

Matjhabeng Local Municipality



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MUNICIPALITY OF MATJHABENG
AS REPRESENTED BY THE MUNICIPAL MANAGER**

MR. ET TSOAELI

AND

MS. ZK TINDLENI

**THE EMPLOYEE OF THE MUNICIPALITY
EXECUTIVE DIRECTOR: COMMUNITY SERVICES**

FOR THE

FINANCIAL YEAR: 01 JULY 2018- 30 JUNE 2019

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Matjhabeng Local Municipality

ENTERED INTO BY AND BETWEEN

Matjhabeng Local Municipality herein represented by **MR. ET TSOAELI** in his capacity as the Municipal Manager (hereinafter referred to as the Employer or Supervisor)

and

Ms. Z.K TINDLENI 730314 0455 081 an Employee of the Municipality of Matjhabeng (hereinafter referred to as the Employee, in his capacity as Executive Director: Community Services and Public Safety.

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 Parties.
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee reporting to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The parties agree that the purpose of this Agreement is to:

- 2.1 Comply with the provisions of Section 57(1)(b), (4A), (4B), and 5 of the Systems Act; as well as the Contract of Employment entered into between parties;
- 2.2 Specify objectives and targets established for the Employee and 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;

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- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee and/or to assess whether the Employee has met the performance expectations applicable to her job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2018** and will remain in force until **30th 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 The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

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

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Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates 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 in 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 Municipality'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 development system that the Employer adopts.
 - 6.1 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.
 - 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 6.2.1 The Employee must be assessed against both components, with weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

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- 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% and CMCs will account for 20% of the final assessment.
- 6.3 The Employee's assessment will be based on her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Municipal Transformation and Organizational Development	10
Infrastructure development and Basic Service Delivery	65
Local Economic Development (LED)	05
Municipal Financial Viability and Management	10
Good Governance and Public Participation	10
Total	100% (80%)

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

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES		WEIGHT
Strategic Capability & Leadership	-	10
Programme and Project Management	-	10
Financial Management	-	10
Change management		

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Knowledge management of developmental local government		
Service delivery innovation		
Problem Solving and Analytical Thinking	-	10
People Empowerment and Diversity Management	-	20
Client orientation and Customer focus	-	20
Communication		
Accountability and Ethical Conduct		
Honesty & Integrity	-	10
Skills in governance		
Policy conceptualization and implementation	-	10
Mediation skills		
Advanced negotiation skills		
Advanced influencing skills		
Partnership and stakeholder Relations		
Supply Chain Management		
TOTAL		100% (20%)

7. EVALUATING PERFORMANCE

7.1 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 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 *ad hoc* tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

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7.5.2 Assessment of the CMCs

- (a) Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CMC.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the scores and calculate a final CMC 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 CMCs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully	Performance is below the standard required for					

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	effective	the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	
1	Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

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

- 6.7.1 Municipal Manager;
- 6.7.2 Chairperson of the Audit Committee;
- 6.7.3 Member of the Executive Committee; and
- 6.7.4 Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to 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	Date	Assessment Period
First quarter:	July – September 2018	31 October 2018
Second quarter:	October – December 2018	31 January 2019
Third quarter:	January – March 2019	30 April 2019
Fourth quarter:	April – June 2019	30 July 2019

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- 8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee 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 Developmental Plan (PDP) for addressing developmental gaps is attached as Annexure B

10. EMPLOYER OBLIGATIONS

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 generate solutions to common problems that may 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 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 to meet the performance objectives and targets established in terms of this Agreement.

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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;

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

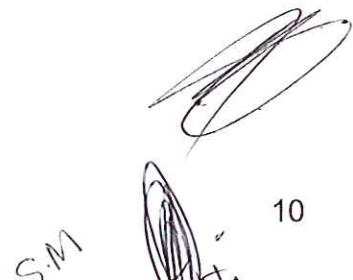
12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.2 A performance bonus of 8% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance as follows:

% SCORE	% BONUS
A total percentage score of 130% to 135%	6%
A total percentage score of 136% to 140%	8%
A total percentage score of 141% to 145%	10%
A total percentage score of 146% to 150%	12%
A total percentage score of 151% and above	14%

12.3 Any performance bonus that may be payable to the Employee, shall only be paid out after –

- 30 June 2018



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- The Employer's Council has approved the Employee's Annual Performance Appraisal as required by section 57 (4b) of the Systems Act and
- The annual report relating to the current financial year has been tabled in the Employer's Council and Council adopted it.

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve her performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out 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 provided for, shall be mediated by –

13.1.1 The Mayor within fourteen (14) days of receipt of assessment results for the review of the performance outcome. The Mayor must mediate within 30 days of receipt of a formal dispute from the Employee; or

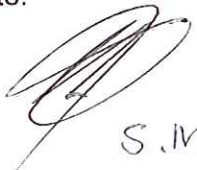
13.1.2 any other person appointed by the Mayor.

13.2 In the event that the mediation process contemplated above fails, 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.

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





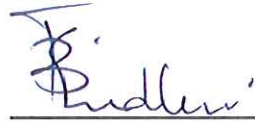
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Thus done and signed at WELKOM on this 02 day of July 2018.

AS WITNESSES:


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2. 

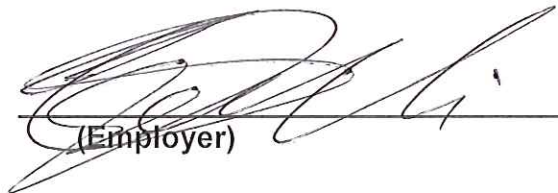


(Employee)



Thus done and signed at WELKOM on this 02 day of July 2018.

AS WITNESSES:

1. 
2. 



(Employer)

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PERSONAL DEVELOPMENT PLAN (PDP)

- 7.1 A Municipality should be committed to –
- a) The continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
 - b) Managing training and development within the ambit of relevant national policies and legislation.
- 7.2 A Municipality should follow an integrated to Human Resources management, that is:
- a) Human Resources development forms an integral part of human resources planning and management.
 - b) In order for training and development strategy and plans to be successful, it should be based on sound Human Resources (HR) practises, such as the (strategic) HR plan, job profiles, the result of regular performance appraisals and career pathing.
 - c) To ensure the necessary linkages with performance management, the Performance Management and Development System, provides for the Personal Development Plans to be included in their annual performance agreements. Such approach will also ensure the alignment of the individual performance objectives with municipality strategic objectives, and that training and development needs can be identified through performance management and appraisal.
 - d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions.
 - e) Personal Development Plans are compiled for individual employees and the data collected from all the employees in the municipality, forms the basis for the Work Place Skills Plan, which municipalities are required to compile as basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.
- 7.3 The aim of the PDP is to identify, prioritise and implement training needs.

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- 7.4 Compiling the PDP (Appendix A):
- a) Competency assessment instruments should be established and utilised to assist with the objective assessment of employees' competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying trainings needs or gaps.
 - b) Training needs should be aligned to organisation objectives and the individual's specific job (objectives and competencies) and secondly focused on individual career needs; however this needs to be position related.
 - c) Next the training needs to be prioritised (1 to 2), since it may not be possible to address all the identified training needs within a specific financial year. Training needs to be addressed in a phased and prioritised basis.
 - d) Consideration must be given to the expected outcomes, column 2; so that once the intervention is completed the impact can be measured against the relevant indicators.
 - e) An appropriate training intervention should be identified and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3.
 - f) Guidelines regarding the number of training days per employee and the nominations of employees: an employee should on average have at least five (5) days per financial year and not unnecessarily withdrawn from training interventions.
 - g) Column 4: The suggested mode of delivery refers to chosen methodology that is deemed most relevant to ensure transfer of skills. The training intervention should impact on delivery back in the work place.
 - h) The suggested time frames (Column 5) enables managers to effectively plan for the annum e.g. so that not all employees are away at the same time.
 - i) Work opportunity provided to practise skill/development areas (Column 6) further ensure internalisation of information gained as well as return on investment.
 - j) Column 7: Provides the employee with a support person that could act as coach or mentor with regard to the area of development.

Thus done and signed at WELKOM on this 02 day of July 2018.

AS WITNESSES:

1. FRANKA

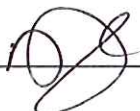


Ms. Z.K. TINDLENI
EXECUTIVE DIRECTOR:
COMMUNITY SERVICES

2. _____


Thus done and signed at WELKOM on this 02 day of JULY 2018.

AS WITNESSES:

1.  _____



MR. E.T. TSOAELI
MUNICIPAL MANAGER

2.  _____



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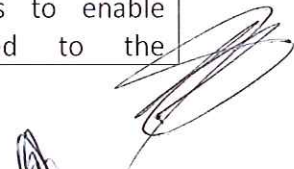
Criteria	Description	Generic Standards for 'fully effective' Performance
1. Strategic Capability And Leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	<ul style="list-style-type: none"> ◊ Gives direction to team in realizing the organization's strategic objectives; ◊ Impacts positively on team morale, sense of belonging and participation; ◊ Develops detailed action plans to execute strategic initiatives; ◊ Assists in defining performance measures to evaluate the success of strategies; ◊ Achieves strategic objectives against specified performance measures; ◊ Translates strategies into action plans; ◊ Secures co-operation from colleagues and team members; ◊ Seeks mutual benefit/win-win outcomes for all concerned; ◊ Supports stakeholders in achieving their goals; ◊ Inspires staff with own behaviour – "walks the talk"; ◊ Manages and calculates risks; ◊ Communicates strategic plan to the organization; and ◊ Utilizes strategic planning methods and tools.
2. Programme and Project Management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> ◊ Establishes broad stakeholder involvement and communicates the project status and key milestones; ◊ Defines roles and responsibilities for project team members and clearly communicates expectations; ◊ Balances quality of work with deadlines and budget; ◊ Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan; ◊ Uses computer software programmes to help manage project; and ◊ Sets and manages service level agreements with contractors.
3. Financial Management	Compiles and manages budgets, controls cash	<ul style="list-style-type: none"> ◊ Demonstrates knowledge of general concepts of financial planning, budgeting

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	<p>flow, institutes risk management and administers tender procurement processes in accordance with generally recognized financial practices in order to ensure the achievement of strategic organizational objectives.</p>	<p>and forecasting and how they interrelate;</p> <ul style="list-style-type: none"> ◊ Manages and monitors financial risk; ◊ Continuously looks for new opportunities to obtain and save funds; ◊ Prepares financial reports and guidelines based on prescribed format; ◊ Understands and weighs up financial implications of propositions; ◊ Understands, analyses and monitors financial reports; ◊ Allocates resources to established goals and objectives; ◊ Aligns expenditure to cash flow projections; ◊ Ensures effective utilization of financial resources; ◊ Develops corrective measures/actions to ensure alignment of budget to financial resources; and ◊ Prepares own budget in line with the strategic objectives of the organization.
<p>4. Change Management</p>	<p>Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments</p>	<ul style="list-style-type: none"> ◊ Performs analysis to determine the impact of changes in the social, political and economic environment; ◊ Keeps self and others calm and focused during times of change or ambiguity; ◊ Initiates, supports and encourages new ideas; ◊ Volunteers to lead change efforts outside of own work team; ◊ Consults and persuades all the relevant stakeholders of the need for change; ◊ Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change; ◊ Coaches colleagues on how to manage change; ◊ Proactively seeks new opportunities for change; ◊ Identifies and assists in resolving resistance to change with stakeholders; ◊ Designs specific projects to enable change that are aligned to the

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		<p>organisational objectives; and</p> <ul style="list-style-type: none"> ◊ Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
5. Knowledge Management	<p>Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation.</p>	<ul style="list-style-type: none"> ◊ Uses appropriate information systems to manage organisational knowledge; ◊ Uses modern technology to stay abreast of world trends and information; ◊ Evaluates information from multiple sources and uses information to influence decisions; ◊ Creates mechanisms and structures for sharing of knowledge in the organisation; ◊ Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency; ◊ Promotes the importance of knowledge sharing within own area; ◊ Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and ◊ Nurtures a knowledge-enabling environment.
6. Service Delivery Innovation	<p>Champions new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals.</p>	<ul style="list-style-type: none"> ◊ Consults clients and stakeholders on ways to improve the delivery of services; ◊ Communicates the benefits of service delivery improvement opportunities to stakeholders; ◊ Identifies internal process improvement opportunities to SDI; ◊ Demonstrates full knowledge of principles on service delivery innovations; ◊ Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; ◊ Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and ◊ Implements innovative service delivery options in own department/organisation.
7. Problem Solving and Analysis	<p>Systematically identifies, analyses and</p>	<ul style="list-style-type: none"> ◊ Explains potential impact of problems to own working environment;

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	resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	<ul style="list-style-type: none"> ◇ Demonstrates logical problem solving approach and provides rationale for proposed solutions; ◇ Determines root causes of problems and evaluates whether solutions address root causes; ◇ Demonstrates objectivity, thoroughness, insight fullness, and probing behaviours when approaching problems; and ◇ Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
8. People Management And Empowerment	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.	<ul style="list-style-type: none"> ◇ Seeks opportunities to increase personal contribution and level of responsibility; ◇ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches; ◇ Delegates and empowers others to increase contribution and level of responsibility; ◇ Applies labour and employment legislation and regulations consistently; ◇ Facilitates team goal setting and problem solving; ◇ Recognises individuals and teams and provides developmental feedback in accordance with performance management principles; ◇ Adheres to internal and national standards with regards to HR practices; ◇ Deals with labour matters; ◇ Identifies competencies required and suitable resources for specific tasks; ◇ Displays personal interest in the well-being of colleagues; ◇ Able to manage own time as well as time of colleagues and other stakeholders; and ◇ Manages conflict through a participatory transparent approach.
9. Client Orientation And Customer	Willing and able to deliver services effectively and	<ul style="list-style-type: none"> ◇ Develops clear and implementable service delivery improvement programmes;

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Focus	efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> ◊ Identifies opportunities to exceed the expectations of customers; ◊ Designs internal work processes to improve customer service; ◊ Adds value to the organisation by providing exemplary customer service; and ◊ Applies customer rights in own work environment.
10. Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> ◊ Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way; ◊ Receptive to alternative viewpoints; ◊ Adapts communication content and style according to the audience including managing body language effectively; ◊ Delivers messages in a manner that gains support, commitment and agreement; ◊ Writes well structured complex documents; ◊ Communicates controversial sensitive messages to stakeholders tactfully; ◊ Listens well and is receptive; and ◊ Encourages participation and mutual understanding.
11. Honesty and Integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service	<ul style="list-style-type: none"> ◊ Conducts self in accordance with organisational code of conduct; ◊ Admits own mistakes and weaknesses and seeks help from others where unable to deliver; ◊ Reports fraud, corruption, nepotism and maladministration; ◊ Honours the confidentiality of matters and does not use it for personal gain or the gain of others; ◊ Discloses conflict of interests issues; ◊ Establishes trust and shows confidence in others; ◊ Treats all employees with equal respect; ◊ Undertakes roles and responsibilities in a sincere and honest manner; ◊ Incorporates organisational values and beliefs into daily work; ◊ Uses work time for organisational matters and not for personal matters; and

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		◊ Shares information openly, whilst respecting the principle of confidentiality.
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