. (1) A municipal council must consider the recommendations of the executive committee or executive mayor referred to in regulation 17(2).

- (2) Before making a decision on an appointment, a council must satisfy itself that—
- (a) the candidate meets the relevant competence requirements for the post;
 - (b) screening of the candidates has been conducted in terms of regulation 14;
 - (c) the candidate does not appear on the record of misconduct contemplated in section 57A of the Act; and
 - (d) security vetting has been conducted.
- (3) A municipal council must, subject to subregulation (1) and (2), make a decision on the appointment of a suitable candidate.
- (4) In its decision contemplated in subregulation (3), council must include the terms and conditions of service of the appointment of the senior manager.
- (5) A municipal council must –
- (a) inform all interviewed candidates of the outcome of the decision referred to in subregulation (3); and
 - (b) within fourteen (14) days of the decision referred to in subregulation (3), report to the MEC for local government of the appointment process and outcome.

Re-employment of dismissed senior managers

19. A senior manager who has been dismissed for misconduct from any municipality or any institution governed by the Municipal Finance Management Act may not be re-employed as such in any municipality before a period as set out in column 3 in respect of such category of misconduct as set out in column 2 of the table below, has expired:

No.	CATEGORY OF MISCONDUCT	PERIOD THAT MUST EXPIRE BEFORE A SENIOR MANAGER IS EMPLOYED IN A MUNICIPALITY
1.	Financial misconduct contemplated in section 171 of the Municipal Finance Management Act, corruption or fraud.	Ten (10) years
2.	(a) Gross misconduct involving elements of dishonesty or gross negligence.	Ten (10) years
	(b) Misconduct involving elements of dishonesty or negligence.	Six (6) years
3.	(a) Sexual assault with intent to do grievous bodily harm where a senior manager has been criminally charged and convicted.	Eight (8) years
	(b) Other sexual harassment.	Five (5) years
4.	Discrimination against others on the basis of race, gender, disability, sexual orientation or other grounds prohibited by the Constitution.	Five (5) years
5.	Contravention of any provisions of the Code of Conduct for Municipal Staff as contained in Schedule 2 of the Municipal Systems Act other than misconduct referred to in item 1 to 3.	Two (2) years

(2) If a senior manager is dismissed for more than one category of misconduct as set out in the table, the period of prohibition on re-employment shall run concurrently.

(3) Any senior manager who has been dismissed for any misconduct other than the category of misconducts as set out in column 2 of the table may not be subjected to a waiting period before such a staff member may be re-employed in a municipality.

(4) A municipality must maintain a record of staff members dismissed for misconduct and staff members who resigned prior to the finalisation of any disciplinary proceedings.

(5) A record contemplated in subregulation (4) must be submitted within fourteen (14) days of such dismissal or resignation to the MEC for local government and the Minister.

(5) The format for reporting contemplated in subregulation (5) must include the following information-

- (a) Name and surname of the staff member;
- (b) Name of municipality;
- (c) Post title;
- (d) The status of misconduct, including –
 - (i) date of suspension, if any;
 - (ii) conditions of suspension;
 - (iii) the date of commencement of the disciplinary hearing;
 - (iv) pre-dismissal arbitration;
 - (v) the finding;
 - (vi) the date on which the misconduct was referred for arbitration;
 - (vii) costs incurred by the municipality towards the finalisation of the disciplinary case; and
 - (viii) the date of resignation or dismissal of the senior manager.

Re-advertisement of posts

20. If no suitable candidate has been found and the municipal council resolves to re-advertise the post, all interviewed candidates must be informed in writing that the post has been re-advertised, and that they may re-apply.

General requirements for appointment of senior managers

21. (1) No person may be appointed as a senior manager on a fixed term contract, permanent basis or on probation, to any post on the approved establishment of a municipality unless he or she –

- (a) is a South African citizen or permanent resident; and
- (b) possess the relevant qualifications, experience, competences and skills as set out in Annexure C to these regulations.

(2) An appointment may not take effect before the first day of the month following the month during which the municipal council approved the appointment.

Minimum competence requirements for senior managers

22. (1) A person appointed as a senior manager in terms of these regulations must have a combination of competences as outlined in the local government SMCF attached as Annexure B.

(2) The SMCF consists of five competence cluster areas, which are to be combined to form a competence profile of each management role as contained in Annexure C of these regulations.

(3) These five competence clusters are:

- (a) Qualifications, experience, knowledge and expertise;
- (b) Core competences;
- (c) Leadership competences;
- (d) Generic competences; and
- (e) Functional (service delivery) competences.

(4) Each competence cluster consists of defined competences and five (5) levels of proficiencies, each level with positive proficiency statements.

(5) Negative proficiency statements are included so as to illustrate performance that is below expected proficiency in any municipality. The SMCF clusters descriptors that start from level 1 to level 5. Level 1 and 2 are to be used as guidelines to illustrate if a senior manager within a specified municipality is performing below his or her acceptable minimum level.

(6) The minimum proficiency level acceptable, and to be applied by the three (3) municipal categories A, B and C are as follows:

- (a) Municipal Category A: Minimum proficiency level four (4) to five (5); and
- (b) Municipal Category B and C: Minimum proficiency level three (3).

(7) A person appointed as a senior manager must meet the basic requirements of five competence clusters for each senior management role as set out in Annexure C of these regulations.

Appointment on probation

23. (1) The appointment of a senior manager is effected on a minimum probationary period of twelve (12) calendar months.

(2) A mayor or municipal manager, as the case may be, must ensure that a municipal manager or a manager directly accountable to the municipal manager –

- (a) understands his or her performance requirements including the requirements for probationary appointment;
- (b) signs a performance agreement; and
- (c) receives feedback on a quarterly basis on his or her performance and compliance with performance requirements.

(3) After the completion of the probationary period contemplated in subregulation (1) and (2), the municipal council must –

- (a) confirm the probationary appointment if –
 - (i) the senior manager's performance was satisfactory during the probationary period; and
 - (ii) the senior manager complied with all the conditions of his or her probationary appointment; or
- (b) extend the probationary period by six months, or
- (c) terminate the probationary period in accordance with the Labour Relations Act if –
 - (i) the senior manager's performance was not satisfactory during the probationary period; or

- (ii) the senior manager did not comply with all the conditions of his or her probationary appointment.
- (4) The probationary period may be extended under the following circumstances -
 - (a) The period of probation must be extended by the number of days leave taken by the senior manager during the initial period or any extension thereof.
 - (b) If a probationary period is extended, the process of evaluation and reporting on a quarterly basis must be continued until the probationary period is confirmed or terminated, whichever is applicable.
 - (c) Where a decision is taken to extend a senior manager's probationary period, the *audi alteram partem* rule must be applied.

Secondment of national and provincial officials to municipalities

24. (1) A municipal council may request the MEC for local government to second a national or provincial official, with the relevant qualifications, experience and competences, to act as municipal manager if a post of municipal manager has become vacant, until such time that a suitable candidate has been appointed.

(2) A secondment contemplated in section 54A (6) of the Act, is subject to section 15 of the Public Service Act, 1994 (Proclamation 103 of 1994).

(3) Notwithstanding subregulation (2), the cost of secondment should be by agreement between the parties, taking into consideration the specific circumstances and financial capacity of the municipality.

(4) The seconded official must –

- (a) report to and be accountable to the municipal council; and
- (b) respect and abide by the applicable legislation, including collective agreements concluded at the local government bargaining council.

CHAPTER 5

CONDITIONS OF EMPLOYMENT

Ordinary hours of work

25. The senior manager will be required to work such hours and days in accordance with the operational needs and requirements of the municipal council, which will not be less than forty (40) hours per week from Monday to Friday.

Overtime

26. A senior manager may be required to work overtime without additional remuneration.

Disclosure of financial interests

27. (1) A senior manager entering into an employment contract in terms of these regulations must disclose his or her financial interests annually, within thirty (30) days of the commencement of the new financial year of a municipality or of date of appointment.

(2) Financial interests may take the form of shares, directorships or property which has potential conflict with the senior manager's official duties.

(3) A senior manager must disclose all his or her registerable interests according to the relevant form attached as Annexure D to these Regulations.

(4) Should circumstances change significantly after an initial disclosure has been made, and new or additional facts become material, the senior manager must disclose the relevant information.

(5) Failure to disclose financial interests is a breach of contract and must be dealt with in terms of the Code of Conduct for Municipal Staff Members read in conjunction with the Local Government: Disciplinary Regulations for Senior Managers.

Annual vacation leave

28. (1) A senior manager is entitled to twenty-four (24) working days paid annual vacation leave per annum, commencing from 1 January of each year.

(2) Annual vacation leave must be made on an official leave form attached as Annexure E.

(3) Except in exceptional circumstances, a senior manager may not stay away from work unless an application for leave of absence has been lodged in writing and he or she has been informed that his or her application has been approved.

(4) The granting of annual vacation leave is subject to approval: Provided that a senior manager's application for annual vacation leave may not be unreasonably refused and ten (10) consecutive working days leave is granted within six (6) months after the end of the senior manager's annual leave cycle.

(5) If a senior manager's application for leave is not approved due to service delivery requirements, such leave must be confirmed in writing stating the reasons and arrangements for rescheduling of the annual vacation leave.

(6) If a situation arises that warrants that a senior manager must be recalled from leave due to unforeseen circumstances, the senior manager must be credited with the number of days equal to the days that he or she has worked.

(7) A senior manager must take at least ten (10) consecutive working days' leave per annual leave cycle. The remaining annual leave days, if any, must be taken not later than the end of December of the year following the relevant leave cycle, whereafter unused leave credit shall be forfeited.

(8) A council must –

- (a) encourage senior managers to fully utilise their vacation leave in the year earned; and
- (b) establish a system to record all leave taken by senior managers accurately and in full.

(9) Annual vacation leave may not accumulate or accrue during any period of unpaid leave or absence without permission. The leave credit of a senior manager for the month must be reduced proportionally by the number of unpaid leave days.

Recovering of annual vacation leave granted with full pay in excess of annual vacation leave

29. (1) If a senior manager had been granted annual leave with full pay in excess of that which stood to his or her credit due to a *bona fide* error, such leave must be deducted from the subsequent leave cycle.

(2) If a senior manager who has been granted annual leave with full pay resigns from the employ of a municipality, the portion of annual leave granted in excess of his or her normal annual leave credit must be regarded as an overpayment and must be recovered from his or her salary on or before his or her last day of duty.

(3) The overpayment must be determined according to the following formula:

$$\frac{A \times B}{260,714}$$

Where-

A = represents the employee's basic annual salary notch per annum

B = represents the number of days annual leave over-granted
260.714 represent the number of working days in a year

(4) If a senior manager resigns during an annual leave cycle after utilising all his or her annual leave for the cycle, the provisions of subregulation (2) apply.

Payout of annual vacation leave

30. (1) A senior manager may be paid the cash value in respect of unused annual leave credit only upon termination of service due to the following conditions:

- (a) death.
- (b) organisational requirements
- (c) incapacity or ill-health.

(2) Payment of annual leave credit shall be computed and calculated in terms of the following formula:

$$\frac{\{(A - B) + (C - D)\} \times E}{260.714}$$

Where –

A = represents the full annual or *pro rata* leave entitlement in the previous leave cycle (*pro rata* entitlement calculated as $X \times Y$)
12

Where –

- X = number of completed months of service
- Y = annual leave entitlement per leave cycle.
- B = represents the leave taken in the previous leave cycle.
- C = represents the *pro rata* leave entitlement in the current leave cycle calculated according to the formula in regulation 34.
- D = represents the leave taken in the current leave cycle
- E = represents the senior manager's annual basic or pensionable salary as at the last day of duty or at the end of the 6 months period mentioned in regulation 33(2).

Sick leave

31. (1) A senior manager is entitled to thirty-six (36) working days sick leave per three (3) year leave cycle, if he or she is absent from work due to ill-health or injury.

(2) Thirty-six (36) working days sick leave will be credited to a senior manager on commencement of each sick leave cycle, calculated from 1 July 2012.

(3) A senior manager appointed during the year will be credited with sick leave days calculated on a *pro rata* basis.

(4) Sick leave may also be granted in respect of periods of leave where a senior manager must be quarantined or isolated for at least a ten (10) consecutive days.

(5) Sick leave may not be carried over from one sick leave cycle to another. Unused sick leave will be forfeited at the end of each sick leave cycle.

(6) If a senior manager has –

- (a) depleted his or her sick leave days within a particular sick leave cycle, he or she may take annual leave in lieu of sick leave for purposes of recovery.
- (b) depleted his or her annual leave days contemplated in item (a) within a particular sick leave cycle, he or she may be granted unpaid sick leave for purposes of recovery, subject to approval of the municipal council.

(7) Unpaid sick leave referred to in subregulation (6)(b) shall not exceed a period of 30 days.

Temporary incapacity leave

32. (1) A senior manager who has depleted his or her sick leave credit in a three-year cycle and who, according to the relevant medical practitioner, requires more leave of absence due to temporary incapacity may, at the discretion of the municipality, be granted additional sick leave with full pay in the event of serious illness.

(2) Such leave must be certified in advance by the attending medical practitioner as a temporary incapacity, except where conditions do not permit.

(3) A municipality may require that the senior manager obtain a second opinion before granting approval for additional sick leave. Expenditure deriving from this will be borne from the municipal budget.

(4) The municipality may grant a maximum of 30 consecutive working days leave with full pay during which period an investigation must be conducted into the nature and extent of the incapacity. The investigation shall be conducted in accordance with item 10(1) of Schedule 8 of the Labour Relations Act.

(5) The municipality may on the basis of medical evidence, approve the granting of additional sick leave on conditions as it may determine.

Permanent incapacity

33. If the degree of incapacity of a senior manager is certified by a competent medical practitioner as permanent, the municipality may invoke the incapacity procedures as provided for in Schedule 8 of the Labour Relations Act.

Proof of illness

34. (1) A senior manager who applies for sick leave for more than two (2) consecutive days or more than two occasions in an eight (8) week period, must submit a medical certificate from a medical practitioner registered or traditional healer legally registered with the Health Professions Council of South Africa citing the reasons and duration of absence: Provided that if a pattern of abuse of sick leave by the senior manager has been established, the municipality may request a medical certificate for shorter periods before granting sick leave with full pay.

(2) In terms of the Ethical and Professional Rules of the Medical and Dental Professions Board of the Health Professions Council of South Africa, a medical certificate must contain the following information:

- (a) the name, address and qualification of the practitioner;
- (b) the name of the patient;
- (c) the employment number of the patient (if applicable);
- (d) the date and time of the examination;
- (e) whether the certificate is being issued as a result of personal observations by the practitioner during an examination, or as the result of information received from the patient and which is based on acceptable medical grounds;
- (f) a description of the illness, disorder or malady in layman's terminology with the informed consent of the patient: Provided that if the patient is not prepared to give such consent, the medical practitioner or dentist shall merely specify that, in his or her opinion based on an examination of the patient, the patient is unfit to work;
- (g) whether the patient is totally indisposed for duty or whether the patient is able to perform less strenuous duties in the work situation;
- (h) the exact period of recommended a sick leave;
- (i) the date of issuing of the certificate of illness; and
- (j) a clear indication of the identity of the practitioner who issued the certificate which shall be personally and originally signed by him or her next to his or her initials and surname in printed or block letters .
- (k) If the medical practitioner uses pre-printed medical certificates, wording not applicable to the patient should be deleted.

(3) If a senior manager fails to submit an authentic medical certificate describing the nature and extent of the illness for purposes of sick leave, temporary incapacity leave or permanent incapacity leave, the municipality may use the annual vacation leave days from the senior manager's credit to cover his or her absence from work. If the senior manager fails to submit an acceptable medical certificate, the municipal council may use the annual vacation leave days from the senior manager's credit to cover his or her absence from work: Provided that the municipal council must inform the senior manager, in writing, of this.

(4) If the municipal council does not approve a medical certificate, it must inform the senior manager in writing and furnish him or her with the reason(s) for such disapproval.

(5) A municipality may request at its discretion, and at its own cost, that a medical practitioner nominated by the municipal council examines a senior manager at any given time.

Reporting illness

35. If a senior manager is unable to report for duty due to illness, incapacity or injury, he or she must, in the case of the municipal manager, inform the mayor or in the case of the manager directly accountable to the municipal manager, inform the municipal manager as soon as it is reasonably possible about his or her absence and expected duration of leave.

Illness during leave

36. (1) If a senior manager falls sick or is injured during a period of annual, unpaid or maternity leave, he or she must complete such period of leave before any sick leave is granted.

(2) If a senior manager depletes his or her sick leave days during a sick leave cycle due to serious illness and or extended hospitalisation, the senior manager may apply to use a number of annual leave days from his or her credit in lieu of sick leave.

Special leave

37. (1) A municipal council may grant special leave to a senior manager in accordance with the policies of the municipality.

- (2) The municipal council must adopt a special leave policy that defines –
- (a) circumstances and conditions under which special leave is granted; and
 - (b) as far as possible, events for which senior managers shall be granted special leave.

(3) The policy may provide paid leave for such requirements as study, examinations, military service, collective bargaining or other labour relations requirements, participation in sports, sabbaticals where appropriate or treatment of substance abuse.

Maternity leave

38. (1) A senior manager is entitled to four (4) consecutive months' maternity leave, to commence at any time from four (4) weeks before the expected date of delivery or on a date from which the attending medical practitioner certifies that it is necessary for the senior manager's health or that of the unborn child.

(2) A senior manager is entitled to four (4) months' consecutive maternity leave from the date of adoption of a child younger than three (3) months.

(3) Notwithstanding subregulation (1) and (2), a senior manager is entitled to three (3) months paid maternity leave if she has been in the employ of the municipal council for a period of one (1) year or more.

(4) No senior manager may commence with normal official duty until at least six weeks after birth, unless the attending practitioner certifies that the senior manager is fit to work.

(5) Maternity leave may be interrupted if –

(a) the baby is born prematurely and is hospitalised during maternity leave; or

(b) the baby becomes ill and is hospitalised for a period of longer than a month during the maternity leave.

(6) The provisions of subregulation (5) may apply to a senior manager who chooses to interrupt her maternity leave in these circumstances.

(7) If a senior manager interrupts her maternity leave and fails to return to work after six weeks referred in (5), such a period of leave may be covered with the granting of annual leave or unpaid leave if she does not have enough annual leave available to her credit.

(8) Maternity leave may be extended upon application by –

(a) the granting of sick leave as a result of a medical complications; and

(b) the granting of annual leave.

(9) A senior manager who during the third trimester of her pregnancy, experiences a miscarriage, still birth or termination of the pregnancy on medical grounds, shall be eligible for six consecutive weeks maternity leave, whereafter, the provisions of subregulation (8)(a) shall apply.

(10) The period prior to the miscarriage, stillbirth or termination of pregnancy shall be regarded as special leave with full pay.

Family responsibility leave

39. (1) A senior manager is entitled to –

(a) five (5) working days family responsibility leave per annual leave cycle for utilisation if the senior manager's spouse or life partner gives birth to a child or the senior manager's child, spouse or life partner is sick; and

(b) five (5) working days leave per annual leave cycle for utilisation if the senior manager's child, spouse or life partner dies or a senior manager's immediate family member dies.

(2) A municipal council may require reasonable proof of the event(s) in respect of which family responsibility leave is granted.

Unauthorised absence from work

- 40.** (1) If a senior manager is absent from work without permission –
- (a) such absenteeism will be deemed to be leave without pay;
 - (b) the senior manager will be deemed to have deserted his or her post –
 - (i) if the period of absence exceeds fifteen (15) or more consecutive working days; and
 - (ii) if the municipality has taken reasonable steps to locate the senior manager without success.
- (2) The provisions of subregulation (1) do not apply to a senior manager who shows good cause that he or she was unable to inform the municipality of the reasons for the absenteeism.

Unpaid leave

- 41.** For purposes of calculating unpaid leave, the following formula applies:

$$\frac{A \times B}{365}$$

Where –

- A = represents the senior manager's basic annual salary notch per annum.
B = represents the number of days annual leave without pay.
365 = represents the number of days in a year.

Upper limit of the total remuneration package of senior managers

- 42.** (1) The Minister shall by notice in the Gazette annually determine the salaries of senior managers according to different categories of municipalities.
- (2) The upper limit of the total remuneration package of senior managers for a financial year, must be determined by the Minister before March of the following financial year, after consultation with the Minister for Public Service and Administration, the Minister of Finance, the MECs for local government, and organised local government, by notice in the Gazette after taking into consideration –
- (a) the classification of municipalities according to different grades;
 - (b) the respective role, status, duties, functions and responsibilities of the municipality;
 - (c) the different categories or types of municipalities, having regard to their respective powers, duties and functions;
 - (d) the gross income, the area of jurisdiction and the nature of settlement of each municipality;
 - (e) the affordability of different levels of remuneration of municipal staff;
 - (f) the current principles and levels of remuneration in society in general;
 - (g) the need for the promotion of equality and uniformity of salaries, allowances and benefits for equal work performed;

- (h) the provision of uniform norms and standards nationally to address disparities; and
- (i) inflationary increases.

Retirement or pension fund membership

43. (1) Retirement or pension fund membership is compulsory for all senior managers.

(2) All senior managers must submit annually proof of membership of the retirement or pension fund to the council.

(3) A senior manager must be afforded an opportunity to make a once off selection in respect of a retirement or pension fund to which he or she wants to become a member, including a retirement or pension fund accredited by the bargaining council designated for municipalities, provided that such fund must be registered in terms of the Pension Fund Act, 1956 (Act No. 24 of 1956).

Medical scheme membership

44. (1) Medical scheme membership is compulsory for all senior managers.

(2) A senior manager must be afforded an opportunity to make a selection annually in respect of a medical aid scheme to which he or she wants to become a member, including a medical scheme accredited by the bargaining council designated for municipalities, provided that such scheme must be registered in terms of the Medical Schemes Act, 1998 (Act No. 131 of 1998).

Motor vehicle

45. (1) A senior manager must have a motor vehicle available for the proper performance of his or her functions and discharge of his or her duties. He or she must secure his or her own financing.

(2) In the event that the senior manager utilises his or her private vehicle to carry out official duties, she or he must be compensated for kilometres travelled; and

(3) Official distances travelled by a senior manager may be claimed in accordance with the councils' applicable policy but not exceeding the applicable tariffs prescribed by the Department of Transport for the use of privately-owned vehicles; and

(4) For purposes of claiming running and maintenance allowances, a logbook acceptable to the South African Revenue Service reflecting the official and private kilometres travelled per month must be kept.

Mobile phone

46. A senior manager is entitled to compensation for the use of a mobile telephone for official purposes according to the policy of the municipality.

CHAPTER 6

TERMINATION OF SERVICE

Retirement

47. (1) A senior manager has the right to retire, and must be so retired, on the day on which he or she attains the age of sixty-five (65) years.

(2) A senior manager who attains the said age after the first day of a month will be deemed to have attained that age on the first day of the following month.

(3) Notwithstanding subregulation (1), a municipality may, in the case of a person with scarce skills, may apply in writing to the MEC for local government and Minister for a waiver of subregulation (1).

(4) Notwithstanding regulation (1) or (3), a municipal council may, at the request of a senior manager, allow the senior manager to retire after attaining the age of fifty-five (55) years, if the municipal council is of the opinion that –

- (a) sufficient cause is shown; and
- (b) the retirement is in the interest of the municipality.

Incapacity due to ill-health or injury

48. (1) Whenever there is reasonable ground to believe that a senior manager is incapable of carrying out the duties attached to his or her post on account of continuous ill-health or injury, he or she must undergo a medical examination by a registered medical practitioner at the municipal council's expense and report on his or her state of health.

(2) A municipal council may on the basis of medical evidence, consider the dismissal of a senior manager on account of ill-health.

(3) A dismissal on account of ill-health referred to in subregulation (2) must be done with due regard to item 10 of Schedule 8 of the Labour Relations Act.

(4) The record of any medical examination performed must be kept confidential and may be made available only –

- (a) in accordance with the ethics of medical practice;
- (b) if required by law or court order; or
- (c) if the senior manager has consented in writing to the release of that information.

(5) If a senior manager refuses or fails to be subjected to an examination under this section when requested to do so by the municipality, the senior manager may be dismissed from service, in which case he or she will be deemed to have been dismissed on account of misconduct.

(6) If a senior manager applies for a discharge from service on account of continuous ill-health, the provisions of subregulation (3) must apply, with the necessary changes, to such application.

Resignation

49. A senior manager may resign by giving thirty (30) days notice in writing or such shorter notice as the municipal council may approve at the request of the senior manager.

Operational requirements

50. The municipal council may terminate the services of a senior manager for reasons relating to the operational requirements of the municipality, in accordance with section 189 of the Labour Relations Act.

Nomination of beneficiaries and payment of accruing benefits

51. (1) A senior manager may for purposes of implementation of these regulations, designate one or more beneficiaries to whom accruing benefits to him or her may be paid in the event of their death.

(2) Municipalities must ensure that senior managers nominate beneficiaries on appointment or as and when circumstances change in order to avoid any financial hardships on the payout of benefits to beneficiaries due to delays.

(3) If a senior manager dies and has not nominated a beneficiary, benefits that have accrued may –

- (a) be paid in full to the spouse or life partner of that senior manager; or
- (b) if there is no spouse or life partner, in equal shares for the benefit of minor and other children, including legally adopted children of the deceased who, at the time of his or her death, were fully dependent on the senior manager; or
- (c) if there are no children, to the senior manager's estate.

CHAPTER 7

BARGAINING COUNCIL AGREEMENTS

Consultation with the Minister and the Financial and Fiscal Commission

52. (1) Organised local government must establish procedures that will apply to consultations with the Minister and the FFC as contemplated in section 71 of the Act.

(2) Organised local government must consult the Minister and the FFC in terms of section 71(1) of the Act at least 30 days prior to parties in the bargaining council exchanging proposals, and upon expiry of such period, the Minister and the FFC shall be deemed to have been consulted.

(3) The consultations contemplated in subregulation (1) and (2) apply to the South African Local Bargaining Council and its provincial divisions.

(4) The consultations with the FFC will be subject to the Financial and Fiscal Commission Act, 1997 (Act No. 99 of 1997) and sections 220 to 222 of the Constitution of the Republic of South Africa, 1996.

CHAPTER 8

GENERAL

Oversight reporting

53. (1) Municipalities must report on the following matters in their annual reports:

(a) Staff establishment

Does the municipality have an approved staff establishment? If no, provide reasons.		Does the staff establishment provide for permanent and fixed term posts?		If yes, provide details of the approved senior manager posts (permanent and fixed posts)	Was the staff establishment consulted with the MEC before approval by council?		If no, provide reasons?	Were the recommendations of the MEC incorporated into the approved structure?		If no, provide reasons
Yes	No	Yes	No		Yes	No		Yes	No	

(b) Appointment of senior managers

Post title	Annual salary	Term of employment		Highest qualifications	Was the senior manager subjected to competence assessment?		Does the senior manager hold political office?		Does the senior manager have a misconduct/ criminal record?	
		From	To		If yes, provide details	If not, provide reasons	If yes, indicate steps taken to enforce compliance	If not, a nil report must be submitted	If yes, provide details	If not, provide reasons

(c) Employment contracts

Post title	Has the senior manager signed the employment contract with the municipality before commencement of duty?	
	If yes, has the contract been submitted to the MEC within the prescribed timeframe?	If no, provide reasons

(d) Performance agreements

Post title	Has the senior manager concluded the performance agreement with the municipality within the stipulated timeframe?		Is the performance agreement aligned to the SDBIP of the municipality?		Is the SDBIP aligned to the IDP of the municipality?		Did the senior manager receive a performance bonus for the previous year?	
	If yes, has the agreement been submitted to the MEC within the prescribed timeframe?	If not, provide reasons	Yes	No	Yes	No	If yes, provide details of the amount and percent age of the annual salary	If not, provide reasons

(e) Oversight by the MEC for local government

Post title	Did the municipality notify the MEC in writing about the appointment processes and outcome of the senior manager within 14 days?		Was there any declaratory order instituted against the municipality by the MEC?	
	If yes, provide details	If not, provide reasons	If yes, provide details and costs involved	If not, a nil report must be submitted

(2) Notwithstanding the provisions of this regulation, municipalities must provide reports contemplated in subregulation (1) in their annual reports.

Transitional arrangements

54. (1) Employment contracts for all senior managers, entered into before these regulations became operational, remain in force until the contract lapses or is terminated.

(2) When an employment contract referred to in subregulation (1) lapses or is terminated, the vacant post must be advertised in accordance with these regulations.

Repeal

55. These regulations repeal regulations 6, 7, 9, 10, 11, 12, 13, 15, 25(8) [core competences], 35, 36, 37, and 38 of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, published in Government Gazette No. 28895 (GN 715) of 1 August 2006.

Short title

56. These regulations are called the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers.



ANNEXURE A

Application for Employment

TERMS AND CONDITIONS

1. The purpose of this form is to assist a municipality in selecting suitable candidates for an advertised post.
2. This form must be completed in full, accurately and legibly. All substantial information relevant to a candidate must be provided in this form. Any additional information may be provided on the CV.
3. Candidates shortlisted for interviews may be requested to furnish additional information that will assist municipalities to expedite recruitment and selection processes.
4. All information received will be treated with strict confidentiality and will not be used for any other purpose than to assess the suitability of the applicant.
5. This form is designed to assist municipalities with the recruitment, selection and appointment of senior managers in term of the Municipal Systems Act, 2000 (Act No. 32 of 2000).

DETAILS OF THE ADVERTISED POST (as reflected in the advert)

Advertised post applying for	
Reference number	
Name of the Municipality	
Notice service period	

PERSONAL DETAILS

Surname				
First Names				
ID or Passport Number				
Gender	Male		Female	
Race	African	White	Coloured	Indian
Do you have a disability?	Yes	No	If yes, elaborate	
Are you a South African Citizen?	Yes	No	If not, what is your nationality?	
Do you hold any political office in a political party, whether in a permanent, temporary or acting capacity?	Yes	No	Expiry date	

CONTACT DETAILS

Telephone number during office hours	()
Mobile phone number	
Postal address	
	Code:
Email Address	
Preferred language of communication	

QUALIFICATIONS (please elaborate on your CV)

Highest educational qualification obtained			
Name of the School	Highest Grade	Year Obtained	
Highest tertiary qualification obtained			
Name of Institution	Name of a qualification	NQF level	Year Obtained

WORK EXPERIENCE (please elaborate on your CV)						
Employer (starting with the most recent)	Post held	From		To		Reason for leaving
		Month	Year	Month	Year	

DISCIPLINARY RECORD				
Have you been dismissed for misconduct during the past ten (10) years?	Yes		No	
If yes, Name of Municipality/ Organisation				
Type of a Misconduct/ Transgression				
Date of Resignation/ Disciplinary case finalised				
Award/ sanction				
Have you been accused of an alleged misconduct during the past ten (10) years and have resigned from your job pending finalisation of the disciplinary proceedings?	Yes		No	

CRIMINAL RECORD				
Have you been convicted of any criminal offence in a court of law during the past ten (10) years?	Yes		No	
If yes, type of criminal act				
Date criminal case finalised				
Outcome/ Judgment				

REFERENCES (please elaborate on your CV)				
Name of Referee	Relationship	Tel (office hours)	Cellphone Number	Email

DECLARATION	
<p><i>I hereby declare that all the information provided in this application and any attachments in support thereof is to the best of my knowledge true and correct. I understand that any misrepresentation of my candidature or falsification of information may lead to my disqualification or termination of my employment contract, if appointed.</i></p>	
Signature:	Date:

ANNEXURE B

LOCAL GOVERNMENT SENIOR MANAGEMENT COMPETENCE FRAMEWORK

1. CLUSTER 1: QUALIFICATIONS, EXPERIENCE, KNOWLEDGE AND EXPERTISE

1.1. Qualifications and Experience

A recognized tertiary qualification, in a form of a postgraduate/graduate and diploma certification that is recognized within the South African National Qualifications Authority. An equivalent qualification applies if the job entails broad areas of expertise and an incumbent has a qualification that embraces one or two of the job areas. Experience is the acquired practical and qualitative and quantitative exposure to job requirements with significant track record.

Proficiency levels and statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Relevant and/or Equivalent Postgraduate Qualification at NQF level 8 15+ years' experience within specified and required discipline, of which 6+ years is of reputable senior management experience within LG Professional Registration (where required)/ or Discipline Certification 	<ul style="list-style-type: none"> Qualification from an unrecognized institution (even if its relevant) Diploma only may be regarded as a negative indicator
4 Advanced	<ul style="list-style-type: none"> Relevant and/ or Equivalent Postgraduate Qualification at NQF level 7 10-12+ years' experience within specified and required discipline, of which 5+ years is of reputable senior management experience within LG Professional Registration (where required)/ or Discipline Certification 	<ul style="list-style-type: none"> Extensive experience without considerable exposure LG Specialized/Professional experience without at least 3 years' middle management experience
3 Competent	<ul style="list-style-type: none"> Relevant and/or Graduate (e.g., Degree/ BTech) Qualification at NQF level 6 8-10+ years' experience within specified and required discipline, of which 2-3 years is of reputable senior/middle management experience within LG Professional Registration (where required)/ or Discipline Certification 	<ul style="list-style-type: none"> No professional registration where its compulsory (e.g. Finance, Technical Services, etc.)
2 Intermediate	<ul style="list-style-type: none"> Relevant and/or Equivalent Graduate (Higher National Diploma + specialization Certificate) Qualification at NQF level 6 5-7 years' experience with specific discipline, of which 5 years is of reputable middle management experience within LG Professional Registration (where required)/ or Discipline Certification 	<ul style="list-style-type: none"> No certification where the discipline's certification is a basic requirement
1 Basic	<ul style="list-style-type: none"> Less relevant nor equivalent Graduate Qualification at NQF level 5 (e.g National Diploma only) 4+ years' experience within specified discipline, of which 3 years is of reputable middle management experience within LG Professional Registration (where required)/ or Discipline Certification 	

1.2. Knowledge and Expertise

Acquired knowledge in the Local Government work environment whilst practicing within one's field of expertise. Expertise emphasizes refined knowledge of rules and regulations of LG and its operations within departments in the context of guidelines and policies

Proficiency levels and statements

Level	Positive Indicators	Negative Indicators
5 Expert	<p>Displays expert knowledge and advisory role on:</p> <p><u>Interpretation</u> of key and related local government Acts and Regulations (e.g., MSA, MFMA, etc.)</p> <ul style="list-style-type: none"> ☛ Local Government Performance Management System ☛ Council operations and delegation of Powers ☛ King III Code <p>Expert knowledge in more than one functional field in one's area of expertise</p>	<p>Lack of knowledge and understanding of LG legislative framework</p> <p>Poor understanding of Powers and functioning of Council within a municipal environment</p> <p>Expert knowledge not incorporated into LG challenges but insists on unilateral and rigid view of expertise application</p>
4 Advanced	<p>Displays advanced knowledge and</p> <ul style="list-style-type: none"> ☛ <u>Interprets and operationalises</u> of key and related local government Acts and Regulations (e.g., MSA, MFMA, etc. ☛ Local Government Performance Management System ☛ Council operations and delegation of Powers ☛ King III Code <p>Advanced knowledge in more than one functional field / discipline of one's expertise and demonstrates effectiveness as a result of the knowledge</p>	
3 Competent	<p>Displays knowledge and competence on:</p> <ul style="list-style-type: none"> ☛ <u>Interpretation</u> of key and related local government Acts and Regulations (e.g., MSA, MFMA, etc. ☛ Local Government Performance Management System ☛ Council operations and delegation of Powers ☛ King III Code <p>Knowledge in more than one functional field / discipline and competently operationalizes such knowledge to execute effectively ones management role</p>	

<p>2 Intermediate</p>	<p>Displays general knowledge on:</p> <ul style="list-style-type: none"> • Interpretation of key and related local government Acts and Regulations (e.g., MSA, MFMA, etc.) • Local Government Performance Management System • Council operations and delegation of Powers • King III Code <p>General knowledge not incorporated into day to day functioning of one's role</p> <p>Struggles to merge professional expertise into LG management role</p>	
<p>1 Basic</p>	<p>Displays below basic knowledge on:</p> <ul style="list-style-type: none"> • Interpretation of key and related local government Acts and Regulations (e.g., MSA, MFMA, etc.) • Local Government Performance Management System • Council operations and delegation of Powers • King III Code <p>General knowledge but fails to apply practically into one's management role</p>	

2. CLUSTER 2: LOCAL GOVERNMENT CORE COMPETENCES

Is a competence to conceptualize Local Government (LG) 's context of political and administrative interface and dynamics ,accurately as well as effectively incorporating the dynamics to achieve municipal service delivery goals and objectives of the LG. The core competences cut across all levels of work in a municipality and enhances contextualized leadership that guarantees service delivery impact.

2.1 Customer and Service Delivery Management

Serves with passion and willingness both internal and external customers by putting the spirit of customer service (Batho Pele) into practice. Serves the greater good of the Municipality's communities, manages communities needs and expectations.

Proficiency levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<p>Acts as trusted customer services' advisor on long and short term service delivery benefits, monitors excellence in customer satisfaction:</p> <ul style="list-style-type: none"> Pitches institutional service delivery initiatives into a role model municipality, coupled with public knowledge of exceptional customer services Hosts fellow senior managers and other municipalities on service delivery models and customer services excellence Manages and addresses any outstanding service delivery and customer service excellence deviations proactively and applies punitive measures to redress below excellent tendencies 	<ul style="list-style-type: none"> Follows through service delivery problems only when Council demands information to solve problems and/or accounting thereof Keeps municipal directorates up-to-date about progress of service delivery; work or interventions only when confronted for feedback. Disregards Batho Pele principles, renders customers/ communities' assistance selectively and only when reminded to do so
4 Advanced	<p>Leads integrated and long-term service delivery programmes, entrenches the spirit of Batho Pele through quality excellence and timely turnaround times:</p> <ul style="list-style-type: none"> Inculcates a long-term perspective in addressing internal/ external service delivery requirements and personally monitors consistency in outstanding service delivery that impacts excellent customer services and quick turnaround times Nurtures partnerships which integrate the needs of the communities with the core performance objectives of the municipality Inculcates the culture of Customer first (Batho Pele) through incorporation of principles into performance measures 	<ul style="list-style-type: none"> Fails to manage customer complaints related to service delivery and not hold staff accountable for such performance

3 Competent	<p>Manages long-term service delivery and customer services benefits to enhance the spirit of Batho Pele in the municipality:</p> <ul style="list-style-type: none"> Builds long-term benefits on customer services through identification of service delivery opportunities and alternative implementation methods Commits to understand and meets the unique needs of customers by involving them in solutions identification Adjudicates strict adherence to Batho Pele principles in all service delivery initiatives and customers interactions 	
2 Intermediate	<p>Addresses customers and community needs by probing into problems and challenges while indefensibly promptly correct service delivery challenges:</p> <ul style="list-style-type: none"> Probes into communities and customers problems; immediately and indefensibly corrects these to ensure commitment to excellent customer services Serves communities with the spirit of Batho-Pele (Adheres to Batho Pele principles) and delights customers Avails staff and ensures their visibility while addressing challenging needs of customers in their communities 	<p>(-1) Fails to probe customers and service delivery challenges, acts on face value</p> <ul style="list-style-type: none"> Ignores underlying service delivery and customer dissatisfaction's underlying issues while providing ad-hoc and temporary solutions Acts on service delivery problems only when communities react and trivializes customers complaints regarding staff attitude and below standard services rendered
1 Basic	<p>Understands and addresses customers and community needs in line with Municipal set expectations:</p> <ul style="list-style-type: none"> Serves customers and communities with the spirit of Batho-Pele (Adheres to Batho Pele principles) Avails him/herself with usable and up-to-date information/data to solve customers and communities' services delivery problems and challenges Shows personal commitment to understand and meet customers and communities needs and expectations 	<p>(0) Reactive to service delivery and customer needs.</p> <ul style="list-style-type: none"> Serves customers only when requested to do so Does not follow through on service delivery needs and customer services tasks or even give feedback even when necessary Selective of customers treatment and service delivery requirements; uses customers' status to provide level and impact of services

2.2 Ethics, Integrity and Professionalism

Displays at **all** times ethical and honest behaviour, models integrity in personal and municipal engagements in order to promote institutional confidence, trust and value-based practices

Proficiency Levels and statements

Level	Positive Statements	Negative Statements
5 Expert	<p>Models integrity, ethical behaviour and openly confronts authorities and colleagues on unprofessional and unprincipled actions and practices:</p> <ul style="list-style-type: none"> Approaches confidently figures of authority and politely reminds them of LG ethics, values and principles Challenges municipal and LG diversions from acts of integrity, points out on compromises of ethical behaviour, general values' practices and unprofessionalism that affect the municipality and sector Proposes action plans in dealing with uprooting of unprincipled behaviour in own municipality and LG and openly pronounces interventions 	<ul style="list-style-type: none"> Fails to promote and enforce integrity, high standards of ethical behaviour throughout the municipality Cannot display integrity and ethics in all transactions Allows unprofessional, unethical behaviour to slip even when opportunity is availed to confront such practices
4 Advanced	<p>Expresses passion of ethical behaviour, models integrity and endorses total professionalism:</p> <ul style="list-style-type: none"> Challenges situations and fellow senior managers on unprofessional, unethical behaviour and confidently makes unpopular decisions to ensure integrity of municipality. Challenges the status quo by confronting malpractices (e.g. corruption, un-professionalism), and exposes unethical behaviour to leadership and stakeholders even if it compromises his/her career in the municipality. Pursues opportunities to enforce values, ethics and professional behaviour. 	
3 Competent	<p>Espouses integrity and openly disagrees to practices contrary to ethical behaviour:</p> <ul style="list-style-type: none"> Promotes openly ethical behaviour, acts at all times within his/her execution of work and encourages others to adhere to value-based principles Disagrees openly with others, even customers if he/she perceives acts not in accordance with the professed ethical standards and moral conduct of the municipality Confronts unethical and dishonest actions, gives constructive feedback regarding values and integrity required i.r.o. LG's governance reqmts. 	<ul style="list-style-type: none"> Acts against public interest Fails to implement governance processes in adherence to various policies & procedures Fails to ensure ownership & accountability of others Does not take responsibility for own work and fails to provide support to others in accomplishing ethical work practices

<p>2 Intermediate</p>	<p>Acts according to ethical standards of conduct and acts and displays integrity as and when required</p> <ul style="list-style-type: none"> • Presents self with confidence and clearly communicates ethical behaviour, acts with integrity and honesty • Acts independently when and is prepared to make decisions without needing to consult senior colleagues where appropriate. • Honestly and genuinely asks for help when stuck and apologises when mistakes are made 	
<p>1 Basic</p>	<p>Acts ethically and with integrity but requires reassurance from time to time</p> <ul style="list-style-type: none"> • Realises the implications of not speaking and acting with integrity but needs guidance in implementing such principles; • Follows through on commitments under supervision, follows the rules and regulations of the municipality • Respects and meets reasonable requirements of the municipality 	

2.3 Impact and Influence

Communicates persuasively to exchange information, ideas and influence others to gain cooperation, commitment and support so as to achieve desired outcomes.

Proficiency levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<p>Well- known and influential speaker and respected in LG for his/her articulation of key and challenging issues</p> <ul style="list-style-type: none"> Understands others' motives, perspectives, backgrounds and underlying concerns and uses that understanding to tailor approach and presentation in advance to the audience he/she seeks to speak to and influence Uses deliberate and systematic influence to secure others' support whilst show respect of others' views Writes convincingly in an engaging and expressive manner to put forth points of contention and models answers to challenging arguments 	<ul style="list-style-type: none"> Is experienced as un-approachable and reclusive by audience and misses a point of discussions Unable to detect the nuances of an interaction quickly enough to respond in a measured way Written communication is overly worded without addressing the key issues at hand
4 Advanced	<p>Communicates with impact and influences others to achieve outcomes:</p> <ul style="list-style-type: none"> Uses varied communication systems, methodologies and strategies to promote dialogue and shared understanding with audience Takes multiple approaches beyond logical argument to influence and persuades others both verbally and in written form; Takes others' perspectives into account when communicating, negotiating or presenting arguments (e.g., presents benefits from all perspectives). Writes and presents reports that communicate complex issues clearly and credibly with widely varied audiences 	
3 Competent	<p>Explains information in a logical and uncomplicated way and effectively presents key points of argument:</p> <ul style="list-style-type: none"> Structures information to meet the needs and understanding of the intended audience by separating the important from trivial in presenting an argument Provides information to audience clearly and concisely and has considerable 	<ul style="list-style-type: none"> Doesn't listen to what others are saying – is close minded and will not hear 'Rubs others up the wrong way' Cannot articulate ideas and opinions Insensitive to individual differences

	<ul style="list-style-type: none"> impact resulting into audience support Communicates with impact to various audience and stakeholders, responds to questions with accurate and complete answers and shows impact Prepares reports that are concise in addressing key issues and information and data is relevant to the audience 	<ul style="list-style-type: none"> Comes across as aggressive rather than assertive
2 Intermediate	<p>Communicates clearly and verifies understanding to audience</p> <ul style="list-style-type: none"> Speaks clearly, holds others' attention, promotes two-way communication and applies protocol to the choice of words used Presents opinions in an effort to effect an outcome but does not influence audience due to lack of impact Writes in a logical and well-structured manner, i.e. succinctly and correctly 	
1 Basic	<p>Recognises the importance of personal influence and effective communication:</p> <ul style="list-style-type: none"> Listens attentively and actively but only responds when requested to do so Prepares verbal and written communication, using grammar and spelling effectively, however has difficulty to present information to audience with impact 	<ul style="list-style-type: none"> Uses inappropriate style (either too familiar or too formal) Unable to adapt to situations and presents data in a methodological way without taking circumstances into consideration

2.4 Political Astuteness

Achieves organizational mandate, goals and common purpose through recognition and of LG' contextual structures pertaining to political- administrative leadership interlinks. Supports municipal collective leadership by promoting cooperative functioning in achievement of municipal priorities and objectives

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Conciliates different interests and values from political and administrative perspectives to shape differences and challenges into institutional common purposes and successes Addresses proactively reasons of on-going municipal underlying problems of political-administrative clashing and initiates reconciliatory interventions and effective communication between the two forces Pursues political-administrative teaming and functioning to enhance collaborative and cooperative interactions for the purpose of institutional cohesion, common identity and service delivery successes 	<ul style="list-style-type: none"> Does not understand the reasoning behind key political dynamics and forces and pushes adherence to only administrative rules and processes Shows little understanding of priorities, goals and issues of government of the day's key policies and its impact on municipal functioning municipalities
4 Advanced	<ul style="list-style-type: none"> Uses political judgement and engagement at a strategic level to identify and balance political views with organisational needs whilst taking into account the organizations' pluralistic political - administrative interlinks. Demonstrates a good understanding of ongoing alliances and disputes internally and leverages on opportunities to drive forward performance results Reads people and situations intuitively, recognizes different interests and agendas, discerns underlying espoused agendas, and uses wider political astuteness to diffuse threats or minimize impact 	<ul style="list-style-type: none"> Fails to understand the cultures of municipalities, and cannot acknowledge corporate politics as a reality
3 Competent	<ul style="list-style-type: none"> Knows and acknowledges political dynamics of LG recognizes key players in one's municipality, involve them so as to achieve the objectives of municipality and directorate Knows the difference between formal and informal structures and procedures uses knowledge to disseminate information to achieve institutional objectives. Collaborates with Political structures of one's directorate, pursues cooperative functioning and encourages political-administrative teamwork and shared accountability 	

<p>2 Intermediate</p>	<ul style="list-style-type: none"> Recognises formal structures of the political-administrative interface and its impact on municipal administration, but not effectively incorporate into one's senior management role Recognizes "surface level" differences between political and administration and refrains from application of such information to assist in achieving work results Applies same style/ approach continuously in dealing with institutional dynamics despite number of poor successes towards performance results 	<ul style="list-style-type: none"> Understands but does not internalize the City's priorities and goals Has no interest in studying other municipalities' cultures and politics to glean insight and to gain fresh perspective of his or her own municipality Is not aware of the issues impacting service delivery
<p>1 Basic</p>	<ul style="list-style-type: none"> Knows political-administrative interfacing dynamics but has no insight regarding its impact to one's day-to-day functioning Understands the formal structure and processes of the municipality and reservedly applies such understanding and not follow up on unresolved issues. Accepts status quo and blames formal structures for lack of performance/results/solutions 	<ul style="list-style-type: none"> Operates outside the municipality's political dynamics, policies and procedures Cannot apply sector policies and legislation in undertaking tasks Cannot understand critical relationships and roles of influence in the municipality Understands only short-term political issues and opportunities affecting the municipality

3. CLUSTER 3: LEADERSHIP COMPETENCE

Is the competence to craft a clear institutional strategy, initiates, drives and implements municipal transformation to achieve long-term sustainable and measurable service delivery performance results.

3.1 Sub-Cluster 3: Governance and Risk

3.1.1. Governance and Risk Management		
Knows and understands LG regulatory framework and its requirements, impact on functional areas and effectively formulates policies and procedures in alignment with all/ relevant regulations to ensure good governance.		
Proficiency Levels and Statements		
Level	Positive Statements	Negative Statements
5 Expert	<p>Provides guidelines to risk management strategy and leads municipal risk management processes:</p> <ul style="list-style-type: none"> • Gives inputs into institutional risk management strategy and guidelines to risk management plans aligned to specific governance issues • Leads and guides municipality on governance compliance and risk management processes, risk aversion and management procedures • Models adherence to governance issues and implementation of processes and procedures to simulate ethical behaviour and ascertain compliance 	<p>(-1)</p> <ul style="list-style-type: none"> • Minimal understanding of the importance of governance and institutional risk profile • Advises subordinates on governance compliance and risks management as a reactive measure
4 Advanced	<p>Establishes risk management strategy for governance and risk management:</p> <ul style="list-style-type: none"> • Establishes and defines clearly municipal and directorate governance parameters and implementation guidelines; • Develops and implements risk management strategies within legislative framework and sets governance guidelines and aversion of risks • Draws integrated risk management strategy and roll-out plans to proactively redress and avert potential occurrences of risks as per municipality's risk profile • Demonstrates accounting towards Council regularly and advises them on risks priorities and management of these 	<ul style="list-style-type: none"> • No monitoring nor evaluation of directorate risks as a response municipal risk profile • Lacks recognition of impact on governance non-compliance and is reactive on both governance and risk related issues

3 Competent	Anticipates risks and prepares interventions: <ul style="list-style-type: none"> Pre-empt potential risks and impact and manages municipal and directorate service delivery risks Undertakes thorough analysis of directorate risks and implement technique/ tools to proactively manage threats and non-compliance issues Proposes and implements control measures that impact on municipal and directorate governance imperatives. 	
2 Intermediate	<ul style="list-style-type: none"> Adheres to legislative frameworks to manage potential risks and proactive measures of risk management; Identifies potential risks and evaluates potential impact; Sets and monitors compliance against targets, standards and measures 	(0) <ul style="list-style-type: none"> Lacks understanding on importance of governance and institutional risk profile Little understanding on a development of a risk management plan
1 Basic	Risks analysis and implements basic compliance <ul style="list-style-type: none"> Undertakes analysis as and when required to depict risks and manages under supervision Regularly demonstrates accounting towards management of risks; Understands the importance of governance and risks and tries to adhere to all requirements as per municipal policies and procedures 	

3.1.2 Policy Conceptualization and Formulation: Overlap

Knows and understands LG regulatory framework' requirements, its impact on functional areas and effectively formulates policies and procedures in alignment with all/ relevant regulations to ensure good governance.

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<p>Policies advisory and mentoring role:</p> <ul style="list-style-type: none"> Guides the Council, other municipalities and colleagues on incorporation of legislative requirements of LG (e.g. MSA, MFMA, etc.) into municipal policies and translation into day-to-day functioning Advises and mentors colleagues on municipal policies' conceptualization, updates and re-formulation in alignment with regulations and relevant acts. Incorporates regulations and Acts to align with governance processes, advocates synergy to related policies and promotes integrated implementation of municipal policies and procedures 	<p>(-1)</p> <ul style="list-style-type: none"> Operates outside the municipality's policies and procedures Has little understanding on LG Acts, regulations and related guideless and their impact on municipal functioning Little understanding on sector policies and legislation and fails to incorporate to own directorate policies
4 Advanced	<p>Promotes municipal cooperation on policies formulation and implementation:</p> <ul style="list-style-type: none"> Directs Council on strategic decisions with regards to key LG (e.g. MSA, MFMA, etc.)'s technical specificity of legislations, regulations, Acts, By-Laws and guides alignment with municipal policies. Advises and lobbies political structures on policies' salient issues and facilitates Council approval for timely implementation Monitors policies compliance, implementation and puts in place procedures to adhere to the effective implementation 	<ul style="list-style-type: none"> Little understanding of critical relationships and influence of regulations and other guidelines on municipal policies
3 Competent	<p>Good knowledge and understanding of Municipal governance issues and its policies:</p> <ul style="list-style-type: none"> Conceptualizes national policies and legislation accurately and advises subordinated on formulations of relevant policies in alignment with the broader policies framework Proposes amendment on specific policies to ensure their relevance and alignment 	

	<p>with the particular (e.g., Finance) strategies and goals.</p> <ul style="list-style-type: none"> Develops risk management plans to proactively deal with governance related risks Sets technical requirements and specifications on policies and provides inputs of clear adherence guidelines 	
2 Intermediate	<p>Basic understanding of LG regulatory frameworks and key relevant policies:</p> <ul style="list-style-type: none"> Understands and implements developed policies and procedures to adhere to municipal governance requirements Gives inputs into policies' formulation only when required to do so Ensures effective and efficient directorate functioning through adherence of policies and procedures 	<p>(0)</p> <ul style="list-style-type: none"> No understanding of LG regulations and impact on policies Difficulty to reconcile regulatory framework with municipal governance issues
1 Basic	<p>Requires assistance in understanding LG regulatory frameworks and links to policies:</p> <ul style="list-style-type: none"> Needs assistance to interpret and understand regulatory and related frameworks of LG Follows and implements directorate policies and procedures linked to regulations and related Acts under supervision and guidance Has basic understanding of risk profile and with assistance implements risk management plans 	

3.2 Sub-Cluster 2: Institutional Administration and Leadership

3.2.1 Cooperative Governance

Builds and maintains strategic relationships and influences the real decision makers at political, organisational and personal levels so as to leverage actions for future use in attaining municipal goals

Proficiency Levels and Statements		
Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Uses network to establish cooperation with key and critical stakeholders, raises awareness and promotes the municipal activities and goals Nurtures longer-term relationships with key contacts and stakeholders that can provide resources and support for municipality to achieve its Service delivery objectives. Leverages on build relationships to influences the real decision makers, negotiates effectively for the municipality's benefit and enhances win-win relationships 	(-1) <ul style="list-style-type: none"> Unable to detect the nuances of an interaction quickly enough to respond in a measured way Limits one's strategic relations to a usual circle of individuals even when opportunities availed to extend networks
4 Advanced	<ul style="list-style-type: none"> Extends already existing networks to build and maintain key relationships with stakeholders and customers. Enhances existing corporate partnerships by maintaining communications and identifying additional strategic opportunities for municipality. Acts proactively to maintain networking with various municipalities, exchanges critical information with relevant directorates as a form of learning from each other. 	Unable to gain respect from critical stakeholders and makes no effort to rebuild such relations
3 Competent	<ul style="list-style-type: none"> Consults and collaborates with fellow managers at all levels of the municipality and with service providers to establish an environment of continuous improvement. Uses network to raise awareness and promote the municipality's performance activities and goals Maintains and utilizes established external networks that comprise mainly of professional associates, government officials, and other useful contacts to achieve municipal/directorate results. 	
2 Intermediate	<ul style="list-style-type: none"> Builds or maintains rapport with a narrow circle of acquaintances Pursues friendly relationships with associates, customers/ stakeholders and does follow-through on relationships to ensure maintenance Maintains networks on an ad-hoc basis and only when exchange of critical information is required 	(0) <ul style="list-style-type: none"> Reacts inappropriately – loses "cool" in front of staff or appears out of control in public Slow to understand the importance of stakeholder

		relations and fails to employ effective negotiation strategies
1 Basic	<ul style="list-style-type: none">Interacts randomly and asks direct questions to people who are to answer questions about situationsUses visible information to understand people and customers' needs and situationsUses readily available resources to interact without going an extra mile	<ul style="list-style-type: none">Makes informal, internal and external contacts and establishes rapport when need beStruggles to be diplomatic, direct and polite

3.2.2 Change Leadership

Facilitates transformational initiatives and drives implementation of change interventions that promotes improved service delivery commitments. Manages and facilitates the processes of change and transition while helping others deal with the effects

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Leads transformational change in the municipality and manages the development of a comprehensive change management strategy and processes to enhance municipal service delivery Designs, develops, evaluates and continuously improves the overall change strategy in consultation with the Council and relevant municipal stakeholders Evaluates and recommends methods and tools for streamlining and improving the change process, with measurable impact on municipal performance. Proposes change initiatives benchmarks and strategies against best practice for own and broader municipalities 	(-1) <ul style="list-style-type: none"> No in-depth understanding of municipal change, and displays resistance tendencies Lags behind on implementation of change initiatives and one's directorate is misaligned to institutional change Service delivery initiatives in one's directorate are misaligned with municipal change objectives and outcomes
4 Advanced	<ul style="list-style-type: none"> Implements and monitors change management strategies Develops, documents and regularly reviews/revises broadly-owned municipal change management strategies. Secures buy-in and sponsorship for change efforts Customises and applies approaches to facilitate change with municipal and directorate performance improvements 	
3 Competent	<ul style="list-style-type: none"> Implements major change programmes as directed by the municipality Exhibits sensitivity to dynamics within the municipality which affect how quickly change is accepted Takes calculated risks and is constantly seeking new ideas from leading edge organisations/ municipalities and external sources with minimal guide. Designs directorate initiatives that support municipal change initiatives 	
2 Intermediate	<ul style="list-style-type: none"> Performs analysis to determine the impact of changes in the Directorate Keeps self and subordinates focused during times of change or ambiguity Identifies and assists in resolving resistance to change within the directorate and its business units 	0) <ul style="list-style-type: none"> Participates passively in change processes without managing directorate change processes in alignment with municipal change

1 Basic	<ul style="list-style-type: none">• Communicates status, benefits and issues relating to change with minimal drive to achieve directorate benefits• Identifies gaps between the current and the desired situation and reasons for resistance to change• Participates in change programmes and piloting of change initiatives	<ul style="list-style-type: none">• Settles for passive support role in the change engagements• Defiant to change interventions and resists
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3.2.3 Institutional Performance Management and Accountability

Defines clear municipal and directorate performance goals, promotes a culture of performance accountability by setting and monitoring performance standards and impact

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	Role Models Performance Excellence: <ul style="list-style-type: none"> Campaigns for the LG's performance excellence, raises the performance bar through definition of improvement objectives and impact measures Promotes the importance of excellence across municipalities and inculcate culture of accountability and reliability Defines and implements strategies to address significant performance shortfalls across own municipality and takes decisive and timely action to address performance challenges 	(-2) <ul style="list-style-type: none"> Fails to set clear limits of what is acceptable and not acceptable Holds numbers of people accountable for the same thing Does not tackle mediocre performance from self or others and perpetuates the culture of mediocrity
4 Advanced	Creates performance culture and holds others accountable: <ul style="list-style-type: none"> Defines a concise performance improvement approaches linked to accountability methods and guides municipal implementations with accountability targets that shows impact Promotes the importance of excellence across the municipality through corporate identity and is known by all in the municipality as advocate of performance excellence Commits to the municipality's goals' and tasks improvement; holds fellow managers and subordinates accountable to their performance 	<ul style="list-style-type: none"> Does not follow up on performance gaps and monitoring is done in an ad-hoc manner Key performance Indicators not defined in measurable terms nor aligned to municipal performance targets
3 Competent	Demands High Performance and takes accountability to monitor <ul style="list-style-type: none"> Promotes the culture of excellence across the municipality by aligning measureable key performance indicators (KPIs) with key performance areas (KPAs) that result into tangible and measurable municipal performance Confronts fellow managers/ professionals/ individuals openly and directly when performance improvement is required, stating the consequences of under-performance and re-sets and articulate the standards of excellence Demands delivery of what was agreed upon and reviews progress against clear set expectations, bimonthly with quarterly performance reviews and reporting 	(-1) <ul style="list-style-type: none"> Does not challenge management and professionals to show tangible professional standards Shows concern for professionalism but tolerate mediocre performance Expresses negative feelings around unprofessional standards but fails to hold team members accountable Fails to make others clear of performance expectations and performance indicators defined in a blurred manner with no measureable impact Passive responsibility with regards to performance

		challenges
2 Intermediate	Sets clear Performance targets and Monitors Performance <ul style="list-style-type: none"> Challenges and demands from the fellow senior managers outstanding results as per performance agreements' clear performance expectations and reports such performance quarterly to Municipal Council Takes timeous action to hold others personally accountable for the consequences of their performance, actions and /or decisions Sets clear limits of what is acceptable and not acceptable Keeps detailed records of others' performance activities in order to provide ongoing performance feedback, encouraging similarly rigorous self-regulation 	(0) <ul style="list-style-type: none"> Fails to emphasize the importance of performance improvement to own team Avoids performance confrontations and lets things drift Fails to recognise and celebrate outstanding performance
1 Basic	Acts on set performance standards <ul style="list-style-type: none"> Accepts and carries ultimate accountability for the actions of direct reports with clear and accurate progress reports Adheres to clearly set team/business performance objectives, and aligns individual performance objectives to these Takes action to encourage people to deliver against their performance goals; reminds people of earlier performance commitments made, where there are risks that these may not be met 	

3.2.4 Strategic Direction & Leadership.

Creates a vision, initiates and leads durable and sustainable change at a municipal and directorate level to achieve municipal priorities, strategic objective and measurable impact

Proficiency Levels and Statements		
Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Creates a compelling vision that integrates municipal priorities to its strategic objectives and leads by example to achieve measurable results Demonstrates credible and visible strategic leadership, sets direction and incorporate political and administrative structures to articulate common municipal vision and implements transformational objectives Articulates the core purpose and objectives of the municipality's vision and strategy as well as aligning such purpose to service delivery requirements 	(-1) <ul style="list-style-type: none"> Participates passively in strategic sessions and experiences challenges to articulate strategic views Listens to discussions and engages passively and only contributes when asked to do so Trapped into operational details and fails to focus on the long-term municipal imperatives Defines directorate goals with un-measurable indicators and minimal impact with no link to IDP, Corporate SDBIP and municipal priorities
4 Advanced	<ul style="list-style-type: none"> Inputs into a development of a practical municipal strategy and generate approaches that translates into implementable SDBIPs, inspires and motivates fellow senior managers and staff to implement new ways Combines clarity of purpose to change with personal conviction and integrity and influences everyone to believe in municipal priorities, objectives and achievable goals Aligns own behaviour with the municipal vision and values and is widely regarded as a role model 	
3 Competent	<ul style="list-style-type: none"> Assimilates LG and municipal conditions to shape the directorate's strategic direction in alignment with the municipal priorities Formulates directorate's SDBIP to articulate municipal priorities, IDP and implements to achieve municipal and directorate strategic objectives Translates municipal objectives into measurable directorate goals and targets, aligns the operations of the directorate to achieve impact 	
2 Intermediate	<ul style="list-style-type: none"> Breaks high level municipal vision and strategy into clear critical implementation plans with specified manageable steps Promotes conditions and opportunities that enable subordinates to execute the strategy in a form of key performance areas with measurable indicators Takes action to build subordinates' commitment to implement directorate strategic objectives, solicit ideas and involve them in decision making 	

1 Basic	<ul style="list-style-type: none">Reviews short-term goals with probability to lead to delivery of long-term objectives.Understands impact of the external developments on the municipality's success, and expresses positive expectations of what can be achieved in order to generate enthusiasm and confidence in others	impact and indicators articulated in a casual manner
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4. CLUSTER 4: GENERIC COMPETENCE

Is the competence to craft a clear institutional strategy, initiates, drives and implements municipal transformation to achieve long-term sustainable and measurable service delivery performance results.

4.1 Critical and Innovative Thinking		
Identifies patterns and connections between situations that are not obviously related; identifies underlying issues in complex situations. Applies inductive reasoning to systematically analyse situations, and creatively use information to pre-empt resolutions of potential and existing problems to inform adequate decision making		
Proficiency Levels and Statements		
Level	Positive Statements	Negative Statements
5 Expert	<p>Critical and innovative thinker with well-vested approaches:</p> <ul style="list-style-type: none"> Develops new models and theories that explain difficult and challenging LG situations, reconciles discrepant information and advises on innovative solutions to deal with challenges (e.g. service delivery, technical capacity, integrated functioning, etc) Contributes to new paradigms of LG's integrated solutions and high performance impact on the economy and services delivered Known by LG key stakeholders, leadership, colleagues and customers as LG specialist and trusted advisor to unblock complex challenges and problems related to, e.g., effective functioning, cooperative and collaborative leadership, etc.. 	<p>(0)</p> <ul style="list-style-type: none"> Uses basic rule of thumb and draw on experience to recognised simple patterns. Recognizes when a current problem is similar to a past problem and applies proven solutions. Identifies trends and patterns that are relevant to the problem within one's area of expertise.
4 Advanced	<p>Integrated and innovative approach to problem solving:</p> <ul style="list-style-type: none"> Integrates multiple pieces of information collected, often contradictory, to understand and resolves complex problems within municipality Develops from the complex data/information clear and useful relationships, introduces new ideas to challenge way of seeing and doing things within municipality and one's department Formulates and considers alternative hypotheses and explanations, appropriately weighing risks associated with each alternative and seeks to solve problems in a new way when the standard approaches are not completely effective 	<ul style="list-style-type: none"> Applies both past learning and understanding of trends and implement a tailored solution.
3 Competent	<p>Understands complexity and derive solutions:</p> <ul style="list-style-type: none"> Understands complex and divergent issues that impact LG environment, innovatively analyses and interprets underlying and key messages and trends and provides simplified solutions to impact municipal performance Creates order out of chaos, solves problems and responds to challenges with innovative solutions 	

	<ul style="list-style-type: none"> Uses past experience, information from non-traditional fields and non-linear thinking to generate fresh perspectives and imaginative ways to enhance department's performance and success 	
2 Intermediate	<p>Basic understanding and analysis of complex issues</p> <ul style="list-style-type: none"> Analyses and evaluates complex situations/information and data critically, determine facts within specific challenges and provides accurate solutions to redress adequately the problems and challenges Provides innovative approaches to the understanding and explanation of concepts and issues while incorporating into day-to-day work resulting into departments' measurable performance Analyses relevant area of expertise information to identify trends or changes so as to make complex ideas or situations clear, simple, and/or understandable 	<ul style="list-style-type: none"> Lacks problems analysis ability and settles for ineffective solutions even after several failures on application Uninterested in looking into alternative ways of doing things and resistance to innovative and unfamiliar approaches Reliant on well and tested problem solving techniques and avoids challenging situations and blames to municipal processes
1 Basic	<p>Reliance only on past experience</p> <ul style="list-style-type: none"> Uses theoretical knowledge and past trends to resolve current work (departments) discipline situations Considers the uniqueness of the problem encountered in each business unit and develops a tailored solution Does information search to improve ways of intervention to optimise performance of the department and business units. 	

4.2 Financial Management:

Compiles and manages departmental budgets process, prepares annual and adjustment budgets for the department's business unit. Directs the efficient, economic and effective control and management of departmental budgets, financial planning and accounting as well as departmental expenditures.

Proficiency levels and statements

Level	Positive Indicators	Negative Indicators
5 Expert	Advisor on financial planning and strategic issues re: finance: <ul style="list-style-type: none"> Contributes to the municipal budget forecasts in alignment with IDP, while taking into consideration departmental contribution to municipal economic growth Provides budget forecasts to guide Finance on municipal's various departments' integrated budgets requirements vs municipal savings and investments Contributes to the development of municipality's medium to long term strategic financial plans, advises on financial synergies and innovative means and ways to maximise service delivery overlaps and budget planning and implementation 	(0) <ul style="list-style-type: none"> Understands the processes of budgeting and cost control but require constant supervision. Allocates through assistance resources to established goals and objectives Manages department's expenditure but accounting to detailed expenditure shows defaults Reactive in budgeting and expenditure and financial accounting very poor
4 Advanced	Financial forecasts and strategic financial plans: <ul style="list-style-type: none"> Develops department's short, medium- and long-term strategic financial plans, highlighting areas suitable for local services redesign, innovation and development Sets strategic direction, evaluates financial impact of strategic decisions across the department in relation to expenditure and other financial processes Prepares and manages annual budgets and performs periodical costs and productivity analysis and accounting to align with Council reporting 	

<p>3 Competence</p>	<p>Performs effectively Financial management within department:</p> <ul style="list-style-type: none"> Assists finance department in planning, budgeting and forecasting processes of own department and provides accurate expenditure responses in relation to the department's budget Oversees department financial expenditure, accounting and financial reporting and provides accurate financial inputs to finance for quarterly and annual reporting Ensures that departmental budget allocation is in alignment with IDP targets, proactively secures municipal funds such as MIG and related sponsors to enhance timely and quality service delivery 	
<p>2 Moderate</p>	<p>Understanding of Financial management and some processes:</p> <ul style="list-style-type: none"> Ensures the formulation of medium term financial plans and resource allocation Ensures the development and implementation of systems, procedures and processes in order to improve financial management looks for new opportunities continuously to obtain and save funds 	<p>(-1)</p> <ul style="list-style-type: none"> Lacks conceptual knowledge of general concepts of financial planning, budgeting and forecasting Budget misalignments, with over/under expenditure tendencies
<p>1 Basic</p>	<p>Basic Financial Management:</p> <ul style="list-style-type: none"> Demonstrates knowledge of general concepts on financial planning, budgeting and forecasting and how they interrelate Addresses simple budgeting and financial management issues Has basic understanding of financial risk when dealing with projects 	<ul style="list-style-type: none"> Poor Financial accounting and expenditure shows randomness

4.3 Knowledge and Information Management:

Promotes and adheres to the generation, sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.

Proficiency levels and statements

Level	Positive Indicators	Negative Indicators
5 Expert	Well-known in municipalities and enforces knowledge growth of LG: <ul style="list-style-type: none"> Creates and supports a vision and culture of knowledge and where staff feel empowered to seek and share knowledge Works across municipality and departments to identify and share critical knowledge in order to enhance a knowledgeable organisation Consulted by other municipalities for expert knowledge in LG related key topics and challenges (e.g., IDP, Corporate performance management, integrated service delivery models, economic development, etc.) 	(0) <ul style="list-style-type: none"> Recognises need for knowledge sharing within the municipality but does not provide structured support Known as knowledgeable but such knowledge shows no measureable impact on one's management role Works only within one's department to identify and shares critical knowledge, without dissemination to other related departments to empower fellow senior managers
4 Advanced	Anticipates future knowledge management requirements and systems: <ul style="list-style-type: none"> Ensures the development of standards and processes to meet future knowledge management requirements Shares and promotes best practices across municipality and shares information to the departments as part of municipal knowledge development and enhancement Ensures the monitoring and measurement of knowledge management capability in the municipality and different departments 	
3 Competence	Inculcates a culture of learning and knowledge growth: <ul style="list-style-type: none"> Creates a learning culture in the department and inculcates knowledge sharing across business units Holds motivational sessions with fellow senior managers, subordinates to share information and new ideas Adapts and integrates information from multiple sources to create innovative knowledge management solutions 	

<p>2 Moderate</p>	<p>Narrow focus within one's department:</p> <ul style="list-style-type: none"> Evaluates information from multiple sources and uses information to influence decisions only in one's department Supports the importance of knowledge sharing within own department Nurtures a knowledge-enabling department by encouraging subordinates to share knowledge 	<p>(-1)</p> <ul style="list-style-type: none"> Vocal about integrated of knowledge and information management but gives no directive and implementation plan Self-empowerment without incorporation into one's role
<p>1 Basic</p>	<p>Personal knowledge growth:</p> <ul style="list-style-type: none"> Empowers self to gain knowledge through research Holds knowledge sharing sessions only when requested to do so Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve the personal knowledge and self-efficiency. 	

4.4 Negotiations, Conflict Management and Resolutions

Incorporates a big picture view, does through integration of complex issues and in a logical manner clarifies and links problems to foster long-standing conflict management and resolution.

Proficiency levels and statements

Level	Positive Indicators	Negative Indicators
5 Expert	Well-recognised conflict resolution expert: <ul style="list-style-type: none"> Well-renounced negotiator on LG related challenges and issues Implements negotiation methodologies and pushes for resolution of issues by creating an atmosphere of common view to all parties Upraises a win-win negotiations and empowers both parties in effective conflict settlements and resolutions implementation 	(0) <ul style="list-style-type: none"> Looks beyond the obvious and does not stop at the face value of problem but lacks in resolution and guidance of conflict management Adopts a rigid negotiating position resulting into a "win-lose" result Focuses efforts on pointing out areas of disagreement without concrete solutions
4 Advanced	Establishes clear mandate for negotiations, <ul style="list-style-type: none"> Understands and applies effectively negotiation methodology and processes to achieve effective results Negotiates objectively and focuses interactions on the relevant issues, builds common ground by pointing out areas of agreement and drives for resolution Understands the issues and positions of the parties to the negotiation and seeks a win-win solution through a give and take process 	
3 Competence	Establishes a clear and compelling rationale for resolution of conflicts: <ul style="list-style-type: none"> Collects and analyses information from relevant sources to understand the issues and positions of all parties to the negotiation Guides conflict resolution in an impartial manner, facilitates a resolution and agreement that is effective credibly and objectively irrespective of being un-favorable to other Probes deeper into problem issues and provides practical benefits of resolution and advices on way forwards of both parties 	

<p>2 Moderate</p>	<p>Seeks and guides parties towards practical solutions:</p> <ul style="list-style-type: none"> ☞ Takes positive action to resolve conflict in a way that addresses the issues, dissipates the conflict and maintains the relationships ☞ Stays focused on resolving the conflict, but avoids personal issues and attacks ☞ Ensures that all parties are aware of agreements and required actions when the issues are resolved 	<p>(-1)</p> <ul style="list-style-type: none"> ☞ Impartial in dealing with challenges and fails to instill confidence in aggrieved parties ☞ Focuses on people in the negotiation rather than the task at hand – “plays the man and not the ball”
<p>1 Basic</p>	<p>Demonstrates illogical problem solving approach:</p> <ul style="list-style-type: none"> ☞ Determines and evaluates on face value root causes of problems ☞ Probes into issues but demonstrates partial insight into source of conflict and disagreements ☞ Listens impartially to the parties and struggles with diplomacy while trying to get a balanced view on sources of the conflict 	<ul style="list-style-type: none"> ☞ Unable to detect the nuances of an interaction quickly enough to respond in a measured way

4.5 People Management:

Values staff and elected members, generates commitment to the municipality , manages staff effectively to ensure personal contribution and successful achievement of the municipal 's vision, policies and programmes

Proficiency levels and statements

Level	Positive Statements	Negative Statements
5 Expert	<p>Advices on people management and development:</p> <ul style="list-style-type: none"> Provides advice on procedures to effectively manage, grow and develop staff and align their careers' aspirations with municipal objectives Values team diversity and their inputs and expertise genuinely, motivates, trains and guides employees in order to achieve and maintain excellence in service delivery; Creates and nurtures multidisciplinary, diverse and dynamic teams that are interactive so as to achieve and maintain excellence in service delivery 	<ul style="list-style-type: none"> Loses too many high performance people – demotivates previously good performers Fails to integrate diversity and team cooperation within the department Values employees and their performance but fails to timely provide feedback and show them acknowledgement
4 Advanced	<p>Integrate staff and lead them towards successful achievement of the municipality's vision:</p> <ul style="list-style-type: none"> Uses a wide range of interpersonal styles and communication methods to gain confidence of employees and guides them towards identification with municipal vision and values agreement or acceptance of proposals Establishes, manages and maintains diversified team with good working relations and common vision towards achievement of municipal objectives Guides expectations of diverse employees in terms of their abilities, expected contributions towards achievement of excellence and nurtures excellence by providing regular performance feedback 	

3 Competence	<p>Manages staff towards successful achievement of the departmental goals:</p> <ul style="list-style-type: none"> Promotes achievement of municipal and departmental goals by encouraging respect of staff's capabilities and ensures teamwork towards achievement of goals and excellence Provides opportunities that enhance a more diverse workforce and equal access to development for all employees in the designated groups Leads and manages professional development of staff, updates employees regularly on performance expectations and provides clear guidelines and timely feeds back on their performance 	
2 Moderate	<p>Demonstrates basic knowledge of people management:</p> <ul style="list-style-type: none"> Performs basic people management tasks such as encouraged good working relations within the department Coordinates the appraisal of staff in line with the LG performance management practice As a member of a team, keeps other team members informed and up-to-date about the group process, individual actions, or influencing events; shares all relevant or useful information 	<ul style="list-style-type: none"> Doesn't provide feedback in any form – ignores poor performance of staff hoping that it will sort itself out Difficulties in building rapport with staff and only interacts with people/co-workers when the tasks to be undertaken are important to themselves
1 Basic	<p>Guided to manage department:</p> <ul style="list-style-type: none"> Demonstrates basic ability to lead a team by giving simple guidance to achievement and realization of the departmental strategic objectives Delegates and empowers staff to contribute towards achievement of goal and ensures basic responsibility Cooperates and engenders team spirit while also guided to lead team effectively 	<ul style="list-style-type: none"> Allows role uncertainty and unclear output, and is insensitive to the needs and feelings of staff

4.6 Planning and Organising

Defines tasks and milestones to ensure systematic planning so as to accomplish prioritized objectives and quality results on projects and allocated tasks

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	Employs integrated planning: <ul style="list-style-type: none"> Develops integrated planning and uses best practice tools to achieve variable programmes and projects that impact on municipal service delivery Initiates and implements collaborative resourcing, usage of efficiency tools to achieve prioritised tasks and projects within scheduled times Communicates tasks and projects progress, challenges and proactively re-organises tasks by re-focusing on key priorities and quality results within scheduled periods 	(0) <ul style="list-style-type: none"> Contributes to the development of plans and only plans when reminded to do so Adheres to others' plans but inconsistent on timely product delivery for use by others Receives information but delays the change of course to deliver targeted results on time Presents unstructured work due to poor planning and minimal effort in re-organising tasks for synergy or sensible outcomes
4 Advanced	Mentors colleagues on planning: <ul style="list-style-type: none"> Leads structured planning within municipality/department and ensures aligned planning to municipal objectives achievement Assists and mentors fellow senior managers on departments plans and translation of plans into annual activities and deliverables Translates objectives into specific and well-structured plans; attends to and manages multiple tasks and delegates to others to achieve results within set turnaround times 	
3 Competent	Priorities, develops plans and achieve objectives within structured schedule: <ul style="list-style-type: none"> Co-ordinates work efforts and allocates identified resources timely to produce quality results and deliverables Guides self and or resources towards organised tasks and key priorities and manages work effort and quality of deliverables Maintains resources alignment, timeously resolves conflicting priorities and optimises self and team performance Monitors and measures performance progress and energises self/ resources to achieve these within specified timeframe with excellent quality results 	

2 Intermediate	Organises and schedule tasks/projects: <ul style="list-style-type: none"> Plans and schedules tasks to achieve goals in a timely manner despite obstacles and challenges encountered Handles short-term requests and interruptions professionally through re-organising, re-prioritising and re-planning and still maintains quality results Uses allocated resources within the specified range and achieve the set performance standards 	(-1) <ul style="list-style-type: none"> Difficulty to cope with short-term changes and fails to meet task deadlines and exceeds budgets Re-prioritisation results into delayed deliverables and poor quality of work
1 Basic	Categorises own volume of work, organises and create basic planning: <ul style="list-style-type: none"> Identifies basic work milestones, does basic planning of own work and gets most important work done first Collects and organises the information needed to plan one's own work, schedules, allocates turnaround times and adhere to plan to achieve performance results Makes sensible decisions about what is most important and adheres to schedule 	<ul style="list-style-type: none"> Disorganised and doesn't prioritise tasks Reactive in identifying compromised performance areas and delay re-planning Re-organisation and re-prioritisation is done haphazardly and results into below standard quality

¹ 4.7 Programme/Project Management		
Provides direction and guides project programmes through the effective planning, management, monitoring and evaluation of specific activities in order to ensure effective development and execution of programmes/projects		
Proficiency Levels and Statements		
Level	Positive Statements	Negative Statements
5 Expert	Programmes coordination and efficiency enhancement: <ul style="list-style-type: none"> Understands and integrates multiple projects into a consolidated programme management, ensures project charted planning and execution Advises on programmes' interdependent issues, gives guidance on parallel planning of interdependent programmes and provide implementation methodologies Advises on stakeholders risks and management while working towards achievement of goals on time, within budget and required standards 	(0) <ul style="list-style-type: none"> Difficulty to combine similar projects into an integrated programme and streamlining of resources Follows through project progress only when Council demands information to solve problems and/or accounting thereof Keeps municipal departments up-to-date about progress of projects; work or interventions only when confronted for feedback Fails to manage subcontractors, service providers and subordinates complaints related to project progress
4 Advanced	Leads integrated projects/programme: <ul style="list-style-type: none"> Leads different projects by incorporating similar ones into a programme, initiates project management principles and ensures project teams are lead effectively towards project goals completion Oversees and manages the establishment of project- and contract management capacity within the department Allocates programme and subprojects resources (Budget, human resources, tools, etc) to ensure effective operation of the programme in line with its deliverables Puts into place tight programme/project monitoring and tracking mechanisms to ensure project progress and adherence to requirements 	
3 Competent	Manages and accounts for project changes and deliverables: <ul style="list-style-type: none"> Manages different but related projects in a seamless approaches to ensure successful completion of such projects in line with set out deliverables Manages projects according to service level agreements, implements punitive measures where deviations from agreements are detected and ensures adherence to quality, budget and proposed resources Monitors and tracks project deliverables, ensures 	

¹ Programme Management- Mainly applicable to Technical Services and Project Management applicable to other senior management roles

	<p>accountability and reporting that is in line with project successes, risks and stakeholders management</p> <ul style="list-style-type: none"> Supports the municipality (Accounting Officer) in consulting and securing stakeholder and community support for, and involvement in projects where relevant Manages possible project change process, records and monitors project change requests and resources alignment and reports on impact of change within the department/municipality 	
2 Intermediate	<p>Manages projects as directed and supervised:</p> <ul style="list-style-type: none"> Manages predetermined projects with resources and all requirements planned for in advance Executes projects under supervision and adheres to basic project management rules in terms of use and monitoring of resources Manages linear projects and have basic understanding of project charter elements 	<p>(-1)</p> <ul style="list-style-type: none"> Poor understanding of project management and fails to coordinate resources Project budget, human resources and tools mismanagement resulting into project over expenditure and demotivated human resources Manages project without formal service level agreements and engages into ad-hoc project deliverables management Ignores underlying practices while providing ad-hoc and temporary solutions to project challenges
1 Basic	<p>Basic knowledge of project management without know how re: implementation:</p> <ul style="list-style-type: none"> Demonstrates basic understanding of project management principles but not implementation of such Participates actively on a project and manages small project area and gives feedback on progress Understands project resourcing with assistance in resources allocation 	

5. CLUSTER 5: FUNCTIONAL COMPETENCE

A competence to add service delivery value to the municipality through technical expertise and know-how in one's professional or discipline and leadership. This includes coordination of various but consolidated and related roles within one department. This is enabled through mastery of one's discipline's selected professional expertise, supported by the solid grasp of evolving trends and leading practises in the field.

5.1.1 Audit and Risk management establishments/operation and functionality		
Guides and oversees the establishment of an effective internal audit and risk management units		
Proficiency Levels and Statements		
Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Represents municipality at an Audit and Risk management committee and professionally handles all audit queries by providing evidence and clarification on municipal audit/risk issues Presents corporate reports embracing of risk management issues with proactive measures to overcome such Sensitises Council and all related stakeholders on possible audit and risk management issues and proposes proactive measures to manage effectively challenging audit and risk related issues 	<ul style="list-style-type: none"> Allocates audit and risks management as ad-hoc functions within the municipality Fails to upraise Council on risks of nonoperational audit and risk management units Fails to upraise Council on Governance compliance issues and allow them to deal with queries on an ad-hoc manner
4 Advanced	<ul style="list-style-type: none"> Oversees and monitors effective functioning of both audit and risk management divisions that support municipal objective audits and risk management responsibilities Empowers divisions with capacity to facilitate objective and professional auditing of the municipal corporate performance, finance and governance compliance Initiates audit and risk management plans to be incorporated into municipal planning and Council reporting according to requirements Leads Council on risk management strategy and implementation of risk management according to risk management priority list Facilitates audit performance and update Council regularly on potential audit risks and queries and ensures audit queries are implemented with immediate effect for the municipality and any of its municipal entities and the appointment of members for such committee(s), in accordance with MFMA requirements 	

3 Competent	<ul style="list-style-type: none">Ensures shared audit and risk management functions are operational in the municipality as adherence to regulatory frameworksAdvises and provides administrative support to Council on shared audit function, its operation and provision of support to an audit committee.Provides administrative support and resources for the effective functioning of the audit committee by ensuring auditors' timely access to the municipal performance records, financial records and other relevant information of the municipality or municipal entity	
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5.1.2 Municipal Budget and Financial Accounting

Advices Council and guides departments on overall municipal budget, expenditure and investments

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Appraises Council on medium term budgets and advises them on financial accounting procedures entailed in basic requirements Mentors Finance MMC on municipal budget, compliance issues and related accounting principles in alignment with MFMA and supply chain regulations Sensitises Council on imperatives of financial matters, governance requirements, investments and responsibilities of Accounting Officer and Council's support role 	<ul style="list-style-type: none"> Fails to advise Council accordingly on accounting processes pertaining to governance compliance Communicates financial jargon to Council such that essence of financial accounting and report is lost and lacks buy-in
4 Advanced	<ul style="list-style-type: none"> Defines on behalf of municipality accounting principles and guides all departments' to participate into well-coordinated and integrated accounting Accounts to Council on all budgetary processes, expenditure and possible investments while adhering to accounting guidelines that ensures compliance Cooperates with Council on budget alignment to IDPs, prioritization in terms of financial imperatives and provides them with good rationale for such re-prioritisation Takes Council step by step into financial reports and ensures common understanding and cooperation to ensure adherence to MFMA requirements 	<ul style="list-style-type: none"> Lacks know-how on financial matters and over-reliance to CFO for accounting
3 Competent	<ul style="list-style-type: none"> Advises Council timely on schedule outlining key timelines for the preparation, tabling and approval of the midterm and annual budget Ensures that budget processes aligns with budget policies, integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality. Monitors financial information to ensure effective financial controls, measures and performance for accurate reporting to Council. Oversees generation of integrated financial reports and facilitates timely financial reporting to Council 	

5.1.3 Council Quarterly and Annual Reporting

Prepares quarterly and annual reports on financial and service delivery performance trends and interventions' status quo for the municipal Council review.

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Prepares and presents consolidated reports that demonstrates municipal value chain with integrated reporting on municipal corporate and financial performance Ensures effective coordination and accountability through appropriate measurement and reporting systems that upholds Council credibility Evaluates and improves reporting approaches so as to ensure impact and outcome-based feedback to Council 	<ul style="list-style-type: none"> Basic adherence to report writing formats without consideration of quality Presents report with no integration from different departments Quality reports that are not consolidated nor indicative of municipal performance and financial accounting
4 Advanced	<ul style="list-style-type: none"> Coordinates and consolidates municipal performance results and ensures timely corporate and financial reporting to Council against performance indicators and IDP achieved targets Guides Council on Impact analysis report and advises on service delivery format of reporting Ensures quarterly and annual Council reporting that articulates key and critical issues and control measures against challenging issues 	
3 Competent	<ul style="list-style-type: none"> Prepares and presents to Council quarterly and annual financial and municipal performance reports for accounting and appraisal of Council members Provides Council with Impact analysis reports pertaining to the service delivery progress, preventative measures and mitigation initiatives Prepares and submits to Council potential service delivery challenges and corrective measures and advice Council on management of the challenges Consolidates performance and related reports (financial) to related stakeholders (e.g., CoGTA, National Treasury) for Municipal accounting 	

5.2 DEVELOPMENT PLANNING FUNCTIONAL COMPETENCES

5.2.1 Master Planning:

Designs and oversees implementation of Urban/Rural Development Planning s Spatial Development Framework, and enforce Town-planning scheme, title conditions of deeds.

Proficiency Levels and Statements		
Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Facilitates designs of Spatial Development Framework that enforces Town-planning that guides rural/urban development within the municipal jurisdiction Advices and provides well-researched development planning models that informs strategic master planning and designs on rural/urban town planning layouts Provides an advisory role on drafting of designs that promotes effective land use, variable housing provisions that fits into rural/urban development planning Inputs into technological systems that guides professional planning and effective use of space 	<ul style="list-style-type: none"> Spatial Development Framework is disintegrated and does not consider diversified land challenges Relies on outdated developmental planning methodologies, hence inputs to town planning are not well-thought through Ignores stakeholder consultations' inputs into planning and plans are not embrative of social and economic challenges and general issues
4 Advanced	<ul style="list-style-type: none"> Leads and informs municipal Spatial development framework that is consolidated and integrative of all land/space diversifications, taking into consideration economic and social dynamics and redresses land challenges Leads professional development of creative and original developmental planning designs on rural/urban development taking into account zoning challenges and proposed creative solutions to redress related challenges Guides development of technology models such as CAD to upgrade planning designs 	
3 Competent	<ul style="list-style-type: none"> Manages conceptualisation of efficient and well thought Spatial Development Framework and development of creative and original planning solutions for rural/urban development of the municipal areas Oversees structured researches and consultations so as to gather substantive data that informs strategic developmental planning , creative designs-layouts and draft design statements so as to influence professional urban/rural planning of the municipal jurisdiction Uses information technology systems such as CAD (computer-aided design) and/or GIS (geographical information systems) to guide planning 	

5.2.2 Enforcement of Development planning By-Laws

Develops appropriate regulatory framework, assesses and advice on compliance with town planning regulations.

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Directs designs of evaluations formats with intention to depict salient and critical statutory and compliance challenges Improves on established assessments and investigative methods so as to take into consideration socio-economic factors and related issues that are of value to development planning Provides an expert function to Appeals Board and advices on critical and imperative issues pertaining to development planning dynamics and compliance challenges Promotes environmental education and awareness, which may include helping disadvantaged groups express their opinions about planning issues and proposals, and visits sites to assess the effects of proposals on people and their environment 	<ul style="list-style-type: none"> Implements as directed and provides no inputs for improvements even with socioeconomic factors impact Relies on others inputs and fails to advice municipality on new developments and need to review by-laws
4 Advanced	<ul style="list-style-type: none"> Guides evaluations and comments on statutory development, provides compliance guidelines on developmental planning issues and specifications of enforcement requirements Establishes methods and guidelines to conduct assessments, inspections on developmental planning compliance issues Sits at the Appeals Board as an expert advisor and provides assistance with new developments in the development planning field Guides regulators on relevant and up to date inputs to ensure effective regulatory systems and compliance Inculcates and facilitates through departmental teams, community education and awareness sessions to ensure understanding and adherence to by-laws pertaining to development planning 	
3 Competent	<ul style="list-style-type: none"> Evaluates and comments on statutory developmental applications, by assessing compliance with specific town planning regulations and related legislation and/ or input from internal/ external commentators Institutes need and desirability assessments, site inspections in investigating the development 	

	<p>history of sites to provide relevant updates</p> <ul style="list-style-type: none">✦ Compiles appropriate regulations and conditions of approval for specific applications✦ Interacts with the Appeals Board in respect of specific applications, making available information and guidelines in determining the outcome of the application✦ Facilitates environmental education awareness to communities to empower them on land use, planning and related issues	
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5.3 TECHNICAL SERVICES FUNCTIONAL COMPETENCE

² 5.3.1 Programme Management		
Provides direction and guides on Infrastructure and technical services related project programmes through the effective planning, management, monitoring and evaluation of specific activities in order to ensure effective development and execution of programmes/projects		
Proficiency Levels and Statements		
Level	Positive Statements	Negative Statements
5 Expert	<p>Programmes coordination and efficiency enhancement:</p> <ul style="list-style-type: none"> Understands and integrates multiple projects into a consolidated programme management, ensures project charted planning and execution Advises on programmes' interdependent issues, gives guidance on parallel planning of interdependent programmes and provide implementation methodologies Advises on stakeholders risks and management while working towards achievement of goals on time, within budget and required standards 	<ul style="list-style-type: none"> Difficulty to combine similar projects into an integrated programme and streamlining of resources Follows through project progress only when Council demands information to solve problems and/or accounting thereof Keeps municipal departments up-to-date about progress of projects; work or interventions only when confronted for feedback
4 Advanced	<p>Leads integrated projects/programme</p> <ul style="list-style-type: none"> Leads different projects by incorporating similar ones into a programme, initiates project management principles and ensures project teams are lead effectively towards project goals completion Oversees and manages the establishment of project- and contract management capacity within the department Allocates programme and subprojects resources (Budget, human resources, tools, etc) to ensue effective operation of the programme in line with its deliverables Puts into place tight programme/project monitoring and tracking mechanisms to ensure project progress and adherence to requirements 	<ul style="list-style-type: none"> Fails to manage subcontractors, service providers and subordinates complaints related to project progress(-1) Poor understanding of project management and fails to coordinate resources Project budget, human resources and tools mismanagement resulting into

² Programme Management- Mainly applicable to Technical Services and Project Management applicable to other senior management roles

<p>3 Competent</p>	<p>Manages and accounts for project changes and deliverables:</p> <ul style="list-style-type: none"> • Manages different but related projects in a seamless approaches to ensure successful completion of such projects in line with set out deliverables • Manages projects according to service level agreements, implements punitive measures where deviations from agreements are detected and ensures adherence to quality, budget and proposed resources • Monitors and tracks project deliverables, ensures accountability and reporting that is in line with project successes, risks and stakeholders management • Supports the municipality (Accounting Officer) in consulting and securing stakeholder and community support for, and involvement in projects where relevant • Manages possible project change process, records and monitors project change requests and resources alignment and reports on impact of change within the department/municipality 	<p>project over expenditure and demotivated human resources</p> <ul style="list-style-type: none"> • Manages project without formal service level agreements and engages into ad-hoc project deliverables management • Ignores underlying practices while providing ad-hoc and temporary solutions to project challenges
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5.3.3 Coordination of Infrastructure and Maintenance of Resources

Ensures that infrastructure functioning and required resources are available and fully operational

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<p>Coordinates and manages infrastructure department</p> <ul style="list-style-type: none"> Designs master plans for coordination and management of electricity (e.g., poles), water pipes and roads infrastructure in order to provide effective basic and infrastructural services to the community, to enhance the quality of life to all. Oversees budget allocation of resources (e.g.HR, Financial, Technology) to ensure synergized operation of roads, electricity and transport systems Directs efficient use of resources against efficient provision of basic service as (e.g. water, electricity etc) as well as other services Designs workplace safety policies to ensure safety procedures set by Occupation Health and Safety Act and regulations are adhered to Inspects stock inventory, guarantee requirements, dysfunctional meters and ensures that operational machines are restored as quickly as possible that all the equipment and tools are being kept and maintained in perfect working order Controls tender processes to appoint contractors for installation of services 	<ul style="list-style-type: none"> Fails to set up maintenance record systems to determine areas requiring an upgrade of infrastructure Does not care about safety of people Fails to administer tender process to appoint contractors for installation of services Prepares and submit business plans to obtain funds from DPLG (MIG) and other donors only when asked to do so Does not respond to client complaints immediately
4 Advanced	<p>Proactive coordination and maintenance of infrastructure</p> <ul style="list-style-type: none"> Assists in designing master plans for coordination and management of electricity (e.g., poles), water pipes and roads infrastructure in order to provide effective basic and infrastructural services to the community, to enhance the quality of life to all. Leads the budget allocation of resources (e.g.HR, Financial, Technology) to ensure synergized operation of roads, electricity and transport systems Monitors efficient use of resources against efficient provision of basic service as (e.g. water, electricity etc) as well as other services Proposes workplace safety policies to ensure safety procedures set by Occupation Health and Safety Act and regulations are adhered to Monitors stock inventory, guarantee requirements, dysfunctional meters and ensures that operational machines are restored as quickly 	

	<p>as possible that all the equipment and tools are being kept and maintained in perfect working order</p> <ul style="list-style-type: none"> Organises tender processes to appoint contractors for installation of services 	
3 Competent	<p>Adheres to basic operations maintenance standards</p> <ul style="list-style-type: none"> Coordinates and manages electricity (e.g., poles), water pipes and roads infrastructure in order to provide effective basic and infrastructural services to the community, to enhance the quality of life to all Ensures efficient budget allocation of resources to (e.g. HR, Financial, Technology) to ensure synergized operation of roads, electricity and transport systems Monitors and evaluates efficient use of resources against efficient provision of basic service as (e.g. water, electricity etc) as well as other services Implements workplace safety policies to ensure safety procedures set by Occupation Health and Safety Act and regulations are adhered to Administers stock inventory, guarantee requirements, dysfunctional meters and ensures that operational machines are restored as quickly as possible that all the equipment and tools are being kept and maintained in perfect working order Administers tender processes to appoint contractors for installation of service 	

5.4 COMMUNITY SERVICES

5.4.1 Community Health Service Management

Oversees the execution of the community health services and ensures alignment with the National and Provincial

Proficiency Levels and Statements		
Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Creates Community health intervention models based on generic and similar community needs analysis,; consults and solicits other municipalities' inputs to ensure agreement and support for implementation of models Inputs into National and Provincial Health programmes municipal health related programmes that are a priority challenges so as to encourages seamless health services provision Promotes educational programmes to communities on Health prevention and establishes community empowerment centres for execution 	<ul style="list-style-type: none"> Reactive to health services and is dependent on community complaints and basic requirements
4 Advanced	<ul style="list-style-type: none"> Coordinates development of Community Health Services strategy and implementation in alignment with National and Provincial Health Services' framework Liaises with Department of Health in order to determine Health priorities and incorporation into Community Services implementation plan Oversees community self -help programmes and develops strategy in conjunction with economic development to enhance community health improvements Develops models on Community Health Promotions and sustenance through educational health awareness and related programmes 	<ul style="list-style-type: none"> Fails to ensure sufficient communication and awareness of health standards. Occasionally lacks the depth of knowledge to ensure health standards are maintained
3 Competent	<ul style="list-style-type: none"> Implements Community Health Services strategy in alignment with National and Provincial Health Services framework Translates Department of Health key health priorities and targets into implementation plans and proactively sensitizes communities of support to such initiatives Implements pre-determined community self -help programmes and link Community services plans with economic development to enhance community health improvements 	<ul style="list-style-type: none"> Fails to ensure sufficient communication and awareness of standards. Neglects to make sufficient time to quality assure patient service provision

5.4.2 Cemetery Parks and Recreation and library Services management

Oversees effective functioning and public use of cemeteries, parks and community recreational services

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Manages the day to day running of municipal cemetery service to include management of all cemetery records and dealing directly with contractors in respect of services provided within all cemeteries yards Identifies and source staff training needs. Develops and maintains cemetery web pages Researches, gathers and interprets data in a clear concise manner 	<ul style="list-style-type: none"> Performs community services in a disintegrated manner
4 Advanced	<ul style="list-style-type: none"> Prepares and implements plans to effectively coordinate, manage and provide support to communities regarding cemetery services, parks, libraries and recreation services Ensures that all services all well-coordinated, easily accessible to communities and well-maintained at all times Establishes and maintain stakeholder relations to ensure community support and buy-in into services maintenance Closely liaises with economic development and development planning to ensure synergies on community services rendered Identifies and appoints service including the monitoring of compliance with the Council's standing orders/procedures and any legislative requirements. 	<ul style="list-style-type: none"> Fails to monitor progress against plans or give updates to others Cannot determine the purchasing needs of the department
3 Competent	<ul style="list-style-type: none"> Executes cemetery, parks, libraries and recreational services plans to ensure that community based services are effectively rendered to communities regarding cemetery Coordinates easy access of parks, cemetery uses, libraries and recreations communities and well-maintained at all times Constant functioning with economic development to ensure refurbishment of services and translation into SMME projects Closely liaises with economic development and development planning to ensure synergies on community services rendered Active participation of Public safety to ensure constant monitoring and protection and safety of the public facilities at all times 	<ul style="list-style-type: none"> Allows others to work without clear direction or awareness of time-scales Leaves staff to their own devices to the detriment of their efficiency Struggles to maintain payment balances and receipt validation

5.4.3 Public safety		
Oversees the activities and operations of the Municipality's Public Safety division including law enforcement, crime prevention, fire suppression and prevention, emergency medical services, disaster management and general community safety problems		
Proficiency Levels and Statements		
Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Prepares and implements coordinated community safety strategy and plan in liaison with SAPS Responds to crimes in progress, initiating actions such as aid to victims and interrogation of suspects. Attends public gatherings to educate communities on community safety issues 	<ul style="list-style-type: none"> Fails handle the most sensitive cases Lacks the desire to attend public meetings and only does so when asked Does not sufficiently provide training/guidance to agency staff.
4 Advanced	<ul style="list-style-type: none"> Responds to fire alarms or other emergency calls Forces openings in buildings for ventilation of fire or for entry 	<ul style="list-style-type: none"> Struggles to recommend procedural and/or resource changes to management
3 Competent	<ul style="list-style-type: none"> Controls and extinguishes fires, using water and chemicals. Administers first aid and artificial respiration to injured persons Patrols assigned area on foot or horseback or using vehicle to regulate traffic, control crowds, prevent crime, or arrest violators Operates firefighting and other emergency equipment Participates in drills and emergency precautionary demonstrations. May inspect establishments for compliance with local regulation 	<ul style="list-style-type: none"> Decision-making has a moderate to severe impact on the well-being of the general population, and/or the discharge of the agency's legal responsibilities. Trains new or less experienced staff only

5.5 CFO FUNCTIONAL COMPETENCIES

5.5.1 Institutional budget and assistance to the Municipal Manager		
Guides the management of an effective, economic and efficient finance function		
Proficiency Levels and Statements		
Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Contributes to budget implementation systems of a complex nature and manages the achievement of financial strategies and goals Fosters a positive and creative management culture Formulates and influence short, medium and long-term financial plans to deliver on strategies and goals. 	<ul style="list-style-type: none"> Does not utilise strategic planning methods and tools Fails to align strategies and goals with national provincial policies Implements plans without considering the local government legal framework.
4 Advanced	<ul style="list-style-type: none"> Provides visible, supportive and effective financial leadership to the Municipal Manager Motivates and empowers staff to deliver on financial strategies and goals. Provides direction and contributes to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP) 	<ul style="list-style-type: none"> Reacts and manages risks as only when the situation demands plans and strategies and goals basing on past performance and financial position.
3 Competent	<ul style="list-style-type: none"> Ensures, the alignment of strategies and goals. Assesses and monitors the impact of financial and non-financial changes on plans including national and provincial policy statements and changes. Works closely in conjunction with Municipal Manager and the senior management team to support the accounting officer 	<ul style="list-style-type: none"> Uses old plans, strategies and goals
2 Intermediate	<ul style="list-style-type: none"> Contributes and advises the accounting officer and senior management team on policy objectives to ensure clear purpose and direction. Evaluates and reports to the Municipal Manager and senior management team on the alignment and achievement of strategies and goals in respect of budget, service delivery and performance. 	<ul style="list-style-type: none"> Does not consult with the Accounting officer and other senior management when formulating vision and mission strategies Does not share knowledge
1 Basic	<ul style="list-style-type: none"> Develops and maintains alliances within the cooperative governance framework. Communicates the municipality's mission and vision to various stakeholders 	<ul style="list-style-type: none"> Fails to understand the type or extent of influence necessary to make things happen Uses the same influencing tactics regardless of situation

5.5.2 Reporting on municipal operations

Implements and manages the financial performance of the municipality and reports these to the Municipal Manager and Council.

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Compiles quarterly reports on departmental and municipal performance supported by quarterly financial statements on expenditure, revenue and conditional grants Undertakes the annual closure of accounts and producing year-end reports on expenditure, revenues, and conditional grants 	<ul style="list-style-type: none"> Does not utilise strategic planning methods and tools Fails to align strategies and goals with national provincial policies
4 Advanced	<ul style="list-style-type: none"> Directs and manages operations around assets verification against the assets register and financial statements Oversees the management of the General Ledger Balances including Inter-departmental financial statements and reports Oversees and manages the management of Accounts Payable, Claims and Advances 	<ul style="list-style-type: none"> Implements plans without considering the local government legal framework. Reacts and manages risks as only when the situation demands
3 Competent	<ul style="list-style-type: none"> Supervises the maintenance of a comprehensive Fixed Assets Register, Cash Flow and Revenue Collection Supervises the management of the General Ledger Balances including Inter-departmental financial statements Evaluates financial impact of strategic decisions across the organisation Oversees and supports one's professionals on new processes, procedures or systems. 	<ul style="list-style-type: none"> plans, and strategies and goals basing on past performance and financial position. Uses old plans, strategies and goals
2 Intermediate	<ul style="list-style-type: none"> Gives direction and operational support and is recognised departmentally as a specialist in Financial Accounting and accessible to provide others with support on capturing data into the various systems (SAP/BAS/PERSAL) Drives the management of the General Ledger Balances including Inter-departmental financial statements Proactively executes the management of Accounts Payable, Claims and Advances Provides strategic direction and operational support pertaining to Financial Accounting, and day-to-day management, operational support and leadership to the business division 	<ul style="list-style-type: none"> Does not consult with the Accounting officer and other senior management when formulating vision and mission strategies Does not share knowledge Fails to understand the type or extent of influence necessary to make things happen Uses the same influencing tactics regardless of situation
1 Basic	<ul style="list-style-type: none"> Demonstrates knowledge of general Financial Accounting Recognizes when a current problem is similar to a past problem and applies proven solutions 	

5.5.3 Supply Chain Management

Manages and oversees a fair, equitable, transparent, competitive and cost effective supply chain management function.

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Approves and oversees the automation of procurement requisitions and goods receipts through the Procurement SAP/BAS/PERSAL system when required Oversees the recordkeeping of all Contract Spend Information (e.g. Supplier, Service, Period, Value, and Number) and to control these contracts on SAP/BAS/PERSAL Recognised in the municipality and beyond as an expert as he/she provides inputs integrated provision of Finance Support Services 	<ul style="list-style-type: none"> Unwilling to take responsibility for the automation of procurement requisitions and goods receipts through the Procurement SAP/BAS/PERSAL system when required Cannot supervise current contracts throughout the municipality, ensuring follow-ups until the Contracts awarded are captured on SAP
4 Advanced	<ul style="list-style-type: none"> Manages and monitors all current contracts throughout the municipality, ensuring follow-ups until the Contracts awarded are captured on SAP/BAS/PERSAL Manages procedures for the disposal of items surplus to requirements 	<ul style="list-style-type: none"> Loses records of all Contract Spend Information (e.g. Supplier, Service, Period, Value, and Number) and to control these contracts on SAP/BAS/PERSAL
3 Competent	<ul style="list-style-type: none"> Sets the direction in terms of order levels and automates all procurement requisitions and goods receipts Approves stock management reports Provides strategic direction and operational support to Supply Chain Management, and day-to-day management, operational support and leadership to the business division 	<ul style="list-style-type: none"> Cannot execute records of Contract Spend Information (e.g. Supplier, Service, Period, Value, PO and Number) and to control these contracts on SAP/BAS/PERSAL Struggles to draft current contracts throughout the municipality, ensuring follow-ups until the Contracts awarded are captured on SAP/BAS/PERSAL
2 Intermediate	<p>Establishes an operating procedures for storing and issuing inventory items</p> <ul style="list-style-type: none"> Drives physical stocktaking of items in the store and develops user friendly stock items catalogue Manages, monitors and assesses stock management reports 	<ul style="list-style-type: none"> Fails to set order levels and automates procurement requisitions and goods receipts Cannot analyse stock management reports

1 Basic	Manages procedures for the disposal of items surplus to requirements Demonstrates knowledge of general Supply Chain Management Identifies trends and patterns that are relevant to the problem pertaining to supply chain management	Rarely drives physical stocktaking of items in the store and develops user friendly stock items catalogue Fails to input the data needed for stock management reports
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5.5.4 Operational financial Management

Commissions and operates financial systems, Accounting Principles and Practices

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Formulates and contributes to specifications of appropriate and accurate financial operating systems Analyses regular reports, relating to the measurement and monitoring of financial information and performance, including the implementation of the budget and service delivery and budget implementation plan (SDBIP) 	<ul style="list-style-type: none"> Lacks knowledge of operations, supply and management processes Manages resources ineffectively Lacks understanding of operational rules and procedures
4 Advanced	<ul style="list-style-type: none"> Regularly reviews the efficiency and effectiveness of financial operating systems to align with changing financial needs Monitors and advises the accounting officer of changes that may affect the working capital 	<ul style="list-style-type: none"> Unable to anticipate problems and troubleshoot
3 Competent	<ul style="list-style-type: none"> Contributes to the prioritisation of working capital to align with strategies and goals Contributes to decisions regarding borrowing and the significance thereof to service delivery programmes Applies 'best practice' risk management practices to the management of working capital. 	
2 Intermediate	<ul style="list-style-type: none"> Provides technical inputs in the preparation and implementation of the budget and implements the budget supports the accounting officer to ensure that the budget process aligns to related policies to the Integrated Development Plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality Within the area of responsibility, knowledge of financial planning, budgeting and forecasting and the interrelation thereof. 	<ul style="list-style-type: none"> Waits for problems to manifest before initiating action Does not understand the designs and drawing associated with budgets and expenditure
1 Basic	<ul style="list-style-type: none"> Supports the accounting officer with the preparation of multi-year revenue and expenditure forecasts, strategic plans, budgets and estimates and advising the impact thereof on service delivery, performance and financial Advises the accounting officer of resource requirements to implement strategies and goal within the area of responsibility 	

5.5.5 Revenue Strategy and implementation

Ensures that the income of municipal departments is properly planned and fully accounted for, and that cash once received is safeguarded and banked promptly

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Constantly refocuses efforts on strategies than will generate maximum revenue and shareholder value over the short and long-term Lengthens others' planning horizons by engaging them in the long-term strategic agendas 	<ul style="list-style-type: none"> Reacts to situations and only talks about improvements without action
4 Advanced	<ul style="list-style-type: none"> Reshapes the municipality to take advantage of long-term revenue opportunities Uses financial analyses to evaluate strategic revenue options and opportunities 	<ul style="list-style-type: none"> Slack in identifying business opportunities even when leads are available Maintains the business status quo despite visible challenges
3 Competent	<ul style="list-style-type: none"> Constantly looks well ahead in order to focus actions on improved revenue opportunities, performance and growth Understands complex commodity markets, marketing, customers and competitors and proposes alternative specific market penetration interventions and acts to stay ahead of the competition by championing new opportunities now. Proactively takes considered action to ensure that a current problem (which could be ignored in the short-term) does not escalate 	<ul style="list-style-type: none"> Fails to see commercial implications and slacks in taking remedial actions
2 Intermediate	<ul style="list-style-type: none"> Thinks some time ahead to identify opportunities and problems, taking appropriate actions that will enable better revenue outcomes Accurately identifies 'lost causes' calling a halt to activities that are destroying value or are likely to do so in the future Takes timely action to avoid potential future crises and prepares contingency plans for problems and situations that might occur 	<ul style="list-style-type: none"> Relies on gut instinct to the exclusion of logic and hard data Untimely and reactive to business challenges and opportunities
1 Basic	<ul style="list-style-type: none"> Recognises potential opportunities as these arise, takes swift action to capitalise on them Maintains professional, profitability-focused relationships with suppliers, contractors etc. 	<ul style="list-style-type: none"> Allows 'the thrill of a deal' to blind him/her to the risks of closing the actual proposed deal Leaves a lot to chance and always lay-back

5.5.6 Coordinates all support services, including Legal services, HR, IT, OH&S, Council secretariat, etc

Oversees effective functioning of all the specialised support functions within the municipality.

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Advices on Corporate functions in an integrated manner ensuring shared services model approach throughout the municipality Oversees development and implementation of strategies, policies, and procedures for legal services, HR, OH&S, IT, knowledge mangt, etc.. Provides the Council, management and staff with high quality legal and related advice, tailored to the municipality's needs and ensures litigations against municipality are minimized . Manages and coordinates the approach towards litigation or other proceedings to which the municipality is party to or potentially party. Oversees the carrying out of the municipality's secretarial functions which include coordinating, attending and serving Council and its committee meetings and following up on the implementation of Council resolutions 	<ul style="list-style-type: none"> Fails to keep the Municipal Manager and council at all times apprised of developments within the legal services and HR Function's remit Does not provide professional and strategic advice to the Municipal Manager and senior management Fails to provide the Authority's staff, management, and Board Committees, as applicable, with high quality legal and HR related advice/analyses, tailored to the Authority's
4 Advanced	<ul style="list-style-type: none"> Plans, controls and organizes activities of HR, legal services and administration function. Develops strategies, policies, and procedures for legal services, HR, OH&S, IT, knowledge management, etc. Renders quality legal, HR and IT related advice, tailored to the municipality's needs. Leads and coordinates the approach towards litigation or other proceedings to which the municipality is party to or potentially party. Monitors municipality's secretarial functions which include coordinating, attending and serving as a secretary of the Council and its committee meetings and following up on the implementation of Council resolutions 	<ul style="list-style-type: none"> Cannot co-ordinate the Authority's approach towards litigation and other proceedings Limited contributions towards preparation of draft legislations as required Lacks working knowledge of relational database management systems (RDBMS) models Fails to align IT investments with the municipality's mission (e.g., capital planning and investment control,).
3 Competent	<ul style="list-style-type: none"> Manages and supervises the activities of the HR, legal services and administration function. Administers and implements strategies, policies, and procedures for legal services, HR, OH&S, IT, knowledge management, etc. Provides the Council, management and staff with legal and related advice, tailored to the municipality's needs. Manages and coordinates the approach towards litigation or other proceedings to which the municipality is party to or potentially party. 	<ul style="list-style-type: none"> Does not learn self on and fails to understand the benefits associated with using multidimensional information (e.g., Online Analytical

	Carries out the municipality's secretarial functions which include coordinating, attending and serving as a secretary of the Council and its committee meetings and following up on the implementation of Council resolutions	
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5.5.7 Human capital strategy

Coordinates and ensures human capital implementation including recruitment and selection, education and training, employment equity, labour relations as well as the ability to engage on constructive collective bargaining processes

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Advise senior managers in applying sound recruitment and selection practices, and appropriate induction, training and development programs. Oversees the negotiations on behalf of the municipality with trade unions and employees on remuneration and conditions of service. Initiates and manages municipal human resource programmes and systems to ensure institutional efficiencies. Monitors employee relationships and promotes diversity to build and maximize human capacity and development of municipal talent Assesses and balances competing values e.g., policies & mission needs 	<ul style="list-style-type: none"> Fails to deal with union representation and collective bargaining on occupational health & safety issues Demotivates staff and production levels go down Performs with difficulties basic people management tasks such as interviewing, allocating salary increases, leave administration, performance management
4 Advanced	<ul style="list-style-type: none"> Liaises and assists managers in applying sound recruitment and selection practices, and appropriate induction, training and development programs. Negotiates on behalf of the municipality with unions and employees on remuneration and conditions of service. Initiates and suggests municipal human resource programmes and systems to ensure institutional efficiencies. Develops employee relationships and promote diversity to build and maximize human capacity and development of municipal talent Assesses and balances competing values e.g., policies & mission needs 	
3 Competent	<ul style="list-style-type: none"> Advise and assists other managers in implementing recruitment and selection practices, and appropriate induction, training and development programs. Represents the municipality on negotiations with trade unions and employees on remuneration and conditions of service. Administers human resource programmes and systems to ensure institutional efficiencies. Fosters employee relationships and promotes diversity to build and maximize human capacity and development of municipal talent 	

5.6 CORPORATE SUPPORT SERVICES

5.6.1 Coordinates all support services, including Legal services, HR, IT, OH&S, Council secretariat, etc

Oversees effective functioning of all the specialised support functions within the municipality

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Manages, plans, controls, organizes and directs the activities of the legal services and administration function. Oversees development and implementation of strategies, policies, and procedures for legal services, HR, OH&S, IT, knowledge management, etc. Provides the Council, management and staff with high quality legal and related advice, tailored to the municipality's needs. Manages and coordinates the approach towards litigation or other proceedings to which the municipality is party to or potentially party. Oversees the carrying out of the municipality's secretarial functions which include coordinating, attending and serving Council and its committee meetings and following up on the implementation of Council resolutions 	<ul style="list-style-type: none"> Fails to keep the Municipal Manager and council at all times apprised of developments within the legal services and HR Function's remit Does not provide professional and strategic advice to the Municipal Manager and senior management Fails to provide the Authority's staff, management, and Board Committees, as applicable, with high quality legal and HR related advice/analyses, tailored to the Authority's
4 Advanced	<ul style="list-style-type: none"> Assists in the planning, controlling and organizing activities of HR, legal services and administration function. Develops strategies, policies, and procedures for legal services, HR, OH&S, IT, knowledge management, etc. Renders quality legal, HR and IT related advice, tailored to the municipality's needs. Leads and coordinates the approach towards litigation or other proceedings to which the municipality is party to or potentially party. Monitors municipality's secretarial functions which include coordinating, attending and serving as a secretary of the Council and its committee meetings and following up on the implementation of Council resolutions 	<ul style="list-style-type: none"> Cannot co-ordinate the Authority's approach towards litigation and other proceedings Limited contributions towards preparation of draft legislations as required Lacks working knowledge of relational database management systems (RDBMS) models Fails to align IT investments with the municipality's mission (e.g., capital planning and investment control,).
3 Competent	<ul style="list-style-type: none"> Leads and supervises the activities of the HR, legal services and administration function. Administers and implements strategies, policies, and procedures for legal services, HR, OH&S, IT, knowledge management, etc. Provides the Council, management and staff with legal and related advice, tailored to the municipality's needs. 	<ul style="list-style-type: none"> Does not learn self on and fails to understand the benefits associated with using multidimensional information (e.g., Online Analytical

	<ul style="list-style-type: none">• Manages and coordinates the approach towards litigation or other proceedings to which the municipality is party to or potentially party.• Carries out the municipality's secretarial functions which include coordinating, attending and serving as a secretary of the Council and its committee meetings and following up on the implementation of Council resolutions	
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5.6.2 Human capital strategy

Coordinates and ensures human capital implementation including recruitment and selection, education and training, employment equity, labour relations as well as the ability to engage on constructive collective bargaining processes

Proficiency Levels and Statements

Level	Positive Statements	Negative Statements
5 Expert	<ul style="list-style-type: none"> Advises senior managers in applying sound recruitment and selection practices, and appropriate induction, training and development programs. Oversees the negotiations on behalf of the municipality with trade unions and employees on remuneration and conditions of service. Initiates and manages municipal human resource programmes and systems to ensure institutional efficiencies. Monitors employee relationships and promotes diversity to build and maximize human capacity and development of municipal talent Assesses and balances competing values e.g., policies & mission needs. 	<ul style="list-style-type: none"> Fails to deal with union representation and collective bargaining on occupational health & safety issues Demotivates staff and production levels go down Performs with difficulties basic people management tasks such as interviewing, allocating salary increases, leave administration, performance management
4 Advanced	<ul style="list-style-type: none"> Liaises and assists managers in applying sound recruitment and selection practices, and appropriate induction, training and development programs. Negotiates on behalf of the municipality with unions and employees on remuneration and conditions of service. Initiates and suggests municipal human resource programmes and systems to ensure institutional efficiencies. Develops employee relationships and promote diversity to build and maximize human capacity and development of municipal talent Assesses and balances competing values e.g., policies & mission needs. 	
3 Competent	<ul style="list-style-type: none"> Advises and assists other managers in implementing recruitment and selection practices, and appropriate induction, training and development programs. Represents the municipality on negotiations with trade unions and employees on remuneration and conditions of service. Administers human resource programmes and systems to ensure institutional efficiencies. Fosters employee relationships and promotes diversity to build and maximize human capacity and development of municipal talent. 	

ANNEXURE C

COMPETENCE REQUIREMENTS FOR SENIOR MANAGERS

MUNICIPAL MANAGER

1. QUALIFICATIONS (Minimum Qualifications and Related requirements)	
i. Honours Degree in Public Administration/ Political Sciences/ Law or equivalent ii. Certificate: Programme for Municipal Development iii. Professional Registration: Recognised relevant professional body	NQF level 7+
2. WORK EXPERIENCE AND KNOWLEDGE	
Years of Experience	Type of Experience
7-8 years	i. Experience at a senior management level; and ii. Have proven successful organizational transformation and turnaround of a large/ medium corporate/ public sector organization
Knowledge	Type of Knowledge
	i. Good knowledge and interpretation of key and related local government Acts and Regulations (e.g., MSA, MFMA, etc.) ii. Good Knowledge of Local Government Performance Management System iii. Good knowledge of Council operations and delegation of Powers iv. King III Code
3. COMPETENCES	
3.1 Core Competences	
Competency and Definition	Proficiency Statements
a) Customer Management Inculcates and promotes a customer-entric municipality where all employees serves both internal and external customers with passion and willingness; while putting the spirit of customer service (Batho Pele) into practice.	i. Creates and fosters value-based municipal culture and uncompromisingly upholds integrity and honest behavior ii. Sets shared ethical and integrity standards across the municipality inculcates adherence and accountable behavioral standards iii. Leads by example as he/she acts with fidelity, honesty and typifies integrity behavior by taking full responsibility for own actions even if it reflects negatively on self or organization iv. Puts measures and controls that fights fraud, corruption and other acts of dishonesty, thus widely recognized in local government for being ingenuous and prudent
b) Ethics, Integrity and professionalism Displays integrity and ethical behavior in personal and municipal practices. Models the values of the municipality in order to promote institutional confidence, trust and professionalism.	i. Promotes and models “customer first/ Batho Pele” attitude by advocating for long-term perspective in addressing customer service challenges, asserts coordinated and integrated service delivery improved interventions that are timely, outstanding in quality and within budget ii. Enforces delivery of outstanding value and quality services to the customers through incorporation of Batho Pele principles into performance measures and ensures adherence by all managers iii. Commands and enforces deeper knowledge, acknowledgement and appreciation of customers’ needs to ensure aligned and value-adding service delivery by the municipality
c) Impact and Influence Communicates persuasively to exchange information, ideas and influences others to gain cooperation, commitment and support so as to achieve desired organisational outcomes.	i. Uses political coalitions to build support and influence ideas on key stakeholders, gives and/ or withholds information to have specific effects and uses group process skills to influence decisions ii. Contextualises the communication approach to the situation by anticipating the audience needs, interests and possible reaction and implement strategies to address these iii. Steers communication to negotiations around complex issues and arrives at a win/win situation iv. Writes complex reports that are well structured, concise and expressive of objective views to the specific audience

<p>d) Political Astuteness</p> <p>Achieves municipal mandate and common purpose through recognition and mobilization of support within the political-administrative leadership interlinks</p>	<p>i. Conciliates different interests and values from political and administrative perspectives to shape differences and challenges into institutional common purposes and successes</p> <p>ii. Pursues political-administrative teaming and functioning to enhance collaborative and cooperatives interactions for the purpose of institutional cohesion, common identity and service delivery successes</p> <p>iii. Uses political judgement and engages at a strategic level to identify and balance political views with organisational needs whilst taking into account the organizations' pluralistic political -administrative interlinks</p> <p>iv. Intuitively reads people and situations, recognizes different interests and agendas, discerns underlying espoused agendas, and use wider political astuteness to diffuse threats or minimize impact</p>
3.2 Leadership Competences	
3.2.1 Cluster 1: Governance and Risk Management	
Establishes robust governance structures and processes and ensures compliance thereof	
<p>a) Governance and risk management</p> <p>Facilitates good Governance and compliance through monitoring and evaluation.</p>	<p>i. Supports council on separation of powers and empower member of mayoral committee (MMC) on governance and municipal risks related issues and advices council on accountability issues</p> <p>ii. Advocates governance and compliance in all legislative and regulations requirements as applicable in local government's legal framework as well as embodied in the King Report on Corporate Governance</p> <p>iii. Sets and recommends systems that enforces good governance, adherence to ethics and the codes of conduct; communicates to both Council and senior managers on understanding and observations of all codes and governance related issues</p>
<p>b) Policy conceptualization and formulation</p> <p>Conceptualizes and contributes effectively to the formulation and development of institutional policies and By-laws to enable service delivery and corporate governance.</p>	<p>i. Oversees the implementation and enforcement of policies and by-laws, within the municipality to ensure good governance</p> <p>ii. Supports the council on formulation of relevant policies and monitors to ensure enforcement including disciplinary actions regarding non-compliance</p> <p>iii. Reviews and proposes amendment of policies as well as By-laws to council and ensures relevance and alignment with the provincial/national policies</p> <p>iv. Advises on impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's by-laws and policies</p>
<p>c) Risk management</p> <p>Guides the management of risk pertaining to the municipality and supply chain related areas of the municipality</p>	<p>i. Supports council and organization on risks minimization through the establishment and maintenance of effective, efficient and transparent risk management systems and internal controls</p> <p>ii. Develops and implements the municipal fraud and corruption prevention plan and oversees adherence to pre-set standards and requirements.</p> <p>iii. Contributes to and supports the council with regular risk assessments and table such reports, ensures that risks management are prioritized according to highest versus lowest potential risk</p> <p>iv. Coordinates internal audit and audit committee reports related to institutional risks, facilitates timeous risk management interventions to curb occurrence of such risks and audit findings in the future</p>
3.2.2 Cluster 2: Institutional Administration and Leadership	
Accounts for the formation, development and implementation of effective, efficient and responsible institutional administration	
<p>a) Cooperative Governance</p> <p>Builds alliances for Service Delivery whilst working efficiently and cooperatively with key and critical stakeholders.</p>	<p>i. Pursues, establishes and maintains collaborative relationships and partnerships with internal and external stakeholders to achieve organisational objectives</p> <p>ii. Ensures stakeholder consultation (internal and external) and guides the municipal council on stakeholder expectations regarding municipal functioning</p> <p>iii. Guides the establishment and maintenance of effective and relevant external stakeholder relations, e.g. Public-Private Partnerships (PPPs) to facilitate service delivery objectives attainment</p>

b) Institutional performance Management and Accountability Promotes a culture of performance and accountability by setting and maintaining performance standards	i. Defines a concise performance improvement approach linked to accountability methods and guides municipal implementations with accountability targets ii. Promotes the culture of excellence across the municipality by holding senior managers accountable on delivery of tangible and measurable performance results iii. Challenges and demands from the fellow senior managers' outstanding results as per performance agreements' clear performance expectations and reports such performance quarterly to municipal council iv. Accepts and carries ultimate accountability for the actions of direct reports with clear and accurate progress reports
c) Strategic direction and Leadership Sets organization's overall strategic direction, leads transformation issues for organizational change and improvement	i. Co-formulates with the mayor a clear vision, mission, strategies and goals for the municipality so as to align with the municipal strategic priorities ii. Directs the translation of institutional vision, mission and goals into Corporate SDBIP objectives, facilitates and gains commitment and back-from council for implementation iii. Provides all senior managers with a clear sense of purpose and focus on successful completion and attainment of strategic objectives and cascading into respective directorates iv. Leads organization's transformation and change to align into municipal priorities and contribute to service delivery goals that incorporates credible integrated development plan (IDP) and corporate SDBIP.
3.2.3 Cluster 2: Service Delivery	
a) Audit and Risk management establishment and functionality Guides and oversees the establishment of an effective internal audit and risk management units	i. Ensures establishment and operationalization of internal audit and risk management units is established for the municipality. ii. Oversees operationalization of both audit and risk management units including preparation of a risk management plan for the municipality iii. Advises and provides administrative support to council on an establishment of an audit committee for the municipality and any of its municipal entities and the appointment of members for such committee(s), in accordance with MFMA requirements. iv. Provides administrative support and resources for the effective functioning of the audit committee. This includes ensuring access to the financial records and other relevant information of the municipality or municipal entity.
b) Budget and Municipal Finances' management Guides and oversees the budget preparation and implementation processes of the municipality.	i. Advises council on timely schedule outlining key timelines for the preparation, tabling and approval of the annual budget ii. Ensures that budget processes aligns with budget policies, integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality. iii. Monitors financial information to ensure effective financial controls, measures and performance. iv. Oversees generation of financial reporting and timely financial reporting to council
c) Council Quarterly and Annual Reporting Prepares quarterly and annual reports on financial and service delivery performance trends and interventions' status quo for the municipal Council review.	i. Prepares and presents to council quarter and annual financial and municipal performance reports for accounting and appraisal of council members ii. Provides council with impact analysis reports pertaining to the service delivery progress, preventative measures and mitigation initiatives iii. Prepares and submits to council potential service delivery challenges and corrective measures and advice council on management of the challenges iv. Consolidates performance and related reports (financial) to related stakeholders (e.g., COGTA, National Treasury) for municipal accounting

3.3 GENERIC COMPETENCES AND SKILLS	
a) Critical thinking Resolves critical and complex work challenges through development of innovative solutions where appropriate	i. Integrates multiple pieces of data/information, at times contradictory, to resolve a complex municipal problem ii. Introduces new ideas and updates to challenge the current way of seeing and doing things within the municipality iii. Seeks to solve a problem in a novel way when the standard approaches are not completely effective
b) Financial Management Actively oversees all financial resources, facilities and assets to ensure maximum benefit, value for money and manageable risks within the municipality	i. Provides advice to senior managers on prudent management of budget and adherence to policies and procedures and prepares council justification ii. Monitors and ensures the efficient and appropriate use of resources and assets. iii. Continuously looks for new opportunities to obtain and save municipal funds
c) Knowledge and Information Management Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	i. Creates and fosters the culture of researching and information sharing on expert knowledge so as to inculcate continual learning within the municipality and raises competence with various areas of expertise ii. Recognises and exploits knowledge nodes in interactions with other experts, strives to ensure that there is a correlation between the municipality and the knowledge strategies iii. Shares critical and up to date information with the Council members so as to empower them for critical and informed decision making processes iv. Encourages across departments information sharing to enhance interdependence and cooperative functioning of colleagues
d) Negotiation, Conflict Resolution and Lobbying Gathers information, analyses issues and deal with complexity and ambiguity implications.	i. Incorporates a big picture view through integration of complex issues and in a logical manner clarifies and links issues to fosters conflict resolutions and negotiation of matters ii. Identifies, solves and monitors unique issues or problems that have total organizational impact in consultation with the stakeholders, lobbies with critical and key stakeholders for buy-in into implantation of conflict preventative measures to ensure that problems do not recur in future iii. Sought after negotiator, conflict manager within and outside the organization iv. Establishes completely, innovative and practical problem resolution approaches to resolve complex inter-directorate, institutional conflicts and problems
e) People Management Values all senior managers and staff and elected members, generates commitment to the municipality internally and externally	i. Values all staff and elected members by sharing the big picture with them, enable understanding and guides them on roles conceptualisation, encourages constructive and proper engagements and resources utilization ii. Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches iii. Facilitates team goal-setting and problem-solving, recognizes individual and team contributions and provides appropriate developmental feedback in accordance with the municipality's performance management system. iv. Identifies competence required, suitable resources for specific tasks and displays personal interest in the well-being of his/ her team. v. Manages conflict through a participatory and transparent approach and encourages personal accountability and role responsibility
f) Planning and Organising Defines tasks and milestones to ensure systematic planning so as to accomplish prioritized objectives and outstanding quality results for municipality	i. Develops and cascades integrated plans, initiates and implements collaborative resourcing, usage of efficiency tools to achieve prioritized tasks and projects within scheduled times ii. Translates objectives into specific and well -structured plans; attends to and manages multiple tasks and delegates to other senior managers to achieve results within set turnaround times iii. Prioritizes, organizes and schedule tasks/projects to ensure delivery within a timely manner despite obstacles and challenges encountered

DEVELOPMENT PLANNING MANAGER

1. QUALIFICATIONS	
(Minimum Qualifications and Related requirements)	
i. Bachelor of Science in Building Sciences/ Architect/ Bachelors degree in Town and Regional Planning	NQF level 6+
ii. Project Management certificate or diploma	
iii. Professional Body Registration: Professional Planner in accordance with the Planning Professions Act 32 of 2002	
2. WORK EXPERIENCE AND KNOWLEDGE	
Years of Experience	Type of Experience
7-8 years	i) Experience at manger level; and ii) Have proven successful Professional Developmental/ Town and Regional planning
Knowledge	Type of Knowledge
	i. Good knowledge and interpretation of key and related local government Acts and Regulations (e.g., MSA, MFMA, etc) ii. Good Knowledge of Local Government Performance Management System iii. Good knowledge of Municipal Supply Chain Management Regulations and the Preferential Procurement Policy Framework Act, 2000. iv. Knowledge of systems, e.g., GIS (Geographical Information Systems)
3. COMPETENCES	
3.1 Core Competences	
Competency & Definition	Proficiency Statements
a) Customer Management Promotes and inculcate an environment in which customer- satisfaction is valued and outstanding services are consistently delivered.	i. Commands and enforces broader and deeper knowledge, acknowledgement and appreciation of clients and customers' needs to ensure aligned and value-adding service delivery ii. Models "customer first/Batho Pele" attitude through advocating for long-term perspective in addressing customer service challenges, asserts coordinated and integrated service delivery improved interventions that are timely, outstanding quality and within budget iii. Makes and enforces explicit decisions based on adding outstanding value to the customers rather than on purely protocol-centered/ technical point of view and helps team (senior managers) understands the reasoning behind the decisions iv. Inculcates institutional service delivery culture by incorporating stakeholders' service delivery participation and co-ownership; attuned to the sense of urgency and completion of tasks
b) Ethics, Integrity and professionalism Displays integrity and ethical behaviour in personal and organisational practices; models the values of the organisation in order to promote institutional confidence, trust and values.	i. Creates and fosters an organizational culture where integrity and honesty flourishes by ensuring accountability of employees at all times ii. Sets shared accountabilities and integrity standards across the organization in support of value-based organizational culture, inculcates adherence and accountable behavioral standards and leads by example through acting with fidelity, honesty and integrity as in the best interests of the municipality iii. Adheres to measures and controls that fights fraud, corruption and other acts of dishonesty, thus widely recognized in local government for being ingenuous and prudent iv. Typifies integrity and ethical behavior by taking full responsibility for own actions even if it reflects negatively on self or organization v. Leads by example and promotes high standards of ethical behavior within the department
c) Impact & Influence Communicates persuasively to exchange information, ideas and influence others so as to gain cooperation,	i. Uses political coalitions to build support to influence ideas on key stakeholders, gives and/ or withholds information to have specific effects and uses group process skills to influence ii. Contextualises the communication approach to the situation by anticipating the audience needs, interests and possible reaction and implement strategies to address these

commitment and support	<ul style="list-style-type: none"> iii. Steers negotiations around complex issues and arrives at a win-win situation iv. Writes complex financial documents that are well structured, concise and expressive of objective views to the specific audience
d) Political Astuteness Achieves municipal mandate and common purpose through recognition and mobilization of support within the political- administrative leadership interface	<ul style="list-style-type: none"> i. Conciliates different interests and values from political and administrative perspectives to shape differences and challenges into institutional common purposes and successes ii. Pursues political-administrative teaming and functioning to enhance collaborative interactions and cooperatives for the purpose of institutional cohesion, common identity and service delivery successes iii. Influences the thinking and behavior of political leadership, gets buy-in from members over whom he or she has no direct authority and make them feel valued iv. Reads people and situations by intuitively recognizing different interests and agendas, discerns underlying espoused agendas, and use wider political astuteness to diffuse threats or minimize impact v. Uses political judgement and engagement at a strategic level to identify and balance political views with organisational needs whilst taking into account the organizations' pluralistic political -administrative interface
3.2 Leadership Competences	
3.2.1 Cluster 1: Governance and Risk Management	
Establishes robust governance structures and processes and ensures compliance within Development Planning department	
a) Governance Supports and implements good governance through monitoring and evaluation of performance, and compliance enforcement against targets, standards, measures and development planning related legislations	<ul style="list-style-type: none"> i. Supports separation of powers and regular reporting lines for all role players within finance to ensure transparency and accountability ii. Advocates governance and compliance in development planning services as embodied in the King Report on Corporate Governance and as it applies to the local government legal framework. iii. Contributes to the formulation of and implementation of the codes of conduct for all role players within the organization as set out in the Local Government: Municipal Systems Act. iv. Supports implementation of systems to encourage and enforce good governance, ethics and the codes of conduct by clearly communicating to all role players within development planning to ensure understanding and observation of all codes and governance related issues
b) Policy conceptualization and formulation Conceptualizes and contributes effectively to the formulation and development of institutional policies that align to developmental planning (i.e. National Housing Act and other governance related guidelines) to enable service delivery and corporate governance.	<ul style="list-style-type: none"> i. Researches and identifies with the need to amend developmental planning policies and schemes Updates management regarding changes in legislation/ regulation/ actss that may affect the municipalities' housing, land management, spatial planning, etc and related operations ii. Proposes amendment on housing, town planning policies to ensure relevance and alignment with the development planning strategies and goals iii. Implements the National Housing Act amendments in alignment with of the municipal policy iv. Formulates policies, norms and standards as well as guidelines in support of an effective environmental and land use management system
c) Risk management Guides the management of risk pertaining to development planning related areas of the municipality	<ul style="list-style-type: none"> i. Contributes to and supports the municipal manager with the establishment and maintenance of effective, efficient and transparent systems of development planning services and internal controls ii. Contributes to and supports the municipal manager with the implementation of a risk management and fraud prevention plan affecting development planning iii. Contributes to and supports the municipal manager with regular risk assessments and ensuring that risk management is prioritized according to highest versus lowest potential risk in relation to sector planning.

	<ul style="list-style-type: none"> iv. Mitigates risks according to the prioritization of risks and ensures risk minimization in town/ regional/ urban/ rural development v. Analyses the internal audit and audit committee reports and implements timeously risk management interventions to curb occurrence of development planning related risks and audit findings
3.2.2 Cluster 2: Institutional Administration and Leadership Accounts for the formation, development and implementation of effective, efficient and responsible institutional administration	
a) Cooperative governance Builds alliances for service delivery whilst working efficiently and cooperatively with key and critical stakeholders.	<ul style="list-style-type: none"> i. Extends networks, takes accountability for influencing key stakeholders and manages key relationships at a strategic level, by identifying common objectives and monitoring delivery against these ii. Guides in the establishment and maintenance of effective and relevant external stakeholder relations, (e.g. Public-Private Partnerships (PPPs) to facilitate development planning service delivery objectives attainment iii. Advises the municipality on stakeholder consultations as envisaged and required by the National Housing Code
b) Institutional performance Management and Accountability Promotes a culture of performance and accountability by upholding and maintaining performance standards and holding directorate accountable	<ul style="list-style-type: none"> i. Contributes to the definition of clear and significant performance improvement approaches linked to accountability methods, guides development planning department's implementation ii. Promotes the importance of excellence across development planning department and ensures that key performance targets are aligned with the municipal key performance indicators (KPIs) iii. Challenges fellow senior managers and department's professionals to align municipal planning with tangible professional standards and hold team accountable to their performance iv. Demands performance results on clear performance expectation, bi-monthly with quarterly performance reviews and reporting to Municipal Council v. Accepts ultimate accountability for the actions of direct reports with clear and accurate progress reports
c) Strategic direction and Leadership Sets developmental planning department's overall strategic direction, leads transformation issues for organizational change and improvements.	<ul style="list-style-type: none"> i. Contributes in the formulation of strategies and goals for the development planning services' directorate in alignment with the municipal vision and mission ii. Translates institutional vision and goals into directorate objectives, facilitates and gains commitment on achievement of department's goals to enhance municipal goals iii. Provides a clear sense of purpose and focuses on successful completion and attainment of objectives within the development planning department iv. Aligns organizational transformation, change and service delivery goals and strategies with the department and contributes to the development and review of credible integrated development plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP)
3.2.2 Cluster 2: Service Delivery	
a) Developmental planning Develops and assesses planning applications for spatial and developmental planning.	<ul style="list-style-type: none"> i. Develops Spatial Development Framework, and enforce Town-planning scheme, title conditions of deeds. ii. Develops creative and original planning solutions to satisfy all parties; consulting with stakeholders and other interested parties and negotiates with developers and other professionals, such as surveyors and architects. iii. Researches and analyses data to help inform strategic developments, designs- layouts and draft design statements so as to influence variable housing provisions (e.g., affordable and affluent). iv. Uses information technology systems such as computer-aided design (CAD) and/ or geographical information systems (GIS) to guide planning v. Promotes environmental education and awareness, which may include helping disadvantaged groups express their opinions about planning issues and proposals, and visits sites to assess the effects of proposals on people and their environment

b) Development and Town Planning functionality Identifies, defines, aligns and implements key requirements associated with the Development and Town Planning functions and assesses the adequacy of current systems	i. Identifies, defines, aligns and implements key requirements associated with the Development and Town Planning functionality, by keeping abreast with changes in socio-economic trends, environmental demands and legislation impacting and influencing Development and Town Planning. ii. Develops a conceptual framework of current and future interventions necessary to achieve acceptable levels and standards of service delivery for consideration and inclusion into the municipal short/ long-term performance and service delivery plans iii. Assesses the adequacy of current systems (Land Use Management, Geographic Information and Performance Management) to evaluate and report accurately on functional aspects and formulates proposals to support improvement initiatives and interventions
c) Town Planning regulations inputs and compliance Develops appropriate regulatory framework and assesses compliance with town planning regulations.	i. Evaluates and comments on statutory developmental applications, by assessing compliance with specific town planning regulations and related legislation and/ or input from internal/ external commentators ii. Institutes need and desirability assessments, site inspections and investigating the development history of sites to provide relevant updates iii. Compiles appropriate regulations and conditions of approval for specific applications iv. Interacts with the Appeals Board in respect of specific applications, making available information and guidelines in determining the outcome of the application
3.3 GENERIC COMPETENCES AND SKILLS	
a) Critical thinking Resolves critical and complex work challenges through development of innovative solutions where appropriate.	i. Integrates multiple pieces of data/ information, at times contradictory, to resolve a complex technical problem ii. Introduces and releases new ideas and updates to challenge the current way of seeing and doing things within the municipality iii. Seeks to solve a problem in a novel way when the standard approaches are not completely effective iv. Contributes to new paradigms and known within municipality and within local government sphere as field expert
b) Financial Management Actively manages all financial resources, facilities and assets to ensure maximum benefit, value for money and manageable risks	i. Prepares own budget in line with the strategic objectives of the municipality and develops corrective measures/ actions to ensure alignment of budget to financial resources ii. Adheres to supply chain management policies and prescripts and makes best use of municipal assets. Manages finance transparently to achieve maximum benefits, delivers value for money, and avoid unmanageable risks iii. Ensures effective utilization of financial resources by continuously looking for new opportunities to obtain and save funds for the municipality
c) Knowledge and Information Management Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	i. Creates and fosters the culture of researching and information sharing on expert knowledge so as to inculcate continual learning within the municipality and raises competence with various areas of expertise ii. Recognises and exploits knowledge nodes in interactions with other experts, strives to ensure that there is a correlation between the municipality and the knowledge strategies iii. Shares critical and up to date information with council members so as to empower them for critical and informed decision making processes iv. Encourages across directorates information sharing to enhance interdependence and cooperative functioning of colleagues
d) Negotiation, Conflict Resolution and Lobbying Gathers information, analyses issues and deal with complexity and	i. Incorporates a big picture view through integration of complex issues and in a logical manner clarifies and links issues to fosters conflict resolutions and negotiation of matters ii. Identifies, solves and monitors unique issues or problems that have total organizational impact in consultation with the stakeholders, lobbies with critical and key stakeholders for buy-in into implementation of conflict

<p>ambiguity implications.</p>	<p>preventative measures to ensure that problems do not recur in future</p> <p>iii. Sought after negotiator, conflict manager within and outside the organization</p> <p>iv. Establishes completely, innovative and practical problem solving approaches to resolve complex inter-departmental and institutional conflicts and problems</p>
<p>e) People Management</p> <p>Values staff and elected members, generates commitment to the municipality internally and externally.</p>	<p>i. Values all staff and elected members by sharing the big picture with them, enable understanding and guides them on roles conceptualisation, encourages constructive and proper engagements and resources utilization</p> <p>ii. Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches</p> <p>iii. Facilitates team goal-setting and problem-solving, recognizes individual and team contributions and provides appropriate developmental feedback in accordance with the municipality's performance management system</p> <p>iv. Identifies competence required, suitable resources for specific tasks and displays personal interest in the well-being of his or her team.</p> <p>v. Manages conflict through a participatory and transparent approach and encourages personal accountability and role responsibility</p>
<p>f) Planning and Organising</p> <p>Defines tasks and milestones to ensure systematic planning so as to accomplish prioritized objectives and ensure quality results on projects and allocated tasks</p>	<p>i. Develops integrated plans, initiates and implements collaborative resourcing, usage of efficiency tools to achieve prioritized tasks and projects within scheduled times</p> <p>ii. Translates objectives into specific and well-structured plans; attends to and manages multiple tasks and delegates to others to achieve results within set turnaround times</p> <p>iii. Prioritizes, organizes and schedule tasks/ projects to ensure delivery within a timely manner despite obstacles and challenges encountered</p>
<p>g) Project Management.</p> <p>Oversees and manages the area of project responsibility, ensures conformity to the project quality standards, time constraints, budgets and resource requirements.</p>	<p>i. Plans the allocation and management of resources using project management methodologies and further evaluates efficient use of such resources in achievement of objectives and outcomes</p> <p>ii. Plans and structures projects methodically to ensure economical, adequate control and completion of projects within the required quality standards, set time frames and budgets.</p> <p>iii. Ensures consultants and direct reports' clear lines of accountability, instates regular monitoring, measuring and reporting on the performance and quality of projects and contracts.</p> <p>iv. Preempts project changes that may affect the program and project budgets, advises the municipality/ council on recommended actions to redress challenges</p>

TECHNICAL SERVICES MANAGER

1. QUALIFICATIONS (Minimum Qualifications and Related requirements)		
i. Bachelor of Science degree in Engineering/ BTech: Engineering		NQF level 6+
ii. Government Competence Certificate required in terms of the General Machinery Regulations		
iii. Professional Body Registration: Recognised relevant engineering professional body		
2. WORK EXPERIENCE AND KNOWLEDGE		
Years of Experience	Type of Experience	
7-8 years	i. Experience at manager level; as programme/ project manager; ii. 3-4 years must be at professional/ management level- municipal engineering management experience	
Knowledge	Type of Knowledge	
	i. Good knowledge and interpretation of key and related local government Acts and Regulations (e.g. MSA, MFMA, etc) ii. Good Knowledge of Local Government Performance Management System iii. Must have an extensive knowledge of a Public Office environment	
3. COMPETENCES		
3.1 Core Competences		
Competency and Definition	Proficiency Statements	
a) Customer Management Promotes and inculcates an environment in which customer - satisfaction is valued and outstanding services are consistently delivered.	i. Commands and enforces broader and deeper knowledge, acknowledgement and appreciation of clients and customers' needs to ensure aligned and value-adding service delivery ii. Models "customer first/ Batho Pele" attitude through advocating for long-term perspective in addressing customer service challenges, asserts coordinated and integrated service delivery improved interventions that are timely, outstanding quality and within budget iii. Makes and enforces explicit decisions based on adding outstanding value to the customers rather than on purely protocol-centered/ technical point of view and helps team (senior managers) understands the reasoning behind the decisions. iv. Inculcates institutional service delivery culture by incorporating stakeholders' service delivery participation and co-ownership, attuned to the sense of urgency and completion of tasks	
b) Ethical, Integrity and professionalism Displays integrity and ethical behaviour in personal and organisational practices; models the values of the organisation in order to promote institutional confidence, trust and values	i. Creates and fosters a municipal culture where integrity and honesty flourishes by ensuring accountability of employees at all times ii. Sets shared accountabilities and integrity standards across the organization in support of value-based organizational culture, inculcates adherence and accountable behavioral standards and leads by example through acting with fidelity, honesty and integrity as in the best interests of the municipality iii. Adheres to measures and controls that fights fraud, corruption and other acts of dishonesty, thus e widely recognized in local government for being ingenuous and prudent iv. Typifies integrity behavior by taking full responsibility for own actions even if it reflects negatively on self or organization v. Leads by example and promotes high standards of ethical behaviour within the department	
c) Impact and Influence Communicates persuasively to exchange information, ideas and influence others so as to gain cooperation, commitment and support.	i. Uses political coalitions to build support to influence ideas on key stakeholders, gives and/ or withholds information to have specific effects and uses group process skills to influence ii. Contextualises the communication approach to the situation by anticipating the audience needs, interests and possible reaction and implement strategies to address these iii. Steers negotiations around complex issues and arrives at a win-win situation	

	iv. Writes complex financial documents that are well structured, concise and expressive of objective views to the specific audience
d) Political astuteness Achieves organizational mandate and common purpose through recognition and mobilization of support within the political-administrative leadership interlinks	i. Conciliates different interests and values from political and administrative perspectives to shape differences and challenges into institutional common purposes and successes ii. Pursues political-administrative teaming and functioning to enhance collaborative interactions and cooperatives for the purpose of institutional cohesion, common identity and service delivery successes iii. Influences the thinking and behavior of political leadership, gets buy-in from members over whom he or she has no direct authority and make them feel valued iv. Reads people and situations by intuitively recognizing different interests and agendas, discerns underlying espoused agendas, and use wider political astuteness to diffuse threats or minimize impact v. Uses political judgement and engagement at a strategic level to identify and balance political views with organisational needs whilst taking into account the organizations' pluralistic political -administrative interface
3.2 Leadership Competences	
3.2.1 Cluster 1: Governance and Risk Management	
Establishes robust governance structures and processes and ensures compliance	
a) Governance Supports and implements good Governance through monitoring and evaluation of performance, and compliance enforcement against targets	i. Supports separation of powers and regular reporting lines for all role players within technical engineering services to ensure transparency and accountability ii. Advocates governance and compliance in technical engineering services as embodied in the King Report on Corporate Governance and as it applies to the local government legal framework. iii. Contributes to the formulation of and implementation of the codes of conduct for all role players within the organization as set out in the Local Government: Municipal Systems Act. iv. Supports implementation of systems to encourage and enforce good governance, ethics and the codes of conduct by clearly communicating to all role players within finance to ensure understanding and observation of all codes and governance related issues
b) Policy conceptualization and formulation Conceptualizes and contributes effectively to the formulation and development of institutional policies and by-laws to enable service delivery and corporate governance.	i. Conceptualizes national policies and legislation and advice on formulation into local government service delivery and development frameworks, by-laws, etc. ii. Ensures effective and efficient sustainable services are provided by drawing up municipal by-laws and policies and set technical requirements/ specifications and associated tariffs for private and industrial development. iii. Scrutinizes, drafts and controls infrastructure asset management policy, infrastructure asset management plan and asset register. iv. Advices and lobby political structures on policies' salient issues and facilitate council approval for timely implementation. v. Monitors policies compliance, implementation and puts in place procedures to avert and manage risks
c) Risk management Guides the management of risk pertaining to the technical function in terms of service delivery	i. Supports the municipality on risks minimization through the establishment and maintenance of effective, efficient and transparent risk management systems and internal controls. ii. Develops and implements the municipal fraud and corruption prevention plan and oversees adherence to pre-set standards and requirements. iii. Contributes to and supports the council with regular risk assessments and table such reports, ensures that risk management is prioritized according to highest versus lowest potential risk. iv. Coordinates internal audit and audit committee reports related to institutional risks, facilitates timeous risk management interventions to curb occurrence of such risks and audit findings in the future
3.2.2 CLUSTER 2: INSTITUTIONAL ADMINISTRATION AND LEADERSHIP	
Accounts for the formation, development and implementation of effective, efficient and responsible institutional administration	

<p>a) Cooperative Governance</p> <p>Builds alliances for service delivery whilst working efficiently and cooperatively with key and critical stakeholders.</p>	<ul style="list-style-type: none"> i. Extends networks, takes accountability for influencing key stakeholders and manages key relationships at a strategic level, by identifying common objectives and monitoring delivery against projects ii. Ensures stakeholder consultation (internal and external) and guides the municipal council on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA so as to manage stakeholder expectations related to technical department iii. Guides establishment and maintenance of effective and relevant external stakeholder relations (e.g. Public-Private Partnerships) to facilitate service delivery objectives within technical engineering services iv. Pursues and maintains good internal relations with the mayoral committee/ municipal council by supporting the municipal council's oversight role in its interface with the administration's day-to-day operational activities of the municipality
<p>b) Institutional performance Management and Accountability</p> <p>Promotes a culture of performance and accountability by setting and maintaining performance standards.</p>	<ul style="list-style-type: none"> i. Contributes to the definition of clear and significant performance improvement approaches linked to accountability methods, guides department's implementation ii. Promotes the importance of excellence across technical services department through corporate identity and ensures that key performance areas are aligned with key performance indicators (KPIs) and ultimately the municipal key performance areas (KPAs). iii. Challenges fellow senior managers and department's professionals to show tangible professional standards and hold team accountable to their performance iv. Demands delivery of what was agreed upon and reviews progress against clear set expectations, bi-monthly with quarterly performance reviews and reporting to municipal council v. Accepts ultimate accountability for the actions of direct reports with clear and accurate progress reports
<p>c) Strategic direction and Leadership</p> <p>Sets unit's overall strategic direction, leads transformation issues for organizational change and improvement, while inspiring others to deliver on the mandate</p>	<ul style="list-style-type: none"> i. Contributes in the formulation of vision, mission, strategies and goals for the technical services directorate in alignment with the municipal vision and mission ii. Translates institutional vision and goals into directorate objectives, facilitates and gains commitment on achievement of department's goals to enhance corporate goals iii. Provides a clear sense of purpose and focuses on successful completion and attainment of objectives within the department iv. Aligns organizational transformational, change and service delivery goals and strategies with the department and contribute to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP)
<p>3.2.2 CLUSTER 2: SERVICE DELIVERY</p>	
<p>a) Formulates engineering Master Planning</p> <p>Formulates long-term comprehensive outlines of service delivery plans for municipal infrastructure needs and growth in order to guide orderly private and public development.</p>	<ul style="list-style-type: none"> i. Integrates Land use planning, water, sewerage and roads service plans by coordinating future service supply plans and securing land for service routes and networks as well as for bulk services requirements ii. Forecasts growth in water, sewerage and roads services demand by applying engineering, mathematical, statistical and economic principles and techniques iii. Offers specialized technical input into long term municipal plans such as the Integrated Development Plan (IDP), Water Services Development Plan (WSDP), Integrated Transport Plan (ITP) and master plans on engineering issues with regard to service provision options, construction costs and future operations and maintenance costs iv. Interprets IDP and spatial planning initiatives into specific project requirements whilst evaluating alternative options
<p>b) Engineering Implementation Planning</p>	<ul style="list-style-type: none"> i. Evaluates existing under capacity or aging infrastructure, determine requirements and capacities by applying engineering principles, produce draft plans and cost estimates for upgrading options, evaluate

Prepares detailed production plans of infrastructure as determined by long term master planning. Interprets and scopes design requirements for service delivery as guided by master plans, prepares concept proposals and seeks to provide advice on latest technology	<ul style="list-style-type: none"> ii. Prepares contract documentation, facilitates appointment of competent consultants to investigate and report on project proposals, carry out EIA, applies for permits and authorizations, do final designs and draw up detail plans and contract documents iii. Analyses, evaluates and select project proposals and align the selection of projects and project outcomes with the integrated development plan (IDP), the budget and service delivery and budget implementation plan (SDBIP) iv. Employs analytical and methodical structuring of projects and project planning to ensure adequate control over projects and the efficient, effective and economic implementation and completion thereof to the required quality and standards within set time frames and budgets
c) Project Management and Implementation Oversees and manages the construction, refurbishment or replacement of infrastructure to conform to the standards, time constraints and budgets of the planning and design requirements.	<ul style="list-style-type: none"> i. Oversees programme constructions, monitors projects in accordance with IDP and budgets and ensures that all funding and legal requirements are met and permits obtained ii. Initiates performance standards as validated in policies and negotiates with developers to obtain acceptable municipal service layouts and construction standards iii. Methodically plan and structures projects to ensure economical, adequate control and completion of projects within the required quality, standards and set timeframes and budgets iv. Ensures that consultants and direct reports' clear lines of accountability, instates regular monitoring, measuring and reporting on the performance and quality of projects and contracts. v. Ensures new projects operational manuals are prepared and well-documented, tracked against plans; records updated on completion and properly updated and filed vi. Preempts project changes that may affect the program and project budgets, advises the accounting officer and council on recommended actions to redress challenges and or problems vii. Terminates contracts in terms of Government Competence Certificate (GCC) and engineering practice where the contractor is in default and timeously holds such contractors accountable
d) Engineering Operations and Maintenance. Offers specialized advice to others, draw on innovation and best practice in devising solutions to ensure that service delivery is provided with minimum interruption and to a satisfactory standard.	<ul style="list-style-type: none"> i. Scrutinizes services delivery reports and comments and feedback from consumers, takes immediate corrective actions where service delivery standards are not met to ensure that effective and efficient sustainable services are provided ii. Oversees repairing of damages to services such as roads, sewer, electricity or Telkom lines due to natural causes, bursts or planned work iii. Appoints competent and credible contractors to repair and maintain faulty infrastructures and upgrades where required iv. Evaluates existing under-capacity and/or aging infrastructure, determine requirements and capacities by applying engineering principles, produce draft plans and cost estimates for upgrading options and models optimum solutions v. Have assets graded in terms of condition and expected useful life, checks accounting treatment of infrastructure assets and depreciation and ensures an integrated infrastructure asset management plan
3.3 GENERIC COMPETENCES AND SKILLS	
a) Critical thinking Resolves critical and complex work challenges through development of innovative solutions where appropriate.	<ul style="list-style-type: none"> i. Integrates multiple pieces of data/ information, at times contradictory, to resolve a complex technical problem ii. Introduces and releases new ideas and updates to challenge the current way of seeing and doing things within the municipality iii. Seeks to solve a problem in a novel way when the standard approaches are not completely effective iv. Contributes to new paradigms and known within municipality and within local government sphere as field expert
b) Financial Management	<ul style="list-style-type: none"> i. Prepares own budget in line with the strategic objectives of the municipality and develops corrective measures/ actions to ensure

Actively manages all financial resources, facilities and assets to ensure maximum benefit, value for money and manageable risks.	<ul style="list-style-type: none"> ii. alignment of budget to financial resources ii. Manages finance transparently to achieve maximum benefits, deliver value for money, and avoid unmanageable risks. iii. Ensures effective utilization of financial resources by continuously looking for new opportunities to obtain and save funds for the municipality. iv. Adheres to supply chain management policies and prescripts and makes best use of municipal assets.
c) Knowledge and Information Management Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation	<ul style="list-style-type: none"> i. Creates a learning culture in the department by holding motivational sessions with employees and colleagues to share information and new ideas within the area of expertise ii. Recognises and exploits knowledge nodes in interactions with other experts, strives to ensure that there is a correlation between the municipality and the knowledge strategies iii. Works across the organisation to identify and share critical knowledge and disseminate to other departments to empower colleagues, council and other employees
d) Negotiation, Conflict Resolution and Lobbying Gathers information, analyses issues and deal with complexity and ambiguity implications.	<ul style="list-style-type: none"> i. Incorporates a big picture view through integration of complex issues and in a logical manner, clarifies and links issues to fosters conflict resolutions and negotiation of matters ii. Identifies, solves and monitors unique issues or problems that have total organizational impact in consultation with the stakeholders, lobbies with critical and key stakeholders to secure buy-in into implementation of conflict preventative measures to ensure that problems do not recur in future iii. Sought after negotiator, conflict manager within and outside the municipality iv. Establishes completely, innovative and practical problem solving approaches to resolve complex inter-departmental institutional conflicts and problems
e) People Management Values staff and elected members, generates commitment to the municipality internally and externally, manages staff and ensures personal contribution to the successful achievement of the municipality's vision.	<ul style="list-style-type: none"> i. Values all staff and elected members by enabling understanding and guides on roles conceptualisation and encourages constructive and proper engagements and resource utilization. ii. Supports, respects the individuality of others and recognizes the benefits of diversity of ideas and approaches. iii. Facilitates team goal-setting and problem solving, recognizes individual and team contributions and provides appropriate developmental feedback in accordance with the municipality's performance management system. iv. Identifies competence required, suitable resources for specific tasks and displays personal interest in the well-being of his or her team. v. Manages conflict through a participatory and transparent approach and encourages personal accountability and role responsibility
e) Planning and Organising Defines tasks and milestones to ensure systematic planning so as to accomplish prioritized objectives and quality results on projects and allocated tasks	<ul style="list-style-type: none"> i. Develops integrated plans, initiates and implements collaborative resourcing, usage of efficiency tools to achieve prioritized tasks and projects within scheduled times ii. Translates objectives into specific and well-structured plans, attends to and manages multiple tasks and delegates to others to achieve results within set turnaround times iii. Prioritizes, organizes and schedule tasks/ projects to ensure delivery within a timely manner despite obstacles and challenges encountered
f) Trouble shooting Identifies and monitors the risk areas to detect and assesses the implications of trends and deviations within various occupational areas and acts to eliminate and/ or minimize negative aspects.	<ul style="list-style-type: none"> i. Produces broad multi-dimensional and complex analytical and risk management interventions ii. Monitors expert area trends and advice senior management on variation from the systems and guidelines iii. Provides concise interventions and measures in place for remedial action to prevent future deviations. iv. Use previous performance results to expose analytical and risk management interventions

CHIEF FINANCIAL OFFICER

1. QUALIFICATIONS (Minimum Qualifications and Related requirements)		
i. Honours degree in Accounting, Finance or Economics ii. Professional Registration: Any recognised relevant professional body	Senior management as a financial manager	NQF level 7+
2. WORK EXPERIENCE AND KNOWLEDGE		
Years of Experience	Type of Experience	
7-8 years	i. Experience as a financial manager or related role; ii. Have proven successful organizational transformation and turnaround of a large/ medium corporate/ public Sector organization	
Knowledge	Type of Knowledge	
	i. Good knowledge and interpretation of key and related local government legislation, including Acts and Regulations (e.g., MSA, MFMA, etc.) ii. Good Knowledge of Local Government Performance Management System iii. Good knowledge of Council operations and delegation of Powers iv. King III Code v. Related local government Acts and Regulations (e.g. MSA, MFMA)	
3. COMPETENCES		
3.1 Core Competences		
Competency and Definition	Proficiency Statements	
a) Customer Management Inculcates and promotes a customer-centric municipality where all employees serves both internal and external customers with passion and willingness, while putting the spirit of customer service (Batho Pele) into practice.	i. Creates and fosters an organizational culture with high level of integrity and honesty by ensuring accountability of employees at all times ii. Sets shared accountability and implementable standards across the organization in support of value-based organizational culture, inculcates adherence and exemplary behavioral conduct and ethics to the best interests of the municipality iii. Adheres to measures and controls that mitigate against fraud, corruption and other acts of dishonesty, widely recognized in local government for being grounded and judicious iv. Typifies integrity behavior by taking full responsibility for own actions even if it reflects negatively on oneself or the organization v. Leads by example and promotes high standards of ethical behaviour within the department	
b) Ethics, Integrity and professionalism Displays integrity and ethical behavior in personal and municipal practices. Models the values of the municipality in order to promote institutional confidence, trust and professionalism.	i. Creates and fosters an organizational culture with high level of integrity and honesty by ensuring accountability of employees at all times ii. Sets shared accountability and implementable standards across the organization in support of value-based organizational culture, inculcates adherence and exemplary behavioral conduct and ethics to the best interests of the municipality iii. Adheres to measures and controls that mitigate against fraud, corruption and other acts of dishonesty, widely recognized in local government for being grounded and judicious iv. Typifies integrity behavior by taking full responsibility for own actions even if it reflects negatively on oneself or the organization; v. Leads by example and promotes high standards of ethical behavior within the directorate	
c) Impact and Influence Communicates persuasively to exchange information, ideas and influences others to gain cooperation, commitment and support so as to achieve desired	i. Uses political coalitions to build support to influence ideas on key stakeholders, gives and/ or withholds information to have specific effects and uses group process skills to influence ii. Contextualises the communication approach to the situation by anticipating the audience needs, interests and possible reaction and implement strategies to address same iii. Steers negotiations around complex issues and arrives at a win-win situation	

organisational outcomes.	iv. Writes complex financial documents that are well structured, concise and expressive of objective views to the specific audience
d) Political Astuteness Achieves municipal mandate and common purpose through recognition and mobilization of support within the political- administrative leadership interlinks.	i. Conciliates different interests and values from political and administrative perspectives to shape differences and challenges into institutional common purposes and successes ii. Pursues political-administrative teaming and functioning to enhance collaborative interactions and cooperatives for the purpose of institutional cohesion, common identity and service delivery successes iii. Influences the thinking and behavior of political leadership, gets buy-in from members over whom he or she has no direct authority and make them feel valued iv. Reads people and situations by intuitively recognizing different interests and agendas, discerns underlying espoused agendas, and use wider political astuteness to diffuse threats that minimize impact v. Uses political judgement and engagement at a strategic level to identify and balance political views with organisational needs whilst taking into account the organizations' pluralistic political -administrative interlinks
3.2 Leadership Competences	
1.2.1 Cluster 1: Governance and Risk Management	
Establishes robust governance structures and processes and ensures compliance	
a) Governance and risk management Facilitates good Governance and compliance through monitoring and evaluation.	i. Supports separation of powers and regular reporting lines for all role players within finance to ensure transparency and accountability ii. Advocates governance and compliance in financial management as embodied in the King Report on Corporate Governance and as it applies to the local government legal framework. iii. Supports the formulation of and implementation of the codes of conduct for all role players within finance and the organization; which as a minimum includes; financial management, supply chain management and the codes of conduct set out in the Local Government: Municipal Systems Act. iv. Supports implementation of systems to encourage and enforce good governance, ethics and the codes of conduct by clearly communicating to all role players within finance to ensure understanding
b) Policy conceptualization and formulation Conceptualizes and contributes effectively to the formulation and development of institutional financial management and supply chain policies	i. Supports the Municipal Managers and contributes to the establishment and maintenance of a register of non-compliance with MFMA and other related financial legislative requirements. ii. Develops and implements financial and supply chain policies and systems to ensure efficient and effective financial administration and supply chain controls. iii. Develops implements and maintains financial management guidelines, financial instructions, credit control procedures, debt collection and related financial policies to ensure institutional financial viability and sustenance. iv. Advises on the legislative framework governing financial reporting in local government, including generally recognized accounting practice (GRAP)
c) Risk management Guides the management of risk pertaining to the municipality and supply chain related areas of the municipality	i. Supports Council and organization on risks minimization through the establishment and maintenance of effective, efficient and transparent risk management systems and internal controls ii. Develops and implements the municipal fraud and corruption prevention plan and oversees adherence to pre-set standards and requirements. iii. Contributes to and supports the Council with regular risk assessments and table such reports, ensures that risks management are prioritized according to highest versus lowest potential risk iv. Coordinates internal audit and audit committee reports related to institutional risks, facilitates timeous risk management interventions to curb occurrence of such risks and audit findings in the future
3.2.2 Cluster 2: Institutional Administration and Leadership	
Accounts for the formation, development and implementation of effective, efficient and responsible institutional administration	

<p>a) Cooperative Governance</p> <p>Builds alliances for Service Delivery whilst working efficiently and cooperatively with key and critical stakeholders.</p>	<ul style="list-style-type: none"> i. Supports separation of powers and regular reporting lines for all role players within finance to ensure transparency and accountability ii. Advocates governance and compliance in financial management as embodied in the King Report on Corporate Governance and as it applies to the local government legal framework. iii. Supports the formulation of and implementation of the codes of conduct for all role players within finance and the organization; which as a minimum includes; financial management, supply chain management and the codes of conduct set out in the Local Government: Municipal Systems Act. iv. Supports implementation of systems to encourage and enforce good governance, ethics and the codes of conduct by clearly communicating to all role players within finance to ensure understanding and observation of all codes and governance related issues
<p>b) Institutional performance Management and Accountability</p> <p>Promotes a culture of performance and accountability by setting and maintaining performance standards and manages accountability</p>	<ul style="list-style-type: none"> i. Contributes to the definition of a clear and significant performance improvement approaches linked to accountability methods, guides directorate operations ii. Promotes the importance of excellence across finance directorate through corporate identity and ensures that key performance areas are aligned with the higher order KPIs in alignment with the municipal KPAs. iii. Challenges fellow senior managers and professionals to show tangible professional standards and hold team accountable to their performance iv. Demands delivery of what was agreed upon and reviews progress against clear set of expectations, bi-monthly with quarterly performance reviews and reporting to municipal council v. Accepts ultimate accountability for the actions of direct reports with clear and accurate progress reports
<p>c) Strategic direction and Leadership</p> <p>Sets organization's overall strategic direction, leads transformation issues for organizational change and improvement</p>	<ul style="list-style-type: none"> i. Formulates a clear vision, mission, strategies and goals for the finance department in alignment with the municipal vision and mission. ii. Translates institutional vision and goals into department's objectives, facilitates and gains commitment on achievement of department goals to enhance corporate goals iii. Provides a clear sense of purpose and focuses on successful completion and attainment of objectives within the directorate iv. Aligns organizational transformational, change and service delivery goals and strategies with the directorate and contributes to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP).
<p>3.2.3 CLUSTER 2: SERVICE DELIVERY</p>	
<p>a) Financial and performance reporting</p> <p>Implements and manages the financial reporting processes of the municipality</p>	<ul style="list-style-type: none"> i. Manages timely preparation, submission and publication of statutory reports, including the annual financial statements, annual report, in-year reports (e.g. in the case of a municipality monthly (section 71) and mid-year reporting (section 72), withdrawals from bank accounts (section 11(4)) etc. ii. Ensures that the content of financial reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. iii. Analyses and evaluates the financial reports to understand the impact on, and to guide planning in respect of strategies and goals including the financial position, borrowings, performance, implementation of the annual budget and service delivery and budget implementation plan (SDBIP), tariff-, rates-, credit control, debt collection-, supply chain management-, and relevant policies.
<p>b) Operational financial Management</p> <p>Commissions and operates financial systems, Accounting Principles and Practices</p>	<ul style="list-style-type: none"> i. Formulates specifications, commissions and oversees the maintenance of appropriate and accurate financial operating systems, including the areas of debt, cash, investment-, asset and liability management, revenue management, expenditure management, audit and analytical requirements and statutory deductions. ii. Analyses and reports on the financial position, borrowing and performance of the municipality and how that impacts on the implementation of the annual budget and on the service delivery and

	<p>budget implementation plan (SDBIP).</p> <p>iii. Determines requirements for in-house, outsourced or shared service agreements for the operation of financial systems.</p> <p>iv. Reviews on the efficiency and effectiveness of financial operating systems to align with the changing needs of the municipality.</p>
<p>c) Revenue Management and Strategy Implementation</p> <p>Provides strategy and guidance on municipal revenue</p>	<p>i. Develops and guides in the implementation of a revenue management strategy and plan to improve municipal financial sustainability.</p> <p>ii. Draws long, medium and short term revenue collection and management plans to enable financial growth and stability</p> <p>iii. Implements long term strategies that enhance financial sustainability</p> <p>iv. Develops revenue management mechanisms for the municipality and tracking systems to minimise financial risks</p>
<p>d) Strategic financial Management and budget guidance</p> <p>Guides the management of an effective, economic and efficient finance function</p>	<p>i. Formulates and implements municipal finance strategies, which enhance good financial management and practices, forecasting revenue, expenditure and assessing the impact on municipality's financial position and performance.</p> <p>ii. Supports the accounting officer to oversee the financial management, tax implications and performance of service delivery mechanisms (internal and external), including municipal entities, where exists) and outsourced service agreements.</p> <p>iii. Inputs into municipal budget based on strategic and performance plans, budget analyses, including depreciation of program assets, and projections of future year costs, advises organization on preparation of cohesive budget plans that align with performance plans and measures</p> <p>iv. Advises the Municipal Manager on the time schedule outlining key deadlines for the preparation, tabling an approval of the annual budget</p> <p>v. Prepares multi-year revenue and expenditure forecasts aligned with the strategic plans and budget</p>
<p>e) Financial Records and archiving Management</p> <p>Advices on Indexes of financial Information flow control professionally</p>	<p>i. Advocates financial records/ information systems including the sourcing and collation of financial data, maps and electronic records for the municipality</p> <p>ii. Ensures the security and safekeeping of municipal records and issuing disposal authority for categories of records</p> <p>iii. Ensures Indexed records, maps, electronic data for future accessibility</p>

3.3 GENERIC COMPETENCES AND SKILLS

<p>a) Attention to Detail.</p> <p>Scrutinises own work and that of managers to ensure accuracy and compliance with the relevant financial and accounting standards</p>	<p>i. Ensures quality output and gives attention to tasks, and ensures errors-free quality work</p> <p>ii. Initiates action to correct quality problems and notifies others of quality issues as appropriate</p> <p>iii. Maintains a checklist against standards, regulations, guidelines, etc, ensuring high quality</p> <p>iv. Accurately follows established procedures for completing financial work tasks</p>
<p>b) Critical thinking</p> <p>Resolves critical and complex work challenges through development of innovative solutions where appropriate</p>	<p>i. Integrates multiple pieces of data/ information, at times contradictory, to resolve a complex technical problem</p> <p>ii. Introduces and releases new ideas and updates to challenge the current way of seeing and doing things within the municipality</p> <p>iii. Seeks to solve a problem in a novel way when the standard approaches are not completely effective</p> <p>iv. Contributes to new paradigms and known within municipality and within local government sphere as field expert</p>
<p>c) Knowledge and Information Management</p> <p>Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality</p>	<p>i. Creates and fosters the culture of researching and information sharing on expert knowledge so as to inculcate continual learning within the municipality and raises competence with various areas of expertise</p> <p>ii. Recognises and exploits knowledge nodes in interactions with other experts, strives to ensure that there is a correlation between the municipality and the knowledge strategies</p> <p>iii. Shares critical and up to date information with the council members so as to empower them for critical and informed decision making processes</p>

	iv. Encourages across departments information sharing to enhance interdependence and cooperative functioning of colleagues
d) Negotiation, Conflict Resolution and Lobbying Gathers information, analyses issues and deal with complexity and ambiguity implications.	i. Incorporates a big picture view through integration of complex issues and in a logical manner clarifies and links issues to fosters conflict resolutions and negotiation of matters ii. Identifies, solves and monitors unique issues or problems that have total organizational impact in consultation with the stakeholders, lobbies with critical and key stakeholders for buy-in into implantation of conflict preventative measures to ensure that problems do not recur in future iii. Sought after negotiator, conflict manager within and outside the organization iv. Establishes completely, innovative and practical problem resolution approaches to resolve complex inter-department, institutional conflicts and problems
e) People Management Values staff and elected members, generates commitment to the municipality internally and externally.	i. Values all staff and elected members by sharing the big picture with them, enable understanding and guides them on roles conceptualisation, encourages constructive and proper engagements and resources utilization ii. Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches iii. Facilitates team goal-setting and problem-solving, recognizes individual and team contributions and provides appropriate developmental feedback in accordance with the municipality's performance management system. iv. Identifies competence required, suitable resources for specific tasks and displays personal interest in the well-being of his or her team. v. Manages conflict through a participatory and transparent approach and encourages personal accountability and role responsibility
f) Planning and Organising Defines tasks and milestones to ensure systematic planning so as to accomplish prioritized objectives and outstanding quality results for the municipality	i. Develops and cascades integrated plans, initiates and implements collaborative resourcing, usage of efficiency tools to achieve prioritized tasks and projects within scheduled times ii. Translates objectives into specific and well -structured plans; attends to and manages multiple tasks and delegates to other senior managers to achieve results within set turnaround times iii. Prioritizes, organizes and schedule tasks/ projects to ensure delivery within a timely manner despite obstacles and challenges encountered
g) Trouble Shooting. Identifies and monitors the revenue risk areas, detects and assesses the implications of trends and deviations to eliminate and/ or minimize negative aspects	i. Produces broad multi-dimensional and complex analytical and risk management interventions ii. Monitors revenue management trends and advice senior management of variation from the systems and guidelines iii. Provides concise interventions and remedial action to prevent future deviations iv. Uses previous performance results to expose analytical and risk management interventions

COMMUNITY SERVICES MANAGER

2. QUALIFICATIONS (Minimum Qualifications and Related requirements)		
i. Honours Degree in Social Sciences/ Public Administration/ Law or equivalent ii. Professional Registration: <i>South African Council for Social Service Professionals (SACSSP) or any recognised relevant professional body</i>		NQF level 7+
3. WORK EXPERIENCE AND KNOWLEDGE		
Years of Experience	Type of Experience	
7-8 years	i. Experience at manager level ii. Have proven successful organisational transformation and turnaround of a large/ medium corporate/ public sector organization	
Knowledge	Type of Knowledge	
	i. Good knowledge and interpretation of key and related local government Acts and Regulations (e.g., MSA, MFMA, etc.) ii. Good Knowledge of Local Government Performance Management System iii. Good knowledge of council operations and delegation of powers	
4. COMPETENCES		
3.1 Core Competences		
Competency and Definition	Proficiency Statements	
a) Customer Management Inculcates and promotes a customer-entric municipality where all employees serves both internal and external customers with passion and willingness, while putting the spirit of customer service (Batho Pele) into practice.	i. Creates and fosters value-based municipal culture and uncompromisingly upholds integrity and honest behaviour ii. Sets shared ethical and integrity standards across the municipality and inculcates adherence and accountable behavioral standards iii. Leads by example as he or she acts with fidelity, honesty and typifies integrity behavior by taking full responsibility for own actions even if it reflects negatively on self or organization iv. Puts measures and controls that fights fraud, corruption and other acts of dishonesty widely recognized in local government for being ingenuous and prudent	
b) Ethics, Integrity and professionalism Displays integrity and ethical behavior in personal and municipal practices. Models the values of the municipality in order to promote institutional confidence, trust and professionalism	i. Promotes and models “customer first/ Batho Pele” attitude by advocating for long-term perspective in addressing customer service challenges, asserts coordinated and integrated service delivery improved interventions that are timely, outstanding in quality and within budget ii. Enforces delivery of outstanding value and quality services to the customers through incorporation of Batho Pele principles into performance measures and ensures adherence by all managers iii. Commands and enforces deeper knowledge, acknowledgement and appreciation of customers’ needs to ensure aligned and value-adding service delivery by the municipality	
c) Impact and Influence Communicates persuasively to exchange information, ideas and influences others to gain cooperation, commitment and support so as to achieve desired organisational outcomes.	i. Uses political coalitions to build support and influence ideas on key stakeholders, gives and/ or withholds information to have specific effects and uses group process skills to influence decisions ii. Contextualises the communication approach to the situation by anticipating the audience needs, interests and possible reaction and implement strategies to address these iii. Steers communication to negotiations around complex issues and arrives at a win/ win situation; iv. Writes complex reports that are well structured, concise and expressive of objective views to the specific audience	
d) Political Astuteness Achieves municipal mandate and common purpose through recognition	i. Conciliates different interests and values from political and administrative perspectives to shape differences and challenges into institutional common purposes and successes ii. Pursues political-administrative teaming and functioning to enhance collaborative and cooperatives interactions for the purpose of	

and mobilization of support within the political-administrative interface	<ul style="list-style-type: none"> iii. Uses political judgement and engagement at a strategic level to identify and balance political views with organisational needs whilst taking into account the organizations' pluralistic political -administrative interface. iv. Intuitively reads people and situations, recognizes different interests and agendas, discerns underlying espoused agendas, and use wider political astuteness to diffuse threats or minimize impact
3.2 Leadership Competences	
4.2.1 Cluster 1: Governance and Risk Management	
Establishes robust governance structures and processes and ensures compliance	
d) Governance Facilitates good governance and compliance through monitoring and evaluation	<ul style="list-style-type: none"> i. Supports council on separation of powers and empower MMCs on governance and municipal risk related issues and advises council on accountability issues ii. Advocates governance and compliance in all legislative and regulations requirements as applicable in local government's legal framework as well as embodied in the King Report on Corporate Governance iii. Sets and recommends systems that enforces good governance, adherence to ethics and the codes of conduct, communicates to both council and senior managers an understanding and observations of all codes and governance related issues
e) Policy conceptualization and formulation Conceptualizes and contributes effectively to the formulation and development of institutional policies and By-laws to enable service delivery and corporate governance.	<ul style="list-style-type: none"> i. Oversees the implementation and enforcement of policies and by-laws, within the municipality to ensure good governance ii. Supports the council on formulation of relevant policies and monitors to ensure enforcement including disciplinary actions regarding non-compliance iii. Reviews and proposes amendment of policies as well as by-laws to council and ensures relevance and alignment with the provincial/national policies iv. Advises on impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's by-laws and policies
c) Risk management Guides the management of risk pertaining to the municipality and supply chain related areas of the municipality	<ul style="list-style-type: none"> i. Supports the municipality on risks minimization through the establishment and maintenance of effective, efficient and transparent risk management systems and internal controls. ii. Develops and implements the municipal fraud and corruption prevention plan and oversees adherence to pre-set standards and requirements. iii. Contributes to and supports the council with regular risk assessments and table such reports, ensures that risk management are prioritized according to highest versus lowest potential risk. iv. Coordinates internal audit and audit committee reports related to institutional risks, facilitates timeous risk management interventions to curb occurrence of such risks and audit findings in the future
3.2.2 Cluster 2: Institutional Administration and Leadership	
Accounts for the formation, development and implementation of effective, efficient and responsible institutional administration	
a) Cooperative Governance Builds alliances for service delivery whilst working efficiently and cooperatively with key and critical stakeholders.	<ul style="list-style-type: none"> i. Pursues, establishes and maintains collaborative relationships and partnerships with internal and external stakeholders to achieve organisational objectives ii. Ensures stakeholder consultation (internal and external) and guides the municipal council on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA so as to manage stakeholder expectations related to municipal functioning iii. Guides the establishment and maintenance of effective and relevant external stakeholder relations (e.g. Public-Private Partnerships (PPPs) to facilitate the attainment of service delivery objectives iv. Pursues and maintains good internal relations with the Mayoral Committee/Municipal Council by supporting their oversight role within the interface with the administration's day-to-day operational activities of the municipality

b) Institutional performance Management and Accountability. Promotes a culture of performance and accountability by setting and maintaining performance standards	i. Defines a concise performance improvement approach linked to accountability methods and guides municipal implementation with accountability targets ii. Promotes the culture of excellence across the municipality by aligning measureable key performance indicators (KPIs) with key performance areas (KPAs) that result into tangible and measurable organization performance iii. Challenges and demands from the fellow senior managers outstanding results as per performance agreements' clear performance expectations and reports such performance quarterly to municipal council iv. Accepts and carries ultimate accountability for the actions of direct reports with clear and accurate progress reports
c) Strategic direction and Leadership Sets organization's overall strategic direction, leads transformation issues for organizational change and improvement.	i. Co-formulates community services strategies and goals in alignment with the municipal strategic priorities ii. Directs the translation of the institutional vision, mission and goals into community services SDBIP objectives, facilitates and gains commitment for implementation iii. Provides all managers with a clear sense of purpose and focus on successful completion and attainment of objectives and cascading into respective departments iv. Leads organization's transformation and change to align into municipal priorities and contribute to service delivery goals that incorporates credible integrated development plan (IDP) and corporate SDBIP.
3.2.3 CLUSTER 2: SERVICE DELIVERY	
a) Health Service Management Oversees the execution of the health services, provision and commissioning of local health care and community health services	i. Uses the available budgets and resources to optimize implementation of health service plans ii. Facilitates effective two way communication between the Department of Health and the communities regarding community health issues iii. Liaises with clinical and non-clinical staff and staff in partner organisations, whilst considering the demands of political policy and local circumstances
b) Cemetery Management Manages the day to day running of municipal cemetery service to include management of all cemetery records and dealing directly with contractors in respect of services provided within all cemeteries yard	i. Oversees liaison with funeral directors and the public in organising funeral arrangements ii. Manages identification and location of grave plots with contractors and members of the public iii. Ensures that cover staff are trained and kept up to date with funeral bookings iv. Ensures maintenance of all records in relation to cemetery management including burial, grave and lot owner records
c) Public Safety Oversees the activities and operations of the municipality's public safety department including law enforcement, crime prevention, fire suppression and prevention, emergency medical services, disaster responses and community problem solving	i. Maintains awareness of new trends and developments in the field of law enforcement, crime prevention, fire suppression, fire prevention, and related support services and incorporates new developments as appropriate ii. Establishes appropriate service and staffing levels, monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures and allocates resources accordingly iii. Responds to and resolves difficult and sensitive citizen inquiries and negotiates, resolves sensitive and controversial public safety issues. iv. Participates on a variety of boards, commissions, and committees, serves as the municipality's representative to committees and community organizations concerned with improvements in law enforcement and fire services, public education, and departmental public relations

<p>d) Parks and Recreation Management</p> <p>Oversees skilled tasks in the maintenance and operation of parks and recreation buildings, grounds, open spaces and parks</p>	<ul style="list-style-type: none"> i. Oversees operations functions including, but not limited to, mowing, tree trimming, and landscaping and aquatic center maintenance ii. Coordinates all equipment repairs and maintenance schedules iii. Plans and implement strategies to achieve constant improvements in citizen satisfaction iv. Oversees the effective application of health and safety regulations and risk assessment to ensure a safe environment for park employees and the public
<p>3.3 GENERIC COMPETENCES AND SKILLS</p>	
<p>a) Critical thinking</p> <p>Resolves critical and complex work challenges through development of innovative solutions where appropriate.</p>	<ul style="list-style-type: none"> i. Integrates multiple pieces of data/ information, at times contradictory, to resolve a complex technical problem ii. Introduces and releases new ideas and updates to challenge the current way of seeing and doing things within the municipality iii. Seeks to solve a problem in a novel way when the standard approaches are not completely effective iv. Contributes to new paradigms and known within municipality and within local government sphere as field expert
<p>b) Financial Management</p> <p>Actively manages all financial resources, facilities and assets to ensure maximum benefit, value for money and manageable risks</p>	<ul style="list-style-type: none"> i. Conducts research into the department's financial status, provides advice to the municipal officials on budget policies and procedures and prepares for council justification. ii. Develops or gives input into the development of a departmental budget according to prescribed format and procedure iii. Controls expenditure budget items iv. Monitors and ensures the efficient and appropriate use of resources and assets. v. Continuously looks for new opportunities to obtain and save funds
<p>c) Knowledge and Information Management</p> <p>Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality</p>	<ul style="list-style-type: none"> i. Creates and fosters the culture of researching and information sharing on expert knowledge so as to inculcate continual learning within the municipality and raises competence with various areas of expertise ii. Recognises and exploits knowledge nodes in interactions with other experts, strives to ensure that there is a correlation between the municipality and the knowledge strategies iii. Shares critical and up to date information with council members so as to empower them for critical and informed decision making processes iv. Encourages across departments information sharing to enhance interdependence and cooperative functioning of colleagues
<p>d) Negotiation, Conflict Resolution and Lobbying</p> <p>Gathers information, analyses issues and deal with complexity and ambiguity implications.</p>	<ul style="list-style-type: none"> i. Incorporates a big picture view through integration of complex issues and in a logical manner clarifies and links issues to fosters conflict resolutions and negotiation of matters ii. Identifies, solves and monitors unique issues or problems that have total organizational impact in consultation with the stakeholders, lobbies with critical and key stakeholders to secure buy-in into implantation of conflict preventative measures to ensure that problems do not recur in future iii. Sought after negotiator, conflict manager within and outside the municipality iv. Establishes completely, innovative and practical problem solving approaches to resolve complex inter-directorate, institutional conflicts and problems
<p>e) People Management</p> <p>Values staff and elected members, generates commitment to the municipality internally and externally.</p>	<ul style="list-style-type: none"> i. Values all staff and elected members by sharing the big picture with them, enable understanding and guides them on roles conceptualisation, encourages constructive and proper engagements and resources utilization. ii. Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches. iii. Facilitates team goal-setting and problem-solving, recognizes individual and team contributions and provides appropriate developmental feedback in accordance with the municipality's performance management system.

	<ul style="list-style-type: none"> iv. Identifies competence required, suitable resources for specific tasks and displays personal interest in the well-being of his or her team. v. Manages conflict through a participatory and transparent approach and encourages personal accountability and role responsibility
f) Planning and Organising Defines tasks and milestones to ensure systematic planning so as to accomplish prioritized objectives and outstanding quality results for the municipality	<ul style="list-style-type: none"> i. Develops and cascades integrated plans, initiates and implements collaborative resourcing, usage of efficiency tools to achieve prioritized tasks and projects within scheduled times ii. Translates objectives into specific and well -structured plans attends to and manages multiple tasks and delegates to other senior managers to achieve results within set turnaround times iii. Prioritizes, organizes and schedule tasks/ projects to ensure delivery within a timely manner despite obstacles and challenges encountered.

CORPORATE SUPPORT SERVICES MANAGER

1. QUALIFICATIONS	
(Minimum Qualifications and Related requirements)	
Honours degree in Public Administration/ Management Sciences/ Law or equivalent	NQF level 7+
2. WORK EXPERIENCE AND KNOWLEDGE	
Years of Experience	Type of Experience
7-8 years	<ul style="list-style-type: none"> i. Experience at manager level ii. Have proven successful senior management experience in administration
Knowledge	Type of Knowledge <ul style="list-style-type: none"> i. Good knowledge and interpretation of key and related local government Acts and Regulations (e.g., MSA, MFMA, etc) ii. Good Knowledge of Local Government Performance Management System iii. Good knowledge of Municipal Supply Chain Management Regulations and the Preferential Procurement Policy Framework Act, 2000 iv. King III Code v. Labour Relations Act vi. Legal background
3. COMPETENCES	
3.1 Core Competences	
Competency and Definition	Proficiency Statements
a) Customer Management Promotes and inculcates an environment in which customer satisfaction is valued and outstanding service is consistently delivered.	<ul style="list-style-type: none"> i. Commands and enforces broader and deeper knowledge, acknowledgement and appreciation of clients and customers' needs to ensure aligned and value-adding service delivery ii. Models "customer first/ Batho Pele" attitude through advocating for long-term perspective in addressing customer service challenges, asserts coordinated and integrated service delivery improved interventions that are timely, outstanding quality and within budget iii. Makes and enforces explicit decisions based on adding outstanding value to the customers rather than on purely protocol-centered/ technical point of view and helps team (senior managers) understands the reasoning behind the decisions. iv. Inculcates institutional service delivery culture by incorporating stakeholders' service delivery participation and co-ownership, attuned to the sense of urgency and completion of tasks
b) Ethical, Integrity and professionalism Displays integrity and ethical behaviour in personal and organisational practices, models the values of the organisation in order to promote institutional confidence, trust and values	<ul style="list-style-type: none"> i. Creates and fosters a municipal culture where integrity and honesty flourishes by ensuring accountability of employees at all times ii. Sets shared accountabilities and integrity standards across the department in support of value-based organizational culture, inculcates adherence and accountable behavioral standards and leads by example through acting with fidelity, honesty and integrity as in the best interests of the municipality iii. Adheres to measures and controls that fights fraud, corruption and other acts of dishonesty, thus e widely recognized in local government for being ingenuous and prudent iv. Typifies integrity behavior by taking full responsibility or own actions even if it reflects negatively on self or organization; v. Leads by example and promotes high standards of ethical behaviour within the department.
c) Impact and Influence Communicates persuasively to exchange information, ideas and influence others so as to gain cooperation,	<ul style="list-style-type: none"> i. Uses political coalitions to build support to influence ideas on key stakeholders, gives and/ or withholds information to have specific effects and uses group process skills to influence ii. Contextualises the communication approach to the situation by anticipating the audience needs, interests and possible reaction and implement strategies to address these

commitment and support	<ul style="list-style-type: none"> iii. Steers negotiations around complex issues and arrives at a win-win situation iv. Writes complex financial documents that are well structured, concise and expressive of objective views to the specific audience
d) Political Astuteness Achieves municipal mandate and common purpose through recognition and mobilization of support within the political-administrative leadership interface	<ul style="list-style-type: none"> i. Conciliates different interests and values from political and administrative perspectives to shape differences and challenges into institutional common purposes and successes ii. Pursues political-administrative teaming and functioning to enhance collaborative interactions and cooperatives for the purpose of institutional cohesion, common identity and service delivery successes iii. Influences the thinking and behavior of political leadership, gets buy-in from members over whom he or she has no direct authority and make them feel valued iv. Reads people and situations by intuitively recognizing different interests and agendas, discerns underlying espoused agendas, and use wider political astuteness to diffuse threats or minimize impact v. Uses political judgement and engagement at a strategic level to identify and balance political views with organisational needs whilst taking into account the organizations' pluralistic political -administrative interface
3.2 Leadership Competences	
3.2.1 Cluster 1: Governance and Risk Management	
Establishes robust governance structures and processes and ensures compliance within the department and municipality	
a) Governance Supports and implements good Governance through monitoring and evaluation of performance, and compliance enforcement against targets, standards and relevant legislations/guidelines	<ul style="list-style-type: none"> i. Supports separation of powers and regular reporting lines for all role players within corporate services to ensure transparency and accountability ii. Advocates governance and compliance in corporate services as embodied in the King Report on Corporate Governance and as it applies to the local government legal framework. iii. Supports the formulation of and implementation of the codes of conduct for all role players within corporate services and the municipality; which as a minimum include; labour relations, legal services, human resources, occupational health and safety and related functions iv. Ensures clear understanding, observation and adherence of regulation/acts (LR, EE, SD Act, etc) by all managers in municipality
b) Policy conceptualization and formulation Conceptualizes and contributes effectively to the formulation and development of institutional policies and By-laws to enable service delivery and corporate governance.	<ul style="list-style-type: none"> i. Implements and oversees the implementation and enforcement of policies and procedures to enhance effective people management in the municipality ii. Supports the municipal manager and contributes to the establishment and maintenance of non-compliance with labour relations and other related legislative requirements iii. Advises on impact of amendments to the Constitution, national and provincial legislation and policies, and the legislative framework governing local government on the municipality's by-laws and policies
c) Risk management Guides the management team of risk pertaining labour relations, litigations, OH&S, and other related risks that could impact of municipal management processes	<ul style="list-style-type: none"> i. Supports the management team and staff with the adherence to transparent systems of legal, labour relations and risk management and internal controls. ii. Contributes to and supports the municipal with the implementation of a risk management- and fraud prevention plan iii. Mitigates corporate services risks in accordance with the prioritization and ensures corporate services' risks are minimized iv. Analyses the internal audit and audit committee reports related to corporate services, implements timeously risk management interventions to curb occurrence of such risks and audit findings
3.2.2 Cluster 2: Institutional Administration And Leadership	
Accounts for the formation, development and implementation of effective, efficient and responsible institutional administration	

<p>a) Cooperative governance</p> <p>Builds alliances for service delivery whilst working efficiently and cooperatively with key and critical stakeholders.</p>	<ul style="list-style-type: none"> i. Extends networks, takes accountability for influencing key stakeholders and manages key relationships at a strategic level, by identifying common objectives and monitoring delivery against these ii. Ensures stakeholder consultation (internal and external) and guides the municipal council on stakeholder consultation as envisaged and required by the governing legislations (e.g. conditions of employment, labour, etc.) so as to manage stakeholder expectations related to corporate services Pursues and maintains good internal relations with the mayoral committee/ municipal council by supporting the municipal council's oversight role in its interface with the administration's day-to-day operational activities of the municipality
<p>b) Institutional performance Management and Accountability</p> <p>Promotes a culture of performance and accountability by setting and maintaining performance standards</p>	<ul style="list-style-type: none"> i. Contributes to the definition of clear and significant performance improvement approaches linked to accountability methods, guides department implementation ii. Promotes the importance of excellence across corporate services department through corporate identity and ensures that key performance areas are aligned with the KPIs and the municipal KPAs iii. Encourages fellow senior managers and department's professionals to show tangible professional standards and hold team accountable to their performance iv. Demands delivery of what was agreed upon and reviews progress against clear set expectations, bi-monthly with quarterly performance reviews and reporting to municipal council v. Accepts ultimate accountability for the actions of direct reports with clear and accurate progress reports
<p>c) Strategic direction and Leadership</p> <p>Sets directorates' overall strategic direction, leads transformation issues for organizational change and improvements</p>	<ul style="list-style-type: none"> i. Formulates clear strategies and goals for the corporate services department in alignment with the municipal vision and mission ii. Translates institutional vision and goals into department objectives, facilitates and gains commitment on achievement of department goals iii. Provides a clear sense of purpose and focuses on successful completion and attainment of objectives within the department iv. Leads municipal transformation and change management processes for the municipality
<p>3.2.2 Cluster 2: Service Delivery</p>	
<p>a) Coordinates all support services, including Legal services, HR, IT, OHS, Council secretariat, etc</p> <p>Oversees effective functioning of all the specialised support functions within the municipality</p>	<ul style="list-style-type: none"> i. Manages, plans, controls, organizes and directs the activities of the legal services and administration function ii. Oversees development and implementation of strategies, policies, and procedures for legal services, HR, OHS, IT, knowledge management, etc. iii. Provides the council, management and staff with high quality legal and related advice, tailored to the municipality's needs iv. Manages and coordinates the approach towards litigation or other proceedings to which the municipality is party to or potentially party. v. Carrying out the municipality's secretarial functions which include coordinating, attending and serving as a secretary of the council and its committee meetings and following up on the implementation of council resolutions
<p>b) Human capital management</p> <p>Develops and implements human capital management programmes</p>	<ul style="list-style-type: none"> i. Advises and assists other managers in applying sound recruitment and selection practices, and appropriate induction, training and development programs ii. Negotiates on behalf of the municipality with unions and employees on remuneration and conditions of service iii. Initiates and manages municipal human resource programmes and systems to ensure institutional efficiencies iv. Develops employee relationships and promote diversity to build and maximize human capacity and development of municipal talent v. Assesses and balances competing values e.g., policies and mission needs

<p>c) Support and Health and Safety Services</p> <p>Develops human resources policies and Knowledge of Information technology.</p>	<ul style="list-style-type: none"> i. Enforces workplace safety regulations ii. Applies expertise in the full range of the HR arena to support the municipality's mission and business needs iii. Use surveys and other tools to provide information to help create an effective and efficient work environment iv. Adapt information technology to HR management processes and practices. v. Ensures application and adherence to health and safety regulations
3.3 GENERIC COMPETENCES AND SKILLS	
<p>a) Critical thinking</p> <p>Resolves critical and complex work challenges through development of innovative solutions where appropriate.</p>	<ul style="list-style-type: none"> i. Integrates multiple pieces of data/ information, at times contradictory, to resolve a complex technical problem ii. Introduces and releases new ideas and updates to challenge the current way of seeing and doing things within the municipality iii. Seeks to solve a problem in a novel way when the standard approaches are not completely effective iv. Contributes to new paradigms and known within municipality and within local government sphere as field expert
<p>b) Financial Management</p> <p>Actively manages all financial resources, facilities and assets to ensure maximum benefit, value for money and manageable risks</p>	<ul style="list-style-type: none"> i. Prepares own budget in line with the strategic objectives of the municipality and develops corrective measures/ actions to ensure alignment of budget to financial resources ii. Adheres to financial planning, budgeting and forecasting processes in preparation of department's operational budget and ensures that resources management responds to the objectives and priorities of the municipality, to supply chain management guidelines and practices
<p>c) Knowledge and Information Management</p> <p>Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality</p>	<ul style="list-style-type: none"> i. Creates a learning culture in the department by holding motivational sessions with employees and colleagues to share information and new ideas within the area of expertise ii. Recognises and exploits knowledge nodes in interactions with other experts, strives to ensure that there is a correlation between the municipality and the knowledge strategies iii. Works across department to identify and share critical knowledge and disseminate to other departments to empower colleagues, council and other employees
<p>d) Negotiation, Conflict Resolution and Lobbying</p> <p>Gathers information, analyses issues and deal with complexity and ambiguity implications.</p>	<ul style="list-style-type: none"> i. Incorporates a big picture view through integration of complex issues and in a logical manner clarifies and links issues to fosters conflict resolutions and negotiation of matters ii. Identifies, solves and monitors unique issues or problems that have total organizational impact in consultation with the stakeholders, lobbies with critical and key stakeholders to secure buy-in into implementation of conflict preventative measures to ensure that problems do not recur in future iii. Sought after negotiator, conflict manager within and outside the organization iv. Establishes completely, innovative and practical problem resolution approaches to resolve complex inter-department institutional conflicts
<p>e) People Management</p> <p>Values staff and elected members, generates commitment to the municipality internally and externally.</p>	<ul style="list-style-type: none"> i. Values all staff and elected members by enabling understanding and guides on roles conceptualisation and encourages constructive and proper engagements and resources utilization. ii. Supports, respects the individuality of others and recognizes the benefits of diversity of ideas and approaches iii. Facilitates team goal-setting and problem-solving, recognizes individual and team contributions and provides appropriate developmental feedback in accordance with the municipality's performance management system iv. Identifies competence required, suitable resources for specific tasks and displays personal interest in the well-being of his or her team v. Manages conflict through a participatory and transparent approach and encourages personal accountability and role responsibility

f) Planning and Organising Defines tasks and milestones to ensure systematic planning so as to accomplish prioritized objectives and quality results on projects and allocated tasks	<ul style="list-style-type: none">i. Develops integrated plans, initiates and implements collaborative resourcing, usage of efficiency tools to achieve prioritized tasks and projects within scheduled timesii. Translates objectives into specific and well structured plans, attends to and manages multiple tasks and delegates to others to achieve results within set turnaround timesiii. Prioritizes, organizes and schedule tasks/ projects to ensure delivery within a timely manner despite obstacles and challenges encountered
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ANNEXURE D

FINANCIAL DISCLOSURE FORM

I, the undersigned (Surname and Initials) _____
 (Postal Address) _____

 (Residential Address) _____
 (Position Held) _____

 (Name of Municipality) _____
 Tel: _____ Fax: _____
 hereby certify that the following information is complete and correct to the best of my knowledge:

1. Shares and other financial interests (Not bank accounts with financial institutions.)			
Number of shares/Extent of financial interest	Nature	Nominal Value	Name of Company/Entity

2. Directorships and partnerships		
Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/Income

3. Remunerated work outside the Municipality (Must be sanctioned by Council.)		
Name of Employer	Type of Work	Amount of remuneration/Income

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Council

Signature by Mayor or Designate: _____ Date: _____

4. Consultancies and Retainerships			
Name of Client	Nature	Type of business activity	Value of any benefits received

5. Sponsorship		
Source of assistance/sponsorship	Descriptions of assistance/sponsorship	Value of assistance/sponsorship

6. Gifts and Hospitality from a source rather than a family member		
Description	Value	Member

7. Land and Property			
Description	Extent	Area	Value

SIGNATURE OF SENIOR MANAGER

DATE: _____

PLACE: _____

CONFIDENTIAL**OATH / AFFIRMATION**

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:
 - (i) Do you know and understand the contents of the declaration?
Answer _____
 - (ii) Do you have any objection to taking the prescribed oath or affirmation?
Answer _____
 - (iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?
Answer _____
2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

Commissioner of Oath /Justice of the Peace

Full names and surname: _____

(Block letters)

Designation (rank) _____ Ex Officio Republic of South Africa

Street address of institution _____

Date _____ Place _____

CONTENTS NOTED: EXECUTIVE MAYOR/ MAYOR**DATE:** _____

ANNEXURE E

APPLICATION FORM FOR LEAVE OF ABSENCE

Surname								Initials:			
Employee Number:								Shift Worker		Yes	No
Address during leave :		Casual Employee		Yes		No					
		Department									
		Business Unit									
Tel. No.:											
Type of leave taken as working days		Start date		End date		Number of working days					
Annual leave											
Normal sick leave ¹											
Temporary incapacity leave		Temporary incapacity leave must be applied for on the application form prescribed in terms of the Regulations.									
Leave for occupational injuries and diseases											
Specify type of illness											
Adoption leave ²											
Family responsibility leave (Provide evidence)											
Special leave (Provide evidence)											
Specify type of special leave											
Leave for union office bearers (Provide evidence)											
Type of leave taken as calendar days/ months		Start date		End date		Number of calendar days					
Maternity leave (Attach medical certificate)						No. of calendar months					
<p><i>I hereby certify that the information provided is correct. Any falsification of information in this regard may form ground for disciplinary action. Furthermore, I fully understand that if I do not have sufficient leave credits from my annual leave to cover for my absence, the provisions of unpaid leave will be invoked.</i></p>											
SENIOR MANAGER' SIGNATURE						DATE					
Recommendation By Supervisor (Mark with X)											
Recommended		Not Recommended		Rescheduled							
REMARKS (If not recommended please state the reasons and the dates in the case of rescheduling):											
<p>.....</p>											
SIGNATURE OF SUPERVISOR						DATE					
Approval by Municipal Manager/ Mayor (Mark with X)											
Approved with full pay		Approved without pay		Not approved							
REMARKS (If approved with a change in condition of payment or not approved, please provide motivation):											
<p>.....</p>											
SIGNATURE OF MUNICIPAL MANAGER/ MAYOR						DATE					
DATA CAPTURING											
CAPTURED BY:..... CAPTURED ON:.....											
CHECKED BY:..... CHECKED ON:.....											

¹ Applications for sick leave of more than two days must be accompanied by a medical certificate issued by a registered medical practitioner.

² Applications for adoption leave must be accompanied by a declaration on how the entitlement will be used in the case where both spouses are in the employ of local government.

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