



PERFORMANCE AGREEMENT

Made and entered into by and between:

Elundini Local Municipality

[AS REPRESENTED BY THE MUNICIPAL MANAGER]

Khaya lethu Gashi

AND

Sheldon Goodall

[CHIEF FINANCIAL OFFICER OF ELUNDINI LOCAL MUNICIPALITY]

for the

FINANCIAL YEAR: 01 JULY 2011 - 30 JUNE 2012

The Municipality of **Elundini local Municipality** herein represented by **Khayaletu Gashi** in his capacity as **Municipal Manager** (hereinafter referred to as the Employer or Supervisor) and **Sheldon Goodall** (Employee of Elundini Local Municipality) (hereinafter referred to as the **Chief Financial Officer**)

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 of 2000 (hereinafter referred to as 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 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(4)(a), 57(4)(b) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this agreement is to –

- 2.1 comply with the provisions of Section 57 (1)(b), (4)(a), (4)(b) and (5) of the Systems Act as well the Contract of Employment entered into between the parties;

ts established for the Employee and to communicate
employer's expectations of Employee's performance

- expectations and accountabilities;
- 2.3 specify accountability 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 the suitability of the Employee for permanent employment and/or to assess 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 **01 of July 2011** and will remain in force until **30 June 2012** whereafter 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 at least once a year, during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

validity of this Agreement the work environment alters (by 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 quality requirements and 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 Budget of the Employer, and shall include key objectives; key performance indicators; target dates, quality requirements 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 quality requirements define the quality standards which the indicators must meet. 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.

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 on the specific performance standards that will be included in the performance management system as applicable to the Employee.

6 AGREEMENT TO COMPLY WITH EMPLOYER'S SYSTEM

- 6.1 The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 6.2 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.
- 6.3 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.
 - 6.3.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 6.3.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

Main areas of work will account for 80% and Core Competency Requirements will account for 20% of the final assessment.

6.4 The Employee’s assessment will be based on his/ her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA’s, and will constitute **80%** of the overall assessment result as per the weightings agreed to between the Employer and Employee:

#	Key Performance Areas (KPA’s)	Weighting
1.	Municipal Financial Viability and Management	80%
2.	Good Governance, Leadership and Public Participation	20%
Total		100%

6.5 The Core Competency Requirements make up the other **20%** of the Employee’s assessment score. CMCs that are deemed to be most critical for the Employee’s specific job should be selected (√) from the list below as agreed to between the Employer and Employee:

#	CORE COMPETENCY REQUIREMENTS	APPLICABILITY
1.	Strategic Capability and leadership	√
2.	Programme and Project Management	√
3.	Financial Management	√ (compulsory)
4.	Change Management	√
5.	Knowledge Management	√
6.	Service Delivery Innovation	√
7.	People and Diversity Management	√ (compulsory)

		APPLICABILITY
	us	√ (compulsory
9.	Honesty and integrity	√
10.	Mediation skills	√
11.	Advanced negotiation skills	√
12.	Advanced influencing skills	√
13.	Communication	√
14.	Policy conceptualisation and implementation	√
15.	Partnership and stakeholder relations	√
16.	Supply chain management	√
TOTAL WEIGHTING		

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 the agreed intervals for evaluation, the Employer may in addition review the Employee’s performance at any stage (*e.g. quarterly – highly recommended*) 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 implemented within the agreed upon 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 the following:

achievement of results as outlined in the performance

- (a) Each KPA shall be assessed according to the extent to which the specified standards or performance indicators have been met or exceeded 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.

7.5.2 Assessment of the Core Competency Requirements:

- (a) Each Assessment of the Core Competency Requirements 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 Assessment of the Core Competency Requirements.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the scores and calculate a final Assessment of the Core Competency Requirements 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 Assessment of the performance of the employee

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

		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	Full effective	Fully effective Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The					

	DESCRIPTION	RATING				
		1	2	3	4	5
	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 –

7.7.1 Executive Mayor/ Mayor;

7.7.2 Chairperson of the Audit Committee;

7.7.3 Ward committee member (on a rotational basis), where applicable;

7.7.4 Member of the Mayoral Committee; and

7.7.5 Mayor and/ or Municipal Manager from another Municipality (Optional).

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his 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:

INTERVAL	PERIOD	EVALUATION DEADLINE
First quarter (July	(July – September)	2 nd week of October
*Second quarter	(October – December)	2 nd week of January
Third quarter	(January – March)	2 nd week of April
*Fourth (last) quarter	(April – June)	2 nd week of July

be formal and documented

- 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 Development Plan (PDP) for addressing developmental gaps is included in Annexure A.

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 generate solutions to common problems that may impact on the performance of the Employee;

the Employee delegate such powers reasonably
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:

- a) a direct effect on the performance of any of the Employee's functions;
- b) commit the Employee to implement or to give effect to a decision made
by the Employer; and
- c) 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 **discretionary** performance bonus of up to 14% of the inclusive annual
remuneration package **may** be paid to the Employee in recognition of outstanding
performance.

12.3 The Employee will be eligible for progression to the next higher remuneration
package, within the relevant remuneration band, after completion of at least

at the current remuneration package on 30 June (end
fully effective assessment.

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

- a) provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
- b) 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 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 provided for, shall be mediated by:

13.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee, in the case of the Municipal Manager; or

13.1.2 any other person appointed by the MEC.

13.1.3 the Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee, in the case of the Section 57 Managers

13.2 In the event that the mediation process contemplated above fails, the dispute resolution mechanism as enshrined in the Labour Relations Act shall apply.

14. CONFIDENTIALITY

In carrying out his duties, the Corporate Services Manager undertakes to refrain from revealing any information which she has at his/her disposal by virtue of her office and concerning which she knows or could reasonably be expected to

other interests of the Local Municipality require that any person other than a person to whom she may lawfully reveal it, or to whom it is her duty to reveal it in the interest of the Local Municipality or to whom she is authorized by Council or by an officer authorized by Council to reveal it and she realizes that she will be guilty of an offence if such information is unlawfully revealed.

15. GENERAL

- 15.1 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.
- 15.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.



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.....on this the..... day of 2011

Between: ----- (Signature)

----- (Full Name)

(EMPLOYEE)

AND

----- (Signature)

----- (Full Name)

(REPRESENTING EMPLOYER)

AS WITNESSES:

1. _____

2. _____



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PERFORMANCE PLAN

Entered into

by and between

Khayaletu Gashi

in his capacity as

Municipal Manager

of the **Elundini Local Municipality**

(hereinafter referred to as the Representative of the Municipality, the Employer)

and

Sheldon Goodall

in her capacity as

Chief Financial Officer

of

Elundini Local Municipality

(hereinafter referred to as the Employee)

FINANCIAL YEAR: 01 JULY 2011 - 30 JUNE 2012

A Performance Plan is a strategic management tool that enables the performance of the employee to be assessed in an objective and fair manner. It defines the Council's expectations of the Chief Financial Officer's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

This Performance Plan is composed of three distinct plans:

a. Output Plan

The output plan is a plan of what outputs the employee is expected to deliver on. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

b. Competency Plan

The competency plan is a plan of what competencies (skills, knowledge, and attitude) the employee must acquire to be able to perform and deliver on the set objectives effectively. It entails the determination of the gap between the required level of competence and the employee's actual level of competence.

c. Development Plan

The development plan is a plan of what development interventions will be undertaken to bridge the gap between the required level of competence and the employee's actual level of competence and thus bring the employee to the desired competency level.



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2.1 Introduction

The output plan is a plan of what outputs the employee is expected to deliver on. It consists of the key performance areas (KPA's), weighting, outputs, performance indicator, baseline information and a target. A key performance area is a defined or demarcated area of performance. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. The quality requirements are the standards which measure the quality of the service or product.

The baseline information is the current information which is used as a starting point from which performance will be measured. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

2.2 Key Performance Areas

The following are Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2006) and the Municipality's IDP:

#	Key Performance Area	Weight	Output	Indicator	Indicator Weighting	Baseline Information	Quarterly Milestones/Targets	
							Q2 End Dec	COMMENTS
1.	Financial Viability; Effective Grant Expenditure and Financial Management; GRAP Compliance; Credit Control Measures and Debt Collection	80	Improved audit outcomes of municipality BY 2012/13	Unqualified audit opinion	6	Qualified Opinion	Unqualified opinion	Achieved and Unqualified opinion
			Implemented Debt Reduction Strategy	Collection rate increased to 60% during 2011/2012	6	Debt Collection currently sitting at 40%	50%	Collection rate for quarter equates to 95.8%- Billed R 12.12 Million; collected R 12.74 Million; average collection rate for 2011/2012 77.12%
			Under-spending on CAPEX reduced and 100% achieved by 2011/12	Developed Demand Management Plan and associated report to Council monthly	6	67%	Quarterly report to Council	Demand Management plan developed and linked to in year reporting formats- section 52(d) report provides GFS performance of Capex
			Improved administrative and Human Resource Management Practices by 2011/12	Reviewed two (2) budget related policies in line with Circular 51	4	14	Proposed amendments	All budget related policies as per circular 51 have been developed and adopted, three additional policies have been developed- draft-catering, fleet management and revised SCM policy- expected to be adopted and workshopped during Jan/Feb 2012
			Developed	Spending less	6	6.3%	Quarterly	Budget 7.2% of opex budget R 10.3

Performance Area	Indicator	Indicator Weighting	Baseline Information	Quarterly Milestones/Targets		
				Q2 End Dec	COMMENTS	
	maintenance schedule (routine preventative/ backlog maintenance) link to Consolidated Asset Positioning	than 6% of OPEX on repairs and maintenance by 2012			update submitted	Million, see in year reporting of actual expenditure R 5.019 Dec 2011
	Customised generic procedural manual framework	Developed Finance Procedure Manuals by 2012	6	1	40% completed	Procedural manual for FMS fully adopted and implemented; updates to the policy are included under the MFMA Support Plan- in line with Systems reengineering being proposed/delegations framework
	SCM Database and Procurement system by 2014	Development and Implementation of SCM database plan	4	No SCM database in place currently	50% Completed by end of Second Quarter	Notice for all PSP, General and Contractors to register was placed in the media- a categorised Database as per the SCM regulations has been established; growth of the database is being continually expanded(New database registrations forms have been developed and SP workshopped on new regulations BBBEE.
	Improved Municipal and Financial	Compiled Section 71 reports	6	12 per year	3 per quarter	Sec 71 reports have been developed for Oct- Dec 2011

Performance Area	Indicator	Indicator Weighting	Baseline Information	Quarterly Milestones/Targets		
				Q2 End Dec	COMMENTS	
	Viability by 2011/12					
	Maintained positive working capital ratio	Compilation of Section 71 reports	6	2:1	2:1	1.433:1 Current assets to current liabilities R 87.3 Million: R 60.94 Million
	Quarterly reconciliation of DORA	100% receipt of gazetted DORA allocation in 2011/2012	6	100% receipt of gazetted allocations to ELM versus actual	100%	Received R 65.749 Million of allocated funding of R 90.9 million- NT has withheld R 4.6 million of Equitable share in error; ELM has declared a dispute with Treasury, resolved to refund amounts withheld in error during January 2012
	Implemented Anti-Corruption Strategy by 2011/12	All identified risks successfully mitigated	6	Audit Response Plan/Internal Audit Report on matters addressed	50%	Risk register has been fully implemented, all risks successfully mitigated.
	Provided indigent support to 3200 qualifying households by 2011/12	3200 indigent household being subsidised	6	3145 indigent households are receiving indigent support	1600 indigent household being subsidies	6129 Households provided with Indigent support monthly- Solar, Eskom and Indigent Support
	Number of households accessing free	Provision of free basic services to	6	6000 households provided	50%	6851 households accessing Free Basic Water Monthly

Performance Area	Indicator	Indicator Weighting	Baseline Information	Quarterly Milestones/Targets	
				Q2 End Dec	COMMENTS
	basic water	6395 households by 2011/12	with free basic service		
	Reduction of electricity technical losses to 10% by 2014	Electricity losses be reduced to 20%	6	Electricity losses at 25%	Electricity losses be reduced to 22.50% Line loss averaging 31%
2. Good Governance and Public Participation	Reduced and/or eliminated risk in the budget and Treasury component	Attended to Queries raised by the Auditor-General affecting Budget and Treasury	10	AG's report available and accessible	Implement, monitor and report on progress An audit response plan has been developed to address all matters raised within audit report
		Implemented control mechanisms within Corporate Services to prevent fraud	10	Control mechanism in place but not tight enough or well monitored	Implement, monitor and report on progress Control over overtime, casual labour employment and the introduction of the wage register have all been implemented to prevent fraud.

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

The Personal Development Plan that pertains to what development interventions are envisaged and planned to bridge the gap between the required level of competence and the employee’s actual (current) level of competence and thus bring the employee to the desired competency level.

#	Identified Area of Development	Outcomes Expected (Proficiency Level)	Suggested Training/development/capacitation activity (Where necessary)	Weighting	Planned timeframes	Work opportunity created to practice skill/development area
1.	Financial Management	Advanced				
2.	People Management and Empowerment	Competent				
3.	Client Orientation and Customer focus	Advanced				
4.	Certificate in Management Development		CPMD			
TOTAL WEIGHTING				100%		

Scoring Key:

COMPETENCY LEVEL		SCORE
Fully Competent	Mastered the Competency	5
Partially Competent	Has sufficient competence to operate at the required level	3
Significant Development Required	Competence falls short of the required level	1



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○ **Basic**

The proficiency level required to successfully perform at the level of “new entrant” or a person who can only handle the competency in its “basic format” and requires regular supervision and direction. The purpose of training and development is to move the proficiency level from that of “basic” to at least “competent” for all middle managers.

○ **Competent**

This proficiency level indicates that the person can perform the competency at the minimum required level, i.e., able to display the competency at the required level, without supervision. This is the standard that any performance improvement programme and training or coaching effort seeks to achieve.

○ **Advanced**

This proficiency level indicates that the performer has fully mastered the competency, works without supervision, is capable of instructing others on the competency and capable of solving or applying the competency to a wide range of new or different situations.

Thus done and signed aton this the..... day of 2011

Between: ----- (Signature)

----- (Full Name)

(EMPLOYEE)

AND

----- (Signature)

----- (Full Name)

(REPRESENTING EMPLOYER)

AS WITNESSES:

1. _____

2. _____