

# Mogale City

# Local Municipality

## PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN:

MOGALE CITY LOCAL MUNICIPALITY

AS REPRESENTED BY THE

MUNICIPAL MANAGER:

MAANDA PRINGLE RAEDANI

### **AND**

EXECUTIVE MANAGER: COMMUNITY DEVELOPMENT SERVICES

ASHMAR RANTHEKENG KHUDUGE

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2018 TO 30 JUNE 2019

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2018/2019 Performance Management Agreement entered into by and between Municipal Manager: M.P. Raedani and Executive Manager: Community Development Services: Adv. A. R. Khuduge

### PERFOMANCE MANAGEMENT AGREEMENT

### **ENTERED INTO BY AND BETWEEN**

MOGALE CITY LOCAL MUNICIPALITY herein represented by M.P. RAEDANI as the MUNICIPAL MANAGER (hereinafter referred to as the Employer or Supervisor)

And

ASHMAR RANTHEKENG KHUDUGE as the EXECUTIVE MANAGER; COMMUNITY DEVELOPMENT SERVICES of MOGALE CITY LOCAL MUNICIPALITY (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

### 1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in Terms of Section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as the "the Parties".
- 1.2 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.3 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B), 57(C) and 57(5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014.

### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B), (4C) and (5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014 as well as the Contract of Employment entered into between the parties;

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- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

### 3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 01 JULY 2018 and will remain in force until 30 JUNE 2019; where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.3 The content of this Agreement may be revised at any time during the above- mentioned period to determine the applicability of the matters agreed upon.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 The performance objectives and targets that must be met by the Employee; and
  - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the

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Budget of the Employer, and shall include key objectives; key performance indicators; target and weightings.

- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe within which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

### 5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

# 6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENTS SYSTEM THAT THE EMPLOYER ADOPTS

- The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the performance agreement.
  - 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs)/ Core Managerial Competencies (CMC) respectively.
  - 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
  - 6.2.3 KPAs covering the main areas of work will account for 80 weighting and CCRs will account for 20 weighting of the final assessment.

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6.3 The Employee's assessment will be based on his/her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's (as outlined within the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006), and will constitute 80 weighting of the overall assessment result as per the weightings agreed to between the employer and Employee:

KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING %
Service Delivery and Infrastructure Development	50%
Financial Viability	15%
Good Governance & Public Participation	18%
Municipal Transformation& Organizational Development	15%
Local Economic Development	2%
Total	100%

6.4 The Leading & Core Competencies will make up the other 20% of the Employee's assessment score. The competency framework consists of six (6) leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

The six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

LEADING COMPETENCY F	REQUIREMENTS	WEIGHTS %
Strategic Direction and Leadership	<ul> <li>Impact and influence</li> <li>Institutional Performance         Management</li> <li>Strategic Planning and Management</li> <li>Organizational Awareness</li> </ul>	10%
People Management	<ul> <li>Human Capital Planning &amp; Development</li> <li>Diversity Management</li> <li>Employee Relations Management</li> <li>Negotiation and Dispute Management</li> </ul>	10%
Program & Project Management	<ul> <li>Program &amp; Project Planning and Implementation</li> <li>Service Delivery Management</li> <li>Program &amp; Project Monitoring &amp; Evaluation</li> </ul>	20%
Financial Management	<ul><li>Budget Planning &amp; Execution</li><li>Financial Strategy &amp; Delivery</li><li>Financial Reporting &amp; Monitoring</li></ul>	20%
Change Leadership	Change Vision & Strategy	20%

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READING COMPETENCY	REQUIREMENTS	WEIGHTS#6
	Process Design & Improvement	
	Change Impact Monitoring &     Evaluation	
Governance Leadership	Policy Formulation	20%
	<ul> <li>Process Design &amp; Improvement</li> <li>Change Impact Monitoring &amp; Evaluation</li> </ul>	
	Cooperative Governance	
COR	-	
	Moral Competence	
F		
	<b>9</b>	
Process Design & Improvement     Change Impact Monitoring & Evaluation  Governance Leadership Policy Formulation Risk and Compliance Management Cooperative Governance  CORE COMPETENCIES Moral Competence Planning and Organizing Analysis and Innovation Knowledge and Information Management Communication		
R	esult and Quality Focus	
TOTAL		100

### 7. EVALUATING PERFORMANCE

- 7.1 The Performance Plan (Annexure A) to this Agreement sets out-
  - 7.1.1 The standards and procedures for evaluating the Employee's performance; and
  - 7.1.2 The intervals for the evaluation of the Employee's performance.
- 7.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (PDP) as well as the actions agreed to and implementation must take place within set time frames.
- 7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 7.5 The annual performance appraisal will involve:
  - 7.5.1 Assessment of the achievement of results as outlined in the performance Plan:
    - (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to hoc tasks that had to be performed under the KPA;
    - (b) An indicative rating on the five-point scale should be provided for each KPA;

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(c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

### 7.5.2 Assessment of the Competencies

- (a) Each competency should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each competency
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final competency score.

### 7.5.3 Overall rating

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

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

OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
Unacceptable Performance	1	0% - 59% and below
Performance does not meet the standard expected for the job. The employee has failed to demonstrate the commitment level expected in the job despite management efforts to encourage improvement.		
Performance Not Fully Effective	2	60% – 69%
Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.		
Performance Fully Effective	3	70% – 79 %
Performance fully meets the standards expected in all areas of the job	OTHER ASS.	
Performance Significantly Above Expectations/	4	80% – 89 %

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OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
Exceptional Performance		
Performance is significantly higher than the standard expected in the job.		
Outstanding Performance	5	90% – 100 %
Performance far exceeds the standard expected of an employee at this level.		

- 7.7 For purposes of evaluating the performance of the Executive Manager: Community Development Services, an evaluation panel constituted by the following persons must be established
  - 7.7.1 Municipal Manager;
  - 7.7.2 Chairperson of the Performance Audit Committee or Audit Committee in the absence of a Performance Audit Committee;
  - 7.7.3 Member of the Mayoral Committee;
  - 7.7.4 Municipal Manager from another Municipality; and

### 8. SCHEDULE FOR PERFORMANCE REVIEWS

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

Quarter	Timeline	Date of the Review
First Quarter	July – September 2018	Second week of October 2018
Second Quarter	October – December 2018	Second week of January 2019
Third Quarter	January – March 2019	Second week of April 2019
Fourth Quarter	April – June 2018	Not applicable

8.2 The Employer shall keep a record of all formal and informal reviews, including the mid-year review and annual assessment meetings.

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

### 9. DEVELOPMENTAL REQUIREMENTS

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

### 10. OBLIGATIONS OF THE EMPLOYER

- 10.1 The Employer shall -
  - 10.1.1 create an enabling environment to facilitate effective performance by the Employee;
  - 10.1.2 provide access to skills development and capacity building opportunities;
  - 10.1.3 work collaboratively with the Employee to solve problems and solutions to common problems that my impact on the performance of the Employee;
  - 10.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and
  - 10.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this agreement.

### 11. CONSULTATION

- 11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others
  - 11.1.1 a direct effect on the performance of any of the Employee's functions;

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- 11.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
- 11.1.3 a substantial financial effect on the Employer.
- 11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

### 12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of performance and the amount payable would be calculated on the following basis:

	Performance Rating	Bonus Amount
1. 0% - 59%	Performance Unacceptable	0% of total package
2. 60% - 69%	Performance Not Fully Effective	
3. 70% - 79%	Performance Fully Effective	Remuneration Progression
4. 80% - 89%	Performance Significantly Above Expectations/ Exceptional Performance	<ul><li>Remuneration Progression</li><li>5% - 9% of Total Package</li></ul>
5. 90% - 100%		Remuneration Progression     10% - 14% of total package

- 12.3 In the case of unacceptable performance, the Employer shall
  - 12.3.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
  - 12.3.2 after appropriate counseling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties.

### 13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provide for, shall be mediated by –

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13.1.1 In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

### 14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

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14.2	Employee in terms of his/ her or	inished the obligations, duties or accountabilities of the contract of employment, or the effects of existing or new rectives or other instruments.
Thus	s done and signed at DULLER	3106h this the 27 day of 5447 2018
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, (L)		EMPLOYEE
•		(Executive Manager:
2	Odecolo	Community Development Services)
Thu	s done and signed at \\LuuEksb	ORP on this the 27 day of July 2018
AS '	WITNESSES:	
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	PEKFOKMANCE, MEASONEMEN		1= 100% approved after 28 February 2019 2= 100% approved after 31 January 2019 3 = 100% before 31 December 2018	sefore 15 December sefore 30 November		1=89% and Below Compliance	3=100% Compliance		2 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	1= 100% disputes finance of any more carpy after the set timeframes 2=100% disputes finalised 11-15 days after the set timeframes 3=100% disputes finalised within 10 working 3=100% disputes finalised within 10 working	usys. 4 = 100% disputes finalised within 8 working days 5 = 100% disputes finalised within 6 working days.			PERFORMANCE MEASUREMENT	20 S S S S S S S S S S S S S S S S S S S	sgs			. (3	:::, :::,			
		7-2-1 - 7 - 7-1 - 1 - 7-1 - 1	1= 100% a 2= 100% a 3 = 100% b	5 = 100% t									T	LE PERFOR	1= 270 jobs 2= 278 jobs 3= 283 jobs	- 1					æቼ		
	RESPONSIBLE PERSON		Executive Manager: Community	Development Services		Executive Manager:	Development	Selvices		Executive Manager: Community	Development Services			RESPONSIBLE PERSON	Executive Manager: Community	Development Services	RESPONSIB	PERSON			d Community Development Services		_
10.10	E PER	Copies of the signed Job profiles	Copies of the signed job profiles	Coples of the signed Job profiles	Coples of the signed Job profiles	Check list from CSS	and the Red-list		Report from the EM and Quarterly statistical reports from ERM	Report from the EM and Quarterly statistical reports from ERM	Report from the EM and Quarterly statistical reports from ERM	Report from the EM and Quarterly statistical reports from ERM		TYPE OF EVIDENCE PER QUARTER	EPWP Reports to	3		EVIDENCE			Approved Departmental Plan aligned to the SDBIP		
	PROJECT E		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		PROGRAMME/ PROJECT MILESTONE	1 1	283			<u></u>			<b>n</b>	Γ.
	QUARTER	2	25	8	25	92	8	24	ē	8	ខ	20		QUARTER	£ 2	8 8		PERFORMANCE MEASUREMENT	1=Departmental Plan approved before the end of 30 April 2019	2= Departmental Plan approved before the 31 March 2019	3= Departmental Plan approved before the 28 February 2019	4=Departmental Plan approved before the 31 January 2019	5=Denortmental Plan approved before
	ANNUAL		90				100%			5 5 7				ANNUAL	283			MANCE ME	nental Plan ag 30 April 2019	mental Plan a rch 2019	mental Plan a	nental Plan a nuary 2019	e della latana
	BASELINE		j	Jack tall get			New target				1000 1000 1000 1000 1000 1000 1000 100			BASELINE	NeN Series			PERFO	1=Departr the end of			4=Depart the 31 Jan	
	BUDGET			ı			1				1			BUDGET							Department Plan 020 budget)		
	UNIT OF		:	*	<del>-</del> .		%		}		<b>S</b>			UNIT OF MEASURE	8						ent) Approved rm the 2019/2		
	WEIGHTING			~ %			2%			i	2%			WEIGHTING	Ì			Ж			and Managem SDBIP (to info		
KPA: MINICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT: 15%	Y PERFORMANCE V	KEY PERFORMANCE WINDICATOR  Wholcator  We development/review of job profiles as per CSS schedule			% ormulance to the	record management	Distance Prince		% labour related	disputes successfully finalised			KEY PERFORMANCE INDICATOR	Number of employment	coordinated through			(Strategic Planning and Management) Approved Department Plan aligned to the SDBIP (to inform the 2019/2020 budget)					
ANISATIONAL	WARDS TO KE	1		All Wards			All Wards				All Wards			VARDS TO	5	All wards		WEIGHTING			s.		
MATION AND ORG	MSCOA WA			Support EM			CDS - Strategic Support EM	-			Support EM		KPB: LOCAL ECONOMIC DEVELOPMENT: 2%	MSGOA V	of section	Support EM	- Liver L	MPETENCIES					
I TRANSFOR	PLANNING			Maneger: Output	<u>.</u>		Manager:				Manager: Output		ECONOMIC DE	PLANNING LEVEL	<del></del>	Manager: Output	7	CORE MANAGERIAL COMPETENCIES					
MINICIPA	SDBIP PI			<u>a</u>			<u>Б</u>				주 6		PA: LOCAL	SDBIP REF.NO		<u>주</u> 1		COREMA					





מוואומה דינאמאוו אות דפמחואות מחואות			1= 4 Performance Management Agreements signed after the 30/09/2018		<u> </u>						in the second
	ນ	No. of Individual Performance Management Agreements signed with Managers by 31 August 2018		Four (4) 2018/2019 Performance Management Agreements signed with Managers	Executive Manager: Community Development Senices	delemente de Fl 19 flet Francis (19 19 flet Francis (19 flet)				<u></u>	
			4= 4 Performance Management Agreements signed by the 15/08/2018			a Filia Pagasas Sylik			<u>.</u> .	<del></del> .	
			5≂ 4 Performance Management Agreements signed by the 31/07/2018								
14400 14400 14400 14400 14400 14400 14400 14400 14400 14400 14400 14400 14400 14400 14400 14400 14400 14400 14		Total	1=PDPs developed by 30 November 2018								
,			2=PDPs developed by 31October 2018	Proof on the submission of PDPs for	Executive	i v Merik Medi				•	
	ç	Personant of Personal Development Plans (PDPs) for Managers	Зеркетрег	Senior Managers to Learning and Development Sub-division for	Community Development				-		
Рворю Маладеталт алд строметпет	2			implementation	Services		:				
			5=PDPs developed by 31 August 2018								
			1= 70-80% and below implementation								
			2= 71-79% implementation within set		Executive						
	:	behaviors (broken)	3= 80% implementation within set	implementation or Quarterly SDBIP Reports	Community		44			_	
	2	Opplanding Flogrania II) occurring	timeframes 4= 81-90% Implementation within set		Services						
			Ilmeframes 5= 91-100% implementation within set								
Program and Project Management		The state of the s	1= 80% Implementation of the SDBIP	No.	-	eina Veist Ng Zi					<del></del>
			2= 65% implementation of the SDBIP		Executive		:	·			
	ç	Sanics Delivery Management	3= 90% implementation of the SDBIP	SDBIP Quarterly Performance Reports from Monitoring and	Manager: Community	7184 5184 5187					<u></u>
	2	•	4= 92% Implementation of the SDBIP		Services				<u>.</u>		
			5= 94% Implementation of the SDBIP								
And the second s		age to the second of the secon	1= 8% unauthorised expenditure	1 July 2018 to 30 June 2019 in	Executive Manager:			·			
	무	% Negative Variance on operational budget spent	3= 0 % unauthorised expenditure	year monitoring report	Community Development		**************************************	<u>.</u>	-	_	
			4= 57e Savings 5= 10% savings		Services				-		T
Financial Management	10	% of MIG funded capital budget spent at the end of financial year	1= 92% Spent 2= 94% Spent 3= 96% Spent 4= 99% Spent 4= 90% Spent	1 July 2018 to 30 June 2018 In year monitoring report	Executive Manager: Community Development Services						
		·	5= 100% spent 1≂59% and Below implementation		Executive			<u>.</u>			
		% Change Management Plan Implementation	2=60-79% Implementation 3=80% Implementation 4=82% Implementation	Change Management Plan for implementation of the Ethics Management Programmes	Manager: Community Development Services						
Change Leadership			5=84%Implementation	,	Executive		. T				
	<del>-</del>	Communication to employees	2= 3 meetings 3= 4 meetings 4= 5 meetings 5= 6 meetings	Agenda and Attendance Register of departmental meetings	Community Development Services				-		
		tale transfer transfe	1=59% and Below		Executive					<u></u>	
-	5	Revision and Development of Policies	2=60-79% 3=80% 4=81-90% 5=04-400%	Revised and Developed Policies vs Policies submitted to Council in the 2018/2019 financial year for Approval	Manager: Community Development Services						
Governance   earlershin		The state of the s									\





Executive Manager: Community Development Services			- Aller Timber T	
Desitioard Risk Nanagement Reports from M&E			A LOUIS AND A LOUI	
1=59% and Below 2=60-79% 4=82% 5=64%	Annual Company of the			
10 % Implementation of the annual risk management kinplementation of the	Tota = 100	Signed and Accepted by the Exercitive Manager: Community Development Services  Adv. Ashmar Khudyga  Att. Ashmar Khudyga  Date:	Approved by the Municipal Manager Manader Manade Pringle Raedani	Date: 27/07/2018 1

# PERSONAL DEVELOPMENT PLAN (PDP)

	ANUMAD	The state of the s	NAME	KHUDUGE		
OURINAME DODITION	TVITAIN TIME	ים.	REPORT TO	MUNICIPAL MANAGER	INAGER	
FOSITION INC. 1767	EXECUTIVE MANAGER. CDS	ALC COS	SAI ARY BAND	S56		
SALAKI LEVEL	COMMINITY DEVEL OPMENT SERVICES	ODMENT SERVICES	FINANCIAL YEAR	2018/2019	- Andrews and the second and the sec	
Competency area to be developed	Specific development objectives (what to achieve)	Competency indicators (evidence of development)	Development activities (self-study, on-the-job, formal- dates and cost)	Support required (e.g. coaching)	Development review and assessment: Training provider	Sign-off review and assessment (Individual, Expert Trainer & Coach)
Change Management	<ul> <li>Change Vision &amp; Strategy</li> <li>Process Design &amp; Improvement</li> <li>Change Impact Monitoring &amp; Evaluation</li> </ul>	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer
Program and Project Management	Program & Project Planning and Implementation Service Delivery Management.     Program & Project Monitoring & Evaluation	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	rainer
Financial Management	mSCOA implementation aligned to the budgeting process.	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer



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CHENAME	ASHWAR		NAME	KHUDUGE		
DOCITION	EXECUTIVE MANAGER: CDS	ER: CDS	REPORT TO	MUNICIPAL MANAGER	ANAGER	The state of the s
PALADVI EVE	2	The state of the s	SALARY BAND	S56	- Prince - P	AND THE PERSON NAMED IN COLUMN
DEDADTMENT	COMMINITY DEVEL	COMMINITY DEVELOPMENT SERVICES	FINANCIAL YEAR	2018/2019		
Competency area to be developed	Applied the control of the control of the con-	Competency indicators (evidence of development)	Development activities (self-study, on-the-job, formal- dates and cost)	Support required (e.g. coaching)	Development review and assessment: Training provider	Sign-off review and assessment (Individual, Expert Trainer & Coach)
	Standard for		-			
	Infrastructure					
	Procurement					
	and Delivery					
	Management					
	Procurement					
	Policy				*****	
	implementation.	Language Control of the Control of t				
EMPLOYEE SIGNATURE	Jona J		MM's SIGNATURE	Marda	DATE	27/07/2018