

**GN 21 of 17 January 2014: Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers  
(Government Gazette No. 37245)**

DEPARTMENT OF COOPERATIVE GOVERNANCE

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

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## CHAPTER 1

### INTERPRETATION AND APPLICATION

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

**"Basic Conditions of Employment Act"** means the Basic Conditions of Employment Act, 1997 (Act [No. 75 of 1997](#));

**"chief financial officer"** means a person designated in terms of section 80 (2) (a) of the Municipal Finance Management Act;

**"Compensation for Occupational Injuries and Diseases Act"** means the Compensation for Occupational Injuries and Diseases Act, 1993 (Act [No. 130 of 1993](#));

**"competence"** means having the necessary higher education qualification, work experience and knowledge to obtain at least a competent level of achievement;

**"conditions of employment"** in relation to a senior manager have a corresponding meaning as the terms or conditions of employment as defined in [section 1](#) of the Basic Conditions of Employment Act, 1997 (Act [No. 75 of 1997](#));

**"Constitution"** means the Constitution of the Republic of South Africa, 1996;

**"department"** in relation to a municipality means an administrative component of a municipality, headed by a manager appointed in terms of [section 56](#) of the Act;

**"the Disciplinary Regulations"** means the Local Government: Disciplinary Regulations for Senior Managers (Government Notice No. 344), as published in *Government Gazette* No. 34213;

**"employment contract"** means a contract as contemplated in [section 57](#) of the Act;

**"Employment Equity Act"** means the Employment Equity Act, 1998 (Act [No. 55 of 1998](#));

**"executive committee"** means an executive committee established in terms of [section 43](#) of the Municipal

Structures Act;

**"financial year"** means the financial year of a municipality commencing on 1 July each year and ending on 30 June of the following year;

**"Labour Relations Act"** means the Labour Relations Act, 1995 (Act [No. 66 of 1995](#));

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

**"medical practitioner"** for purposes of these Regulations includes a practitioner as defined by the Health Professions Council of South Africa, and who is legally certified to diagnose and treat patients;

**"Medical Schemes Act"** means the Medical Schemes Act, 1998 (Act [No. 131 of 1998](#));

**"Municipal Finance Management Act"** means the Local Government: Municipal Finance Management Act, 2003 (Act [No. 56 of 2003](#)), and any regulations made under that Act;

**"Municipal Structures Act"** means the Local Government: Municipal Structures Act, 1998 (Act [No. 117 of 1998](#));

**"Pension Funds Act"** means the Pension Funds Act, 1956 (Act [No. 24 of 1956](#));

**"performance agreement"** means an agreement as contemplated in [section 57](#) of the Act;

**"post"** means a post on the approved staff establishment of a municipality which has been budgeted for;

**"senior manager"** means a municipal manager or acting municipal manager, appointed in terms of [section 54A](#) of the Act, and includes a manager directly accountable to a municipal manager appointed in terms of [section 56](#) of the Act;

**"speaker"** has the meaning assigned to it in the Municipal Structures Act;

**"staff establishment"** means the approved posts created for the normal and regular requirements of a municipality;

**"the Act"** means the Local Government: Municipal Systems Act, 2000 (Act [No. 32 of 2000](#)); and

**"total remuneration package"** means the total cost of a senior manager's remuneration to a municipality and includes the salary, pension contributions, medical aid contributions and other forms of payment or benefit.

**2. Scope of application.**-(1) These Regulations apply to-

- (a) municipalities in the Republic of South Africa;
- (b) municipal entities; and
- (c) senior managers.

(2) These Regulations must be read in conjunction with-

- (a) any regulations or guidelines issued in terms of [section 120](#) of the Act concerning matters listed in [section 54A](#), [56](#), [57A](#) and [72](#); and
- (b) the Local Government: Municipal Regulations on Minimum Competency Levels, 2007, issued in terms of the Municipal Finance Management Act, as published under Government Notice No. 493 in *Government Gazette* No. 29967 of 15 June 2007.

## CHAPTER 2 STAFF ESTABLISHMENT

**3. Human resource planning.**-A municipal council must-

- (1) assess the human resources necessary to perform its functions, with particular reference to-
  - (a) the number of senior managers required; and
  - (b) the competencies that a senior manager must have;
- (2) assess existing human resources by race, gender and disability, and department with reference to their-
  - (a) competencies;
  - (b) training needs; and
  - (c) employment capacities;
- (3) plan within the available budgeted funds, including funds for the remaining period of the relevant

medium-term expenditure framework, for the recruitment, retention and development of human resources according to the municipality's requirements determined in terms of [paragraph \(a\)](#), which plan must, as a minimum, include-

- (a) realistic goals and measurable targets for achieving representativeness, taking into account [paragraph \(b\)](#); and
- (b) targets for the training of senior managers per occupational category and of specific senior managers, with specific plans to meet the training needs of persons historically disadvantaged.

**4. Staff establishment.**-(1) A municipal manager must, within 12 months of the promulgation of these Regulations, review the municipality's staff establishment having regard to the principles set out in these Regulations, the functions and powers listed in Part B of [Schedule 4](#) to the Constitution, Part B of [Schedule 5](#) to the Constitution, [Chapter 5](#) of the Municipal Structures Act, and based on-

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

(2) Notwithstanding [sub-regulation \(1\)](#), a municipality must at least provide for the following departments on the staff establishment to-

- (a) provide development and town planning services;
- (b) provide public works and basic services to communities;
- (c) provide community services;
- (d) manage the finances of a municipality; and
- (e) render corporate support services.

(3) The municipal manager must review the municipality's staff establishment within 12 months in any of the following instances-

- (a) the election of a new municipal council;
- (b) the adoption of the integrated development plan of the municipality as contemplated in [section 25](#) of the Act;
- (c) material changes to the functions of the municipality; or
- (d) the determination of new municipal boundaries.

(4) The staff establishment must provide for-

- (a) permanent posts; and
- (b) fixed term posts.

(5) In the case of fixed term posts, the municipal manager must have due regard to the following-

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

(6) The municipal manager must, within 14 days of finalising the staff establishment, submit the staff establishment, a detailed report and recommendations on the staff establishment to the municipal council for approval.

(7) The report contemplated in [sub-regulation \(6\)](#) must outline the process followed in developing the staff establishment, which must include-

- (a) a summary of the mandate and service delivery priorities of the municipality and how the proposed staff establishment addresses these;
- (b) a summary of the proposed posts that are envisaged to-
  - (i) materially change;
  - (ii) change to a limited or non-material degree;
  - (iii) be abolished; and
  - (iv) not be affected by the changes;
- (c) a motivation of the proposed changes, including an analysis of the strengths, weaknesses and

limitations of the current staff establishment;

- (d) job descriptions, duties, functions, competency requirements and responsibilities according to which one or more posts of the same grade are established, including the grading or relative size and value of a job;
- (e) details of the financial implications of the changes including, but not limited to, the outcomes of job evaluation processes, remuneration costs for senior managers, costs for relocation, new facilities and equipment, if any;
- (f) non-financial implications of the changes, including the impact on existing staff, key stakeholders and other processes within the municipality;
- (g) a project plan that specifies the timeframes within which the implementation is envisaged to take place; and
- (h) the stakeholders and change management requirements.

(8) The municipal council must at its next meeting following receipt of the staff establishment, approve the staff establishment, with or without amendments, as proposed by the municipal manager.

**5. Creation and filling of senior manager posts.**-(1) When creating or filling a post of a senior manager, the municipal council must have due regard to the staff establishment, report and recommendation contemplated in [regulations 4 \(6\)](#) and [\(7\)](#) of these Regulations.

(2) The municipal council must-

- (a) confirm that the municipality requires the post to meet its strategic objectives;
- (b) ensure that a job description has been developed for the post;
- (c) attach to that post the remuneration and other conditions of employment; and
- (d) ensure that sufficient budgeted funds, including funds for the remaining period of the medium-term expenditure framework, are available for filling the post.

### CHAPTER 3 RECRUITMENT, SELECTION AND APPOINTMENT

**6. Principles of recruitment.**-(1) The recruitment, selection and appointment of senior managers must take place in accordance with the municipal systems and procedures contemplated in [section 67](#) of the Act that are consistent with [sections 54A, 56, 57A](#) and [72](#) of the Act.

(2) A senior manager post must be filled through public advertising, in accordance with the procedures contemplated in [regulation 10](#).

(3) Selection must be competence-based to enhance the quality of appointment decisions and to ensure the effective performance by municipalities of their functions.

**7. Determination of recruitment needs.**-(1) When the post of a senior manager becomes vacant, or is due to become vacant, the mayor, in the case of a municipal manager, or the municipal manager, in the case of a manager directly accountable to the municipal manager, must, upon receipt of official notification that the post of a senior manager will become vacant, obtain approval from the municipal council for the filling of such post in its next council meeting or as soon as it is reasonably possible to do so.

(2) A vacant senior manager post may not be filled, unless-

- (a) approval to fill the post has been granted by the municipal council; and
- (b) the post has been budgeted for.

(3) Notwithstanding [sub-regulation \(1\)](#), the speaker may convene a special meeting to obtain municipal council approval for the filling of a senior manager post.

**8. General requirements for appointment of senior managers.**-(1) No person may be appointed as a senior manager on a fixed term contract, on a permanent basis or on probation, to any post on the approved staff establishment of a municipality, unless he or she-

- (a) is a South African citizen or permanent resident; and
- (b) possesses the relevant competencies, qualifications, experience, and knowledge set out in

Annexures A and B to these Regulations.

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

**9. Competence requirements for senior managers.**-(1) A person appointed as a senior manager in terms of these Regulations must have the competencies as set out in Annexure A.

(2) A person appointed as a senior manager in terms of these Regulations must comply with the minimum requirements for higher education qualification, work experience and knowledge as set out in Annexure B.

**10. Advertising of vacant posts.**-(1) The municipal manager must, within 14 days of receipt of the approval referred to in [regulation 7](#), ensure that the vacant post is advertised.

(2) A vacant senior manager post must be advertised in a newspaper circulating nationally and in the province where the municipality is located.

(3) An advertisement for a vacant senior manager post must specify the-

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

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

(5) The mayor, in the case of a municipal manager, or the municipal manager, in the case of a manager directly accountable to the municipal manager, must provide monthly reports to the executive committee regarding progress on the filling of the vacant senior manager post.

**11. Application for vacant post.**-(1) An application for the vacant post of a senior manager must be submitted on an official application form, attached as Annexure C, accompanied by a detailed curriculum vitae.

(2) Notwithstanding [sub-regulation \(1\)](#), a municipality that has on-line application procedures in place may use an on-line application form: Provided that the on-line application form substantially corresponds to the application form in Annexure C, and complies with these Regulations.

(3) An application not made on the official form, as contemplated in [sub-regulations \(1\)](#) or [\(2\)](#) must not be considered.

(4) An applicant for a senior manager post must disclose-

- (a) his or her academic qualifications, proven experience and competencies;
- (b) his or her contactable references;
- (c) registration with a relevant professional body;
- (d) full details of any dismissal for misconduct; and
- (e) any disciplinary actions, whether pending or finalised, instituted against such applicant in his or her current or previous employment.

(5) Any misrepresentation or failure to disclose information contemplated in [sub-regulation \(3\)](#) and [\(4\)](#) is a breach of the Code of Conduct for Municipal Staff as provided for in [Schedule 2](#) to the Act and shall be dealt with in terms of the Disciplinary Regulations.

(6) The municipality must compile and maintain a record of all applications received, which must contain-

- (a) the applicants' biographical details and contact information;
- (b) the details of the post for which the applicants were applying;
- (c) the applicants' qualifications; and
- (d) any other requirements outlined in the application form.

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

(2) In deciding who to appoint to a selection panel, the following considerations must inform the decision-

- (a) the nature of the post;
- (b) the gender balance of the panel; and
- (c) the skills, expertise, experience and availability of the persons to be involved.

(3) The selection panel for the appointment of a municipal manager must consist of at least three and not more than five members, constituted as follows-

- (a) the mayor, who will be the chairperson, or his or her delegate;
- (b) a councillor designated by the municipal council; and
- (c) at least one other person, who is not a councillor or a staff member of the municipality, and who has expertise or experience in the area of the advertised post.

(4) The selection panel for the appointment of a manager directly accountable to a municipal manager must consist of at least three and not more than five members, constituted as follows-

- (a) the municipal manager, who will be the chairperson;
- (b) a member of the mayoral committee or councillor who is the portfolio head of the relevant portfolio; and
- (c) at least one other person, who is not a councillor or a staff member of the municipality, and who has expertise or experience in the area of the advertised post.

(5) A panel member must disclose any interest or relationship with shortlisted candidates during the shortlisting process.

(6) A panel member contemplated in [sub-regulations \(3\)](#) and [\(4\)](#) must recuse himself or herself from the selection panel if-

- (a) his or her spouse, partner, close family member or close friend has been shortlisted for the post;
- (b) the panel member has some form of indebtedness to a short-listed candidate or *vice versa*; or
- (c) he or she has any other conflict of interest.

(7) A panel member and staff member must sign a declaration of confidentiality as set out in Annexure D to these Regulations, to avert the disclosure of information to unauthorised persons.

(8) A staff member may provide secretarial or advisory services during the selection process, but may not form part of the selection panel.

**13. Compiling shortlist of applicants.**-(1) A mayor, in the case of the municipal manager, or the municipal manager, in the case of the manager directly accountable to the municipal manager, in consultation with the selection panel, must compile-

- (a) a list of all applicants who applied for an advertised post; and
- (b) a shortlist consisting of all applications received for a specific post, evaluated against the relevant competency requirements, as set out in Annexures A and B to these Regulations.

(2) The shortlisting must be finalised within 30 days of the closing date of the advertisement.

(3) The municipality must keep a record of all the applicants who applied for vacant posts.

(4) The municipal manager must ensure that the information contained in the applications is kept confidential and stored in a secure site on the municipality's premises.

(5) The lists contemplated in [sub-regulation \(1\)](#) must be submitted, together with the shortlisted applications, to the selection panel before the interviews.

**14. Screening of candidates.**-(1) Screening of the shortlisted candidates must take place within 21 days of the finalisation of the shortlisting by-

- (a) conducting the necessary reference checks;
- (b) contacting a candidate's current or previous employer;
- (c) determining the validity of a candidate's qualifications; and
- (d) verifying whether a candidate has been dismissed previously for misconduct or poor performance by another employer.

(2) A written report on the outcome of the screening process must be compiled by the mayor, in the case of the municipal manager, or the municipal manager, in the case of the manager directly accountable to the municipal manager, before the interviews take place.

**15. Interviews.**-(1) The selection panel must conduct interviews within 21 days of screening the candidates.

(2) The selection panel for a specific post must remain the same throughout the screening and interviewing process.

(3) The selection panel must keep records of every panel member's individual assessment of the interviewed candidates.

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

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

(6) The selection panel must recommend the second and third suitable candidates to minimise delays that may arise in the filling of the post if the first choice candidate declines or does not accept the offer of employment.

**16. Selection.**-(1) The candidates recommended for appointment to the post of a senior manager must undergo a competency assessment.

(2) The competency assessment tools must-

- (a) be capable of being applied fairly; and
- (b) not be biased against any person or group of persons.

(3) A municipality must provide in its medium term budget, funding for purposes of competency assessment and testing.

(4) Notwithstanding [sub-regulation \(3\)](#) and upon good cause shown, a municipality encountering cash flow problems may apply to the Local Government Sector Education and Training Authority to make use of the discretionary grants to fund the competency assessment for purposes of filling a vacant senior manager post.

(5) The selection panel must submit a report and recommendation on the selection process to the municipal council on the suitability of candidates who comply with the relevant competency requirements of the post as set out in Annexures A and B, in order of preference.

**17. Resolution of municipal council on appointment of senior managers and reporting.**-(1) Before making a decision on an appointment, a municipal council must satisfy itself that-

- (a) the candidate meets the relevant competency requirements for the post, as set out in Annexures A and B to these Regulations;
- (b) screening of the candidates has been conducted in terms of [regulation 14](#); and
- (c) the candidate does not appear on the record of staff members dismissed for misconduct as set out in [Schedule 2](#) to these Regulations.

(2) A municipal council must, subject to [sub-regulation \(1\)](#), take a decision on the appointment of a suitable candidate.

(3) A municipal council must-

- (a) inform all interviewed candidates, including applicants who were unsuccessful, of the outcome of the interview; and
- (b) within 14 days of the decision referred to in [sub-regulation \(2\)](#), submit a written report to the MEC for local government regarding the appointment process and outcome.

(4) The report contemplated in [sub-regulation \(3\) \(b\)](#) must contain-



- (a) details of the advertisement, including date of issue and the name of newspapers in which the advert was published, and proof of the advertisement or a copy thereof;
- (b) a list of all applicants;
- (c) a report contemplated in [regulation 14 \(2\)](#) on the screening process and the outcome thereof;
- (d) the municipal council's resolution approving the selection panel and the shortlisted candidates;
- (e) competency assessment results;
- ( f) the minutes of the shortlisting meeting;
- (g) the minutes of interviews, including scoring;
- (h) the recommendations of the selection panel submitted to the municipal council;
- (i) the details of executive committee members and recommendations, if the selection panel comprised of all members of the executive committee;
- ( j) the recommendation of the executive committee or executive mayor to the municipal council, if any;
- (k) the municipal council resolution approving the appointment of the successful candidate;
- (l) the application form, curriculum vitae, proof of qualifications and other supporting documentation of the successful candidate;
- (m) a written confirmation by the successful candidate that he or she does not hold political office as contemplated in [section 56A](#) of the Act, as at the date of appointment;
- (n) the letter of appointment, outlining the term of contract, remuneration and conditions of employment of the senior manager; and
- (o) any other information relevant to the appointment.

**18. Re-employment of dismissed persons.**-(1) A person who has been dismissed for misconduct in a municipality may not be employed as a senior manager in any municipality before the expiry of a period, as set out in column 3, in respect of such category of misconduct as set out in column 2 of [Schedule 2](#).

(2) [Sub-regulation \(1\)](#) does not apply to a senior manager who has lodged a dispute in terms of applicable legislation.

(3) If a senior manager is dismissed for more than one categories of misconduct as set out in [sub-regulation \(1\)](#), the periods set out in column 3 of the table attached as [Schedule 2](#), run concurrently.

(4) For purposes of [sub-regulation \(1\)](#), a person dismissed for misconduct is prohibited from re-employment in any municipality for a period as set out in column 3 of [Schedule 2](#) in respect of such category of misconduct calculated from the date of dismissal or conviction.

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

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

(7) A record contemplated in [sub-regulation \(6\)](#) must be submitted within 14 days of such dismissal or resignation to the MEC for local government and the Minister.

(8) The record contemplated in [sub-regulation \(6\)](#) must include the following information-

- (a) the name and surname of the staff member;
- (b) the name of municipality;
- (c) the post title; and
- (d) the nature of the misconduct, including-
  - (i) the date of suspension, if applicable;
  - (ii) the conditions of suspension;
  - (iii) the date of commencement of the disciplinary hearing;
  - (iv) information regarding any pre-dismissal arbitration;
  - (v) the finding and category of misconduct;
  - (vi) the date on which the misconduct was referred for arbitration;
  - (vii) costs incurred by the municipality towards the finalisation of the disciplinary case;

(viii) the date of resignation or dismissal of the senior manager; and

(ix) whether the dismissal has been appealed and the status of the appeal, if applicable.

**19. Re-advertisement of posts.**-(1) If no suitable candidate has been identified, the municipal council-

- (a) must inform all shortlisted candidates that their applications were unsuccessful; and
- (b) may re-advertise the post.

**20. Secondment.**-(1) If a person is seconded to a municipality to act as a municipal manager in terms of [section 54A \(6\)](#) of the Act, an agreement must be entered into between the relevant seconding authority and receiving municipality.

(2) The agreement contemplated in [sub-regulation \(1\)](#) must specify-

- (a) the duration of the secondment;
- (b) the party responsible for the costs of the secondment; and
- (c) the job description of the seconded official.

(3) Notwithstanding [sub-regulation \(4\)](#), the cost of secondment must be borne by the receiving municipality, taking into consideration the financial capacity of the municipality.

(4) A person seconded in terms of [sub-regulation \(1\)](#) must report monthly to the MEC or the Minister, in terms of [section 54A \(6\)](#), on the following-

- (a) steps taken to fill the vacant post to which he or she is seconded;
- (b) the development and implementation of any municipal institutional recovery plan for which the seconded official is responsible;
- (c) monitor and assess the adherence to policy, principles and frameworks applicable to the municipality;
- (d) develop a turnaround strategy for the municipality including a strategy to promote good governance;
- (e) ensure implementation of municipal council resolutions by the administration;
- (f) implement a system to control and approve all expenditure;
- (g) implement all governance systems and procedures; and
- (h) ensure implementation of financial systems, policies and procedures.

(5) A person seconded in terms of [sub-regulation \(1\)](#) must-

- (a) be paid an allowance equal to the difference between the secondee's current salary and the minimum budgeted salary of the position that the secondee acts in; and
- (b) be compensated for subsistence and travel incurred during the course and scope of his or her duties, in accordance with the relevant policy of the municipality.

#### CHAPTER 4 CONDITIONS OF EMPLOYMENT

**21. Ordinary hours of work.**-(1) Except as otherwise provided, a senior manager's ordinary hours of work must be stipulated in the employment contract and be in accordance with the operational requirements of the municipality.

(2) Notwithstanding [sub-regulation \(1\)](#) a senior manager must work at least 40 ordinary hours per week from Monday to Friday.

**22. Overtime.**-A senior manager may be required to work overtime without additional remuneration.

**23. Annual leave.**-(1) In this regulation the annual leave cycle is calculated from 1 January to 31 December.

(2) A senior manager must apply for annual leave on an official leave form attached as Annexure E to these Regulations.

(3) Notwithstanding [sub-regulation \(1\)](#), a municipality that has an on-line application form may use an on-line application form: Provided that the on-line application form substantially corresponds to the application form in Annexure E and complies with these Regulations.

(4) The paid annual leave to which a senior manager is entitled must be stipulated in the employment contract.

(5) A senior manager who commences employment after 1 January is entitled to paid annual leave on a *pro rata* basis.

(6) A senior manager is entitled to not more than two working days leave on full remuneration for every month which the senior manager worked in any annual leave cycle.

(7) A senior manager does not accrue leave during any period of unpaid leave or if the senior manager is absent from work without permission.

(8) The accrual of leave must be reduced on a *pro rata* basis in accordance with the number of unpaid leave days or days on which the senior manager was absent without permission.

(9) A senior manager must take at least 10 working days annual leave in each annual leave cycle: Provided that the remaining days must be taken before the end of the following annual leave cycle, failing which they are forfeited.

(10) A senior manager may only take annual leave with the prior written approval of the mayor or municipal manager, as the case may be.

(11) A senior manager's application for annual leave may not be unreasonably disapproved.

(12) A senior manager whose annual leave application is not approved as a result of operational requirements must be informed in writing of the refusal, the reasons for the disapproval and the future arrangements for rescheduling the annual leave.

(13) A senior manager who is recalled from leave due to operational requirements must be credited with the number of annual leave days forsaken.

(14) The municipality must-

(a) encourage senior managers to take their annual leave in the annual leave cycle in which they accrue; and

(b) establish a system to record accurately the leave taken by senior managers.

**24. Sick leave.**-(1) In this regulation, "sick leave cycle" means the period of 36 months employment with the municipality, calculated from 1 January.

(2) A senior manager must apply for sick leave on an official leave form attached to these Regulations as Annexure E.

(3) A senior manager is entitled to 36 working days paid sick leave during each sick leave cycle.

(4) A senior manager who is appointed after 1 January will be entitled to paid sick leave on a *pro rata* basis.

(5) Sick leave may not be carried over from one sick leave cycle to the next sick leave cycle.

(6) A senior manager whose-

(a) sick leave is depleted within a sick leave cycle may take annual leave in lieu of sick leave for the purposes of recovery;

(b) sick leave and annual leave are depleted, may, at the discretion of the municipality and to a maximum of 30 days, be granted unpaid leave.

(7) Notwithstanding [sub-regulation \(6\)](#), the municipality may, with the consent of the senior manager, reduce the pay to which the senior manager is entitled to in respect of any day's absence due to illness or injury if the municipality complies with the conditions set out in section 22 (6) of the Basic Conditions of Employment Act.

**25. Proof of sickness or injury.**-(1) A senior manager who takes sick leave for more than two consecutive days or on more than two occasions during an eight week period must provide an original medical certificate that complies with [sub-regulations \(2\)](#) and [\(3\)](#).

(2) The medical certificate contemplated in [sub-regulation \(1\)](#) must be issued and signed by a medical practitioner or any other person who is certified to diagnose and treat patients and who is registered with a professional council established by an Act of Parliament.

(3) The medical certificate contemplated in [sub-regulation \(1\)](#) must, in addition to the requirement in [sub-regulation \(2\)](#), contain the following information-

(a) a clear indication of the name, address and qualification of the medical practitioner;

(b) the name of the patient, which must correspond with the name of the senior manager;

- (c) the identity number of the senior manager;
- (d) the date and time of the medical evaluation;
- (e) an indication of-
  - (i) the medical practitioner's personal observations during an examination;
  - (ii) information received from the patient during the consultation and which is based upon acceptable medical grounds;
  - (iii) with the consent of the senior manager, a description of the sickness or injury in layman's terms, or, if the senior manager refuses to provide consent, specifying that the senior manager is unfit for work due to sickness or injury;
  - (iv) whether the patient is totally indisposed for duty or whether the patient is able to perform less strenuous duties;
  - (v) the precise period of recommended sick leave;
  - (vi) the date of issue of the medical certificate; and
  - (vii) in the case of a *pro forma* medical certificate, the deletion of the wording not applicable to the patient.

(4) A municipality that doubts the authenticity of a medical certificate provided by a senior manager or that claims that the medical certificate does not substantially and materially comply with [sub-regulation \(3\)](#) must furnish the senior manager with its reasons in writing.

(5) In respect of a senior manager who fails to provide an authentic medical certificate that substantially and materially complies with [sub-regulations \(2\)](#) and [\(3\)](#) the municipality may-

- (a) debit the number of annual leave days that are due to the senior manager by the number of sick days taken; or
- (b) if a senior manager has no annual leave due to him or her, grant the senior manager unpaid leave for the number of sick days taken by the senior manager.

(6) If there is a reasonable suspicion that the senior manager is abusing sick leave, the municipality may at its own cost, require the senior manager to be examined by a medical practitioner of the municipality's choice.

**26. Occupational accidents and diseases.**-The provisions of [regulations 23 \(13\)](#) and [28](#) do not apply to an inability to work caused by an accident or occupational disease as defined in the Compensation for Occupational Injuries and Diseases Act, except in respect of any period which no compensation is payable in terms of the Compensation for Occupational Injuries and Diseases Act.

**27. Reporting sickness or injury.**-(1) A municipal manager who is unable to report for duty due to sickness or injury must, as soon as reasonably possible, inform the mayor about his or her absence and expected duration of absence.

(2) A manager directly accountable to a municipal manager who is unable to report for duty due to sickness or injury must, as soon as reasonably possible, inform the municipal manager about his or her absence and expected duration of absence.

**28. Sickness or injury during leave.**-A senior manager who falls sick or who is injured during any period of leave other than sick leave must complete that period of leave before sick leave may be granted.

**29. Maternity leave.**-(1) A senior manager is entitled to at least four consecutive months maternity leave.

(2) A senior manager must apply for maternity leave on an official leave form attached as Annexure E to these Regulations.

(3) A senior manager who has been employed by the municipality for one year or more is entitled to full remuneration for four months, while on maternity leave.

(4) The maternity leave must commence-

- (a) at any time from four weeks before the expected date of birth, unless otherwise agreed; or
- (b) on a date from which a medical practitioner or a midwife certifies that it is necessary for the senior manager's health or that of her unborn child.

(5) A senior manager who has a miscarriage during the third trimester of pregnancy or bears a stillborn child

is entitled to maternity leave for at least six weeks after the miscarriage or stillbirth, whether or not the senior manager had commenced maternity leave at the time of the miscarriage or stillbirth.

(6) A senior manager who adopts a child who is younger than three months at the time of the adoption may be granted up to four consecutive months maternity leave.

(7) No senior manager may commence work for six weeks after the birth of her child, unless a medical practitioner certifies that she is fit to do so.

(8) A senior manager must notify the municipality in writing, unless the senior manager is unable to do so, of the date on which she intends to-

- (a) commence maternity leave; and
- (b) return to work after maternity leave.

(9) A senior manager contemplated in [sub-regulation \(8\)](#) must notify the municipality-

- (a) at least four weeks before the senior manager intends to commence maternity leave; or
- (b) if it is not reasonably practicable to do so, as soon as it is reasonably practicable.

**30. Family responsibility leave.**-(1) A senior manager is entitled to five working days family responsibility leave per annual leave cycle for utilisation if the senior manager's-

- (a) spouse or life partner gives birth to the senior manager's child;
- (b) child, spouse or life partner is sick; or
- (c) child, spouse or life partner, or a senior manager's parent, adoptive parent, grandparent, child, adopted child, grandchild or sibling, dies.

(2) A senior manager must apply for family responsibility leave on an official leave form attached as Annexure E to these Regulations.

(3) A municipality may require reasonable proof of an incident in respect of which family responsibility leave is granted.

**31. Study leave.**-(1) A senior manager must apply for study leave on an official leave form attached as Annexure E to these Regulations.

(2) If a senior manager plans to attend a training programme that forms part of the senior manager's personal development plan, the municipality may, upon receipt of official proof of the programme, grant the senior manager up to twenty working days' leave per year, ten days of which must be for examinations linked to formal qualifications and ten days to attend classes or lectures.

(3) Notwithstanding [sub-regulation \(2\)](#), a senior manager may be granted leave to attend workshops, conferences or seminars associated with continued professional development: Provided that the mayor or municipal manager has approved the senior manager's attendance at such workshop, conference or seminar.

(4) A senior manager who is required to attend a training programme in relation to a priority skill identified by the municipality in terms of the senior manager's personal development plan must be granted paid time off to attend the training in addition to the senior manager's entitlement to leave.

(5) A municipality may grant appropriate flexible working arrangements to a senior manager who is required to complete a structured learning programme.

**32. Special leave.**-(1) A municipality may grant special leave to a senior manager in accordance with the policies of the municipality.

(2) A senior manager must apply for special leave on an official leave form attached as Annexure E to these Regulations.

(3) The municipality must adopt a special leave policy that defines-

- (a) circumstances and conditions under which special leave is granted; and
- (b) as far as possible, events for which senior managers may be granted special leave.

(4) The policy contemplated in [sub-regulation \(3\)](#) may provide for paid leave to a senior manager for such occasions as military service, collective bargaining or other labour relations requirements, participation in sport on provincial or national level, sabbaticals, where appropriate, or the treatment of substance abuse.

**33. Unauthorised absence from work.**-(1) If a senior manager is absent from work without permission-

- (a) such absenteeism will be regarded as leave without pay;
- (b) the senior manager will be regarded as having deserted his or her post and therefore resigned-
  - (i) if the period of absence exceeds fifteen (15) or more consecutive working days; and
  - (ii) if the municipality has taken reasonable steps to trace the senior manager without success.

(2) The provisions of [sub-regulation \(1\)](#) do not apply to a senior manager who shows good cause that he or she was unable to inform the municipality of the reasons for the absenteeism.

**34. Calculation of unpaid leave.**-For purposes of calculating unpaid leave, the following formula applies-

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

Where-

- (a) "A" represents the senior manager's basic annual salary notch per annum;
- (b) "B" represents the number of leave days without pay; and
- (c) "365" represents the number of days in a year.

**35. Upper limit of total remuneration package of senior managers.**-(1) The Minister must by notice in the *Gazette* annually determine the upper limit of the total remuneration package of senior managers according to different categories of municipalities.

(2) The upper limit of the total remuneration package of senior managers for a financial year, must be determined by the Minister before 31 March of the following financial year, after consultation with the Minister for Public Service and Administration, the Minister of Finance, the MECs for local government, and organised local government, by notice in the *Gazette* after taking into consideration-

- (a) the classification of municipalities according to different grades;
- (b) the respective duties, powers and functions and responsibilities of the municipality;
- (c) the affordability of different levels of remuneration, the number of municipal employees, and the salary and wage bill of the municipality;
- (d) the population, operating budget and assets of the municipality;
- (e) the current principles and levels of remuneration in society in general;
- (f) the need for the promotion of equality and uniformity of salaries, allowances and benefits for equal work performed;
- (g) the provision of uniform norms and standards nationally to address disparities; and
- (h) inflationary increases.

**36. Disclosure of benefits and interests.**-(1) A senior manager who enters into an employment contract in terms of these Regulations must-

- (a) within 60 days after his or her appointment; and
- (b) annually thereafter, from the commencement of the new financial year of a municipality, declare his or her benefits and interests.

(2) The benefits and interests contemplated in [sub-regulation \(1\)](#) may include any shares, directorships or, property, which may potentially be in conflict with the senior manager's official duties.

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

(4) If the circumstances change significantly after an initial disclosure has been made, and new or additional facts become material, the senior manager must disclose such facts as soon as reasonably possible.

(5) Failure to disclose benefits and interests is a breach of contract and must be dealt with in terms of the Code of Conduct for Municipal Staff as provided for in [Schedule 2](#) to the Act, read in conjunction with the Disciplinary Regulations.

**37. Retirement or pension fund membership.**-(1) A senior manager must belong to a retirement or pension fund registered in terms of the Pension Funds Act.

(2) A senior manager must annually submit proof of membership of the retirement or pension fund to the municipality.

(3) A senior manager must be afforded an opportunity to make a once-off choice in respect of a retirement or pension fund to which he or she wants to become a member, including a retirement or pension fund accredited by the bargaining council designated for municipalities: Provided that such fund must be registered in terms of the Pension Funds Act.

**38. Medical scheme membership.**-(1) A senior manager must belong to a medical aid registered in terms of the Medical Schemes Act.

(2) A senior manager must submit annually proof of membership of the medical aid scheme to the municipal council.

(3) A senior manager must annually be afforded an opportunity to make a once-off choice in respect of a medical aid scheme to which he or she wants to become a member, including a medical scheme accredited by the bargaining council designated for municipalities: Provided that such scheme must be registered in terms of the Medical Schemes Act.

**39. Motor vehicle.**-(1) A senior manager must have a motor vehicle available for the proper performance of his or her functions and official duties: Provided that he or she must secure his or her own financing for the vehicle.

(2) In the event that a senior manager utilises his or her private vehicle to carry out official duties, he or she must be compensated for the kilometres travelled in respect of the official trip in accordance with the relevant policy of the municipality.

(3) Official distances travelled may be claimed in accordance with the relevant policy of the municipality, but may not exceed the applicable tariffs prescribed by the Department of Transport on a monthly basis for the use of privately-owned vehicles.

(4) For purposes of claiming motor vehicle and maintenance allowances, a senior manager must keep a logbook acceptable to the South African Revenue Service reflecting the official and private kilometres travelled per month.

**40. Mobile phone and data card.**-A senior manager is entitled to compensation for the use of a mobile telephone and data card for official purposes in accordance with the relevant policy of the municipality.

## CHAPTER 6 TERMINATION OF SERVICE

**41. Retirement.**-(1) A senior manager has the right to retire, and must retire, on the first calendar day of the month following the day on which he or she turns 65 years of age.

(2) Notwithstanding [sub-regulation \(1\)](#), a municipal council may, after consultation with the MEC for local government, and upon good cause shown, apply in writing to the Minister, for a waiver of the requirement in [sub-regulation \(1\)](#) in the case of a person with scarce skills for effective service delivery by the municipality.

(3) Notwithstanding [sub-regulations \(1\)](#) and [\(2\)](#), a municipality may, at the request of a senior manager, allow the senior manager to retire after attaining the age of 55 years.

**42. Notice of termination.**-(1) An employment contract of a senior manager may be terminated only on notice of-

- (a) two weeks, if the senior manager has been employed for six months or less;
- (b) four weeks, if the senior manager has been employed for 12 months or less; or
- (c) one calendar month, if the senior manager has been employed for more than 12 months.

**43. Dismissal for misconduct, incapacity or operational requirements.**-(1) A senior manager may be

dismissed for misconduct, for incapacity or for operational requirements if the municipality has complied with the relevant provisions of the Labour Relations Act.

(2) If the municipality is of the opinion that a senior manager is incapable of carrying out the duties attached to the senior manager's post as a result of continuous ill-health or injury, the municipality may require the senior manager to undergo a medical examination by a registered medical practitioner nominated by the municipality and at the municipality's expense.

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

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

(4) The municipality may, on the basis of medical evidence, consider the dismissal of a senior manager on account of ill-health.

(5) A dismissal on account of ill-health or injury must be done with due regard to items 10 and 11 of Schedule 8 of the Labour Relations Act.

(6) If a senior manager applies for a discharge from service on account of continuous ill-health or injury, the provisions of [sub-regulations \(2\) to \(5\)](#) apply, with the necessary changes required by the context.

(7) If a senior manager refuses or fails to be subjected to a medical examination, the senior manager may be dismissed for misconduct, subject to the Labour Relations Act.

**44. Nomination of beneficiaries and payment of accruing benefits.**-(1) A senior manager may for purposes of implementation of these Regulations, designate one or more beneficiaries to whom accruing benefits to him or her may be paid in the event of the senior manager's death.

(2) A municipality must ensure that a senior manager nominates beneficiaries on appointment or as and when circumstances change to avoid any financial hardships on the pay-out of benefits to beneficiaries due to delays.

(3) The benefits of a senior manager who died before nominating beneficiaries must be dealt with in terms of the Administration of Estates Act, 1965 (Act [No. 66 of 1965](#))

## CHAPTER 7 GENERAL

**45. Transitional arrangements.**-(1) Employment contracts for all senior managers, entered into before these Regulations became operational, remain in force until the contract lapses or is terminated.

(2) When an employment contract referred to in [sub-regulation \(1\)](#) lapses or is terminated, the vacant post must be advertised in accordance with these Regulations.

(3) A municipality that has reviewed its staff establishment within two years prior to the coming into operation of these Regulations is exempted from the provisions of [regulation 4 \(1\)](#) of these Regulations.

**46. Repeal.**-These Regulations repeal [regulations 6, 7, 9, 10, 11, 12, 13, 15](#), 26 (8), [35, 36, 37](#), and [38](#) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, (Government Notice No. 805) as published in *Government Gazette* No. 29089 of 1 August 2006.

**47. Short title.**-These Regulations are called the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers.

## SCHEDULE 2

### CATEGORIES OF MISCONDUCT AND TIME PERIODS THAT MUST EXPIRE BEFORE A PERSON MAY BE RE-EMPLOYED IN A MUNICIPALITY

(Editorial Note: Wording and numbering as per original *Government Gazette*.)

No.	CATEGORY OF MISCONDUCT	PERIOD THAT MUST EXPIRE BEFORE A PERSON MAY BE RE-EMPLOYED IN A MUNICIPALITY
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1.	Financial misconduct contemplated in section 171 of the Municipal Finance Management Act, corruption or fraud.	Ten (10) years
2.	Misconduct involving elements of dishonesty or negligence.	Five (5) years
3.	(a) Assault with intent to do grievous bodily harm where a senior manager has been criminally charged and convicted.	Five (5) years
	(b) Sexual harassment.	Five (5) years
4.	Colluding to or acceding to an influence of any councillor not to enforce an obligation in terms of this Act, any other legislation or by-law or a decision of the municipal council of the municipality, and who has been found guilty of an offence and convicted to a fine or to imprisonment for a period not exceeding one year.	Five (5) years
5.	Facilitating or aiding an occupier of premises in a municipality to deny an authorised representative of the municipality or a service provider access at all reasonable times to the premises in order to read, inspect, install, or repair any meter or service connection for reticulation, or to disconnect, stop or restrict the provision of any service.	Five (5) years
6.	Convicted to an offence and sentenced to more than twelve (12) months imprisonment without the option of a fine.	Five (5) years
7.	(a) Use the position as a senior manager or confidential information for private gain or improperly benefit another person.	Five (5) years
	(b) Disclosure of any privileged or confidential information obtained as a senior manager of a municipality to an unauthorised person or persons.	Five (5) years
	(c) Take a decision on behalf of the municipality concerning a matter that the senior manager's spouse, partner or business associate, has a direct benefit or private business interest.	Five (5) years
8.	Being party to or beneficiary under a contract for the provision of goods and services to any municipality or any municipal entity established by a municipality.	Five (5) years
9.	Soliciting or accepting directly or indirectly any gift or favour that may influence the exercise of his or her functions, the performance of his or her duties, or judgment.	Five (5) years
10.	Discrimination against others on the basis of race, gender, disability, sexual orientation or other grounds prohibited by the Constitution.	Five (5) years
11.	Breach of the Code of Conduct for Municipal Staff as contained in <a href="#">Schedule 2</a> of the Act, other than misconduct referred to in item 1 to 10 in this table.	Two (2) years

## ANNEXURE A

### LOCAL GOVERNMENT: COMPETENCY FRAMEWORK FOR SENIOR MANAGERS

#### 1. Definitions

In this framework-

**"core competencies"** are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and

"leading competencies" means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.

## 2. Competency Framework

- 2.1 This competency framework replaces regulation 26 (8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, (Government Notice No. 805) as published in *Government Gazette* No. 29089 of 1 August 2006.
- 2.2 A person appointed as a senior manager must have the competencies as set out in this framework. Focus must also be placed on the following key factors-
- (a) Critical leading competencies that drive the strategic intent and direction of local government;
  - (b) Core competencies which senior managers are expected to possess, and which drive the execution of the leading competencies; and
  - (c) The eight Batho Pele principles.
- 2.3 The competency framework consists of six leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.
- 2.4 The competency framework further involves six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.
- 2.5 There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.
- 2.6 The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession planning, and promotion.

## 3. Competency Framework Structure

The competencies that appear in the competency framework are detailed below.

<b>LEADING COMPETENCIES</b>	
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>. Impact and Influence</li> <li>. Institutional Performance Management</li> <li>. Strategic Planning and Management</li> <li>. Organisational Awareness</li> </ul>
People Management	<ul style="list-style-type: none"> <li>. Human Capital Planning and Development</li> <li>. Diversity Management</li> <li>. Employee Relations Management</li> <li>. Negotiation and Dispute Management</li> </ul>
Program and Project Management	<ul style="list-style-type: none"> <li>. Program and Project Planning and Implementation</li> <li>. Service Delivery Management</li> <li>. Program and Project Monitoring and Evaluation</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>. Budget Planning and Execution</li> <li>. Financial Strategy and Delivery</li> <li>. Financial Reporting and Monitoring</li> </ul>
Change Leadership	<ul style="list-style-type: none"> <li>. Change Vision and Strategy</li> <li>. Process Design and Improvement</li> <li>. Change Impact Monitoring and Evaluation</li> </ul>
Governance Leadership	<ul style="list-style-type: none"> <li>. Policy Formulation</li> <li>. Risk and Compliance Management</li> <li>. Cooperative Governance</li> </ul>
<b>CORE COMPETENCIES</b>	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	

#### 4. Minimum Requirements

The minimum requirements that accompany the competency framework, but do not govern the selected competencies, as set out in annexure B to these Regulations, refer to the level of higher education qualification, work experience and knowledge that are needed to operate effectively in the local government environment.

#### 5. Competency Descriptions

Cluster	Leading Competencies		
Competency Name	Strategic Direction and Leadership		
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>· Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate</li> <li>· Describe how specific tasks link to institutional strategies but has limited influence in directing strategy</li> <li>· Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole</li> <li>· Demonstrate a basic understanding of key decision-makers</li> </ul>	<ul style="list-style-type: none"> <li>· Give direction to a team in realising the institution's strategic mandate and set objectives</li> <li>· Has a positive impact and influence on the morale, engagement and participation of team members</li> <li>· Develop actions plans to execute and guide strategy implementation</li> <li>· Assist in defining performance measures to monitor the progress and effectiveness of the institution</li> <li>· Displays an awareness of institutional structures and political factors</li> <li>· Effectively communicate barriers to execution to relevant parties</li> <li>· Provide guidance to all stakeholders in the achievement of the strategic mandate</li> <li>· Understand the aim and objectives of the institution and relate it to own work</li> </ul>	<ul style="list-style-type: none"> <li>· Evaluate all activities to determine value and alignment to strategic intent</li> <li>· Display in-depth knowledge and understanding of strategic planning</li> <li>· Align strategy and goals across all functional areas</li> <li>· Actively define performance measures to monitor the progress and effectiveness of the institution</li> <li>· Consistently challenge strategic plans to ensure relevance</li> <li>· Understand institutional structures and political factors, and the consequences of actions</li> <li>· Empower others to follow strategic direction and deal with complex situations</li> <li>· Guide the institution through complex and ambiguous concern</li> <li>· Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and</li> </ul>	<ul style="list-style-type: none"> <li>· Structure and position the institution to local government priorities</li> <li>· Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework</li> <li>· Hold self-accountable for strategy execution and results</li> <li>· Provide impact and influence through building and maintaining strategic relationships</li> <li>· Create an environment that facilitates loyalty and innovation</li> <li>· Display a superior level of self-discipline and integrity in actions</li> <li>· Integrate various systems into a collective whole to optimise institutional performance management</li> <li>· Uses understanding of competing interests to manoeuvre successfully to a win/win outcome</li> </ul>

		alliances	
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<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	People Management		
<b>Competency Definition</b>	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>. Participate in team goal-setting and problem solving</li> <li>. Interact and collaborate with people of diverse backgrounds</li> <li>. Aware of guidelines for employee development, but requires support in implementing development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>. Seek opportunities to increase team contribution and responsibility</li> <li>. Respect and support the diverse nature of others and be aware of the benefits of a diverse approach</li> <li>. Effectively delegate tasks and empower others to increase contribution and execute functions optimally</li> <li>. Apply relevant employee legislation fairly and consistently</li> <li>. Facilitate team goal-setting and problem-solving</li> <li>. Effectively identify capacity requirements to fulfill the strategic mandate</li> </ul>	<ul style="list-style-type: none"> <li>. Identify ineffective team and work processes and recommend remedial interventions</li> <li>. Recognise and reward effective and desired behaviour</li> <li>. Provide mentoring and guidance to others in order to increase personal effectiveness</li> <li>. Identify development and learning needs within the team</li> <li>. Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism</li> <li>. Inspire a culture of performance excellence by giving positive and constructive feedback to the team</li> <li>. Achieve agreement or consensus in adversarial environments</li> <li>. Lead and unite diverse teams across divisions to achieve institutional objectives</li> </ul>	<ul style="list-style-type: none"> <li>. Develop and incorporate best practice people management processes, approaches and tools across the institution</li> <li>. Foster a culture of discipline, responsibility and accountability</li> <li>. Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution</li> <li>. Develop comprehensive integrated strategies and approaches to human capital development and management</li> <li>. Actively identify trends and predict capacity requirements to facilitate unified transition and performance management</li> </ul>

<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Program and Project Management		
<b>Competency Definition</b>	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
		. Manage multiple	

<ul style="list-style-type: none"> <li>Initiate projects after approval from higher authorities</li> <li>Understand procedures of program and project management methodology, implications and stakeholder involvement</li> <li>Understand the rationale of projects in relation to the institution's strategic objectives</li> <li>Document and communicate factors and risk associated with own work</li> <li>Use results and approaches of successful project implementation as guide</li> </ul>	<ul style="list-style-type: none"> <li>Establish broad stakeholder involvement and communicate the project status and key milestones</li> <li>Define the roles and responsibilities of the project team and create clarity around expectations</li> <li>Find a balance between project deadline and the quality of deliverables</li> <li>Identify appropriate project resources to facilitate the effective completion of the deliverables</li> <li>Comply with statutory requirements and apply policies in a consistent manner</li> <li>Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>programs and balance priorities and conflicts according to institutional goals</li> <li>Apply effective risk management strategies through impact assessment and resource requirements</li> <li>Modify project scope and budget when required without compromising the quality and objectives of the project</li> <li>Involve top-level authorities and relevant stakeholders in seeking project buy-in</li> <li>Identify and apply contemporary project management methodology</li> <li>Influence and motivate project team to deliver exceptional results</li> <li>Monitor policy implementation and apply procedures to manage risks</li> </ul>	<ul style="list-style-type: none"> <li>Understand and conceptualise the long-term implications of desired project outcomes</li> <li>Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives</li> <li>Consider and initiate projects that focus on achievement of the long-term objectives</li> <li>Influence people in positions of authority to implement outcomes of projects</li> <li>Lead and direct translation of policy into workable actions plans</li> <li>Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed</li> </ul>
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<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Financial Management		
<b>Competency Definition</b>	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
	<ul style="list-style-type: none"> <li>Exhibit knowledge of general financial concepts,</li> </ul>	<ul style="list-style-type: none"> <li>Take active ownership of</li> </ul>	

<ul style="list-style-type: none"> <li>Understand basic financial concepts and methods as they relate to institutional processes and activities</li> <li>Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> <li>Understand the importance of financial accountability</li> <li>Understand the importance of asset control</li> </ul>	<ul style="list-style-type: none"> <li>planning, budgeting, and forecasting and how they interrelate</li> <li>Assess, identify and manage financial risks</li> <li>Assume a cost-saving approach to financial management</li> <li>Prepare financial reports based on specified formats</li> <li>Consider and understand the financial implications of decisions and suggestions</li> <li>Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated</li> <li>Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget</li> </ul>	<ul style="list-style-type: none"> <li>planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility</li> <li>Prepare budgets that are aligned to the strategic objectives of the institution</li> <li>Address complex budgeting and financial management concerns</li> <li>Put systems and processes in place to enhance the quality and integrity of financial management practices</li> <li>Advise on policies and procedures regarding asset control</li> <li>Promote National Treasury's regulatory framework for Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>Develop planning tools to assist in evaluating and monitoring future expenditure trends</li> <li>Set budget frameworks for the institution</li> <li>Set strategic direction for the institution on expenditure and other financial processes</li> <li>Build and nurture partnerships to improve financial management and achieve financial savings</li> <li>Actively identify and implement new methods to improve asset control</li> <li>Display professionalism in dealing with financial data and processes</li> </ul>
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<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Change Leadership		
<b>Competency Definition</b>	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Display an awareness of change interventions, and the benefits of transformation initiatives</li> <li>Able to identify basic needs for change</li> <li>Identify gaps between the current and desired state</li> </ul>	<ul style="list-style-type: none"> <li>Perform an analysis of the change impact on the social, political and economic environment</li> <li>Maintain calm and focus during change</li> <li>Able to assist team members during change and keep them focused on the deliverables</li> </ul>	<ul style="list-style-type: none"> <li>Actively monitor change impact and results and convey progress to relevant stakeholders</li> <li>Secure buy-in and sponsorship for change initiatives</li> <li>Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness</li> <li>Build and nurture relationships with various</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor change agents and create a network of change leaders who support the interventions</li> <li>Actively adapt current structures and</li> </ul>

<ul style="list-style-type: none"> <li>Identify potential risk and challenges to transformation, including resistance to change factors</li> <li>Participate in change programs and piloting change interventions</li> <li>Understand the impact of change interventions on the institution within the broader scope of Local Government.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer to lead change efforts outside of own work team</li> <li>Able to gain buy-in and approval for change from relevant stakeholders</li> <li>Identify change readiness levels and assist in resolving resistance to change factors</li> <li>Design change interventions that are aligned with the institution's strategic objectives and goals</li> </ul>	<ul style="list-style-type: none"> <li>stakeholders to establish strategic alliance in facilitating change</li> <li>Take the lead in impactful change programs</li> <li>Benchmark change interventions against best change practices</li> <li>Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation</li> <li>Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation</li> </ul>	<ul style="list-style-type: none"> <li>processes to incorporate the change interventions</li> <li>Mentor and guide team members on the effects of change, resistance factors and how to integrate change</li> <li>Motivate and inspire others around change initiatives</li> </ul>
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<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Governance Leadership		
<b>Competency Definition</b>	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
		<ul style="list-style-type: none"> <li>Able to link risk initiatives into key institutional objectives and drivers</li> <li>Identify, analyse and measure risk, create valid risk forecasts,</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a high level of commitment in complying with governance requirements</li> <li>Implement</li> </ul>

<ul style="list-style-type: none"> <li>Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements</li> <li>Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders</li> <li>Provide input into policy formulation</li> </ul>	<ul style="list-style-type: none"> <li>Display a thorough understanding of governance and risk and compliance factors and implement plans to address these</li> <li>Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution</li> <li>Actively drive policy formulation within the institution to ensure the achievement of objectives</li> </ul>	<ul style="list-style-type: none"> <li>and map risk profiles</li> <li>Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives</li> <li>Demonstrate a thorough understanding of risk retention plans</li> <li>Identify and implement comprehensive risk management systems and processes</li> <li>Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement</li> </ul>	<ul style="list-style-type: none"> <li>governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework</li> <li>Able to advise Local Government on risk management strategies, best practice interventions and compliance management</li> <li>Able to forge positive relationships on cooperative governance level to enhance the effectiveness of Local Government</li> <li>Able to shape, direct and drive the formulation of policies on a macro level</li> </ul>
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<b>Cluster</b>	Core Competencies		
<b>Competency Name</b>	Moral Competence		
<b>Competency Definition</b>	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
	<ul style="list-style-type: none"> <li>Conduct self in alignment with the values of</li> </ul>	<ul style="list-style-type: none"> <li>Identify, develop, and apply measures of self-correction</li> <li>Able to gain trust and respect through aligning actions with commitments</li> </ul>	



<ul style="list-style-type: none"> <li>Realise the impact of acting with integrity, but requires guidance and development in implementing principles</li> <li>Follow the basic rules and regulations of the institution</li> <li>Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent</li> </ul>	<ul style="list-style-type: none"> <li>Local Government and the institution</li> <li>Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver</li> <li>Actively report fraudulent activity and corruption within local government</li> <li>Understand and honour the confidential nature of matters without seeking personal gain</li> <li>Able to deal with situations of conflict of interest promptly and in the best interest of local government</li> </ul>	<ul style="list-style-type: none"> <li>Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders</li> <li>Present values, beliefs and ideas that are congruent with the institution's rules and regulations</li> <li>Takes an active stance against corruption and dishonesty when noted</li> <li>Actively promote the value of the institution to internal and external stakeholders</li> <li>Able to work in unity with a team and not seek personal gain</li> <li>Apply universal moral principles consistently to achieve moral decisions</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive of moral practices</li> <li>Actively develop and implement measures to combat fraud and corruption</li> <li>Set integrity standards and shared accountability measures across the institution to support the objectives of local government</li> <li>Take responsibility for own actions and decisions, even if the consequences are unfavourable</li> </ul>
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<b>Cluster</b>	Core Competencies		
<b>Competency Name</b>	Planning and Organising		
<b>Competency Definition</b>	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
		<ul style="list-style-type: none"> <li>Able to define institutional objectives, develop comprehensive plans, integrate and coordinate</li> </ul>	

<ul style="list-style-type: none"> <li>· Able to follow basic plans and organise tasks around set objectives</li> <li>· Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans</li> <li>· Able to follow existing plans and ensure that objectives are met</li> <li>· Focus on short-term objectives in developing plans and actions</li> <li>· Arrange information and resources required for a task, but require further structure and organisation</li> </ul>	<ul style="list-style-type: none"> <li>· Actively and appropriately organise information and resources required for a task</li> <li>· Recognise the urgency and importance of tasks</li> <li>· Balance short and long-term plans and goals and incorporate into the team's performance objectives</li> <li>· Schedule tasks to ensure they are performed within budget and with efficient use of time and resources</li> <li>· Measures progress and monitor performance results</li> </ul>	<ul style="list-style-type: none"> <li>· activities, and assign appropriate resources for successful implementation</li> <li>· Identify in advance required stages and actions to complete tasks and projects</li> <li>· Schedule realistic timelines, objectives and milestones for tasks and projects</li> <li>· Produce clear, detailed and comprehensive plans to achieve institutional objectives</li> <li>· Identify possible risk factors and design and implement appropriate contingency plans</li> <li>· Adapt plans in light of changing circumstances</li> <li>· Prioritise tasks and projects according to their relevant urgency and importance</li> </ul>	<ul style="list-style-type: none"> <li>· Focus on broad strategies and initiatives when developing plans and actions</li> <li>· Able to project and forecast short, medium and long term requirements of the institution and local government</li> <li>· Translate policy into relevant projects to facilitate the achievement of institutional objectives</li> </ul>
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<b>Cluster</b>	Core Competencies		
<b>Competency Name</b>	Analysis and Innovation		
<b>Competency Definition</b>	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
	<ul style="list-style-type: none"> <li>· Demonstrate logical problem solving techniques and approaches and provide rationale</li> </ul>	<ul style="list-style-type: none"> <li>· Coaches team members on</li> </ul>	<ul style="list-style-type: none"> <li>· Demonstrate complex analytical and problem solving approaches and techniques</li> </ul>

<ul style="list-style-type: none"> <li>Understand the basic operation of analysis, but lack detail and thoroughness</li> <li>Able to balance independent analysis with requesting assistance from others</li> <li>Recommend new ways to perform tasks within own function</li> <li>Propose simple remedial interventions that marginally challenges the status quo</li> <li>Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking</li> </ul>	<ul style="list-style-type: none"> <li>for recommendations</li> <li>Demonstrate objectivity, insight, and thoroughness when analysing problems</li> <li>Able to break down complex problems into manageable parts and identify solutions</li> <li>Consult internal and external stakeholders on opportunities to improve processes and service delivery</li> <li>Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders</li> <li>Continuously identify opportunities to enhance internal processes</li> <li>Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention</li> </ul>	<ul style="list-style-type: none"> <li>analytical and innovative approaches and techniques</li> <li>Engage with appropriate individuals in analysing and resolving complex problems</li> <li>Identify solutions on various areas in the institution</li> <li>Formulate and implement new ideas throughout the institution</li> <li>Able to gain approval and buy-in for proposed interventions from relevant stakeholders</li> <li>Identify trends and best practices in process and service delivery and propose institutional application</li> <li>Continuously engage in research to identify client needs</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive to analytical and fact-based problem-solving</li> <li>Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence</li> <li>Create an environment that fosters innovative thinking and follows a learning organisation approach</li> <li>Be a thought leader on innovative customer service delivery, and process optimisation</li> <li>Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences</li> </ul>
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<b>Cluster</b>	Core Competencies		
<b>Competency Name</b>	Knowledge and Information Management		
<b>Competency Definition</b>	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
		<ul style="list-style-type: none"> <li>Effectively predict future information and knowledge</li> </ul>	

<ul style="list-style-type: none"> <li>· Collect, categorise and track relevant information required for specific tasks and projects</li> <li>· Analyse and interpret information to draw conclusions</li> <li>· Seek new sources of information to increase the knowledge base</li> <li>· Regularly share information and knowledge with internal stakeholders and team members</li> </ul>	<ul style="list-style-type: none"> <li>· Use appropriate information systems and technology to manage institutional knowledge and information sharing</li> <li>· Evaluate data from various sources and use information effectively to influence decisions and provide solutions</li> <li>· Actively create mechanisms and structures for sharing of information</li> <li>· Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>· management requirements and systems</li> <li>· Develop standards and processes to meet future knowledge management needs</li> <li>· Share and promote best-practice knowledge management across various institutions</li> <li>· Establish accurate measures and monitoring systems for knowledge and information management</li> <li>· Create a culture conducive of learning and knowledge sharing</li> <li>· Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches</li> </ul>	<ul style="list-style-type: none"> <li>· Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information</li> <li>· Establish partnerships across local government to facilitate knowledge management</li> <li>· Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach</li> <li>· Recognise and exploit knowledge points in interactions with internal and external stakeholders</li> </ul>
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<b>Cluster</b>	Core Competencies		
<b>Competency Name</b>	Communication		
<b>Competency Definition</b>	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
	<ul style="list-style-type: none"> <li>· Express ideas to individuals and groups in formal and informal</li> </ul>	<ul style="list-style-type: none"> <li>· Effectively communicate high-risk and sensitive matters to relevant stakeholders</li> </ul>	

<ul style="list-style-type: none"> <li>· Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools</li> <li>· Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration</li> <li>· Disseminate and convey information and knowledge adequately</li> </ul>	<ul style="list-style-type: none"> <li>· settings in an manner that is interesting and motivating</li> <li>· Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs</li> <li>· Adapt communication content and style to suit the audience and facilitate optimal information transfer</li> <li>· Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders</li> <li>· Compile clear, focused, concise and well-structured written documents</li> </ul>	<ul style="list-style-type: none"> <li>· Develop a well-defined communication strategy</li> <li>· Balance political perspectives with institutional needs when communicating viewpoints on complex issues</li> <li>· Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles</li> <li>· Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution</li> <li>· Able to communicate with the media with high levels of moral competence and discipline</li> </ul>	<ul style="list-style-type: none"> <li>· Regarded as a specialist in negotiations and representing the institution</li> <li>· Able to inspire and motivate others through positive communication that is impactful and relevant</li> <li>· Creates an environment conducive to transparent and productive communication and critical and appreciative conversations</li> <li>· Able to coordinate negotiations at different levels within local government and externally</li> </ul>
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<b>Cluster</b>	Core Competencies		
<b>Competency Name</b>	Results and Quality Focus		
<b>Competency Definition</b>	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
		<ul style="list-style-type: none"> <li>· Consistently verify own standards and outcomes to ensure quality</li> </ul>	<ul style="list-style-type: none"> <li>· Coach and guide others to exceed quality standards and</li> </ul>

<ul style="list-style-type: none"> <li>Understand quality of work but requires guidance in attending to important matters</li> <li>Show a basic commitment to achieving the correct results</li> <li>Produce the minimum level of results required in the role</li> <li>Produce outcomes that is of a good standard</li> <li>Focus on the quantity of output but requires development in incorporating the quality of work</li> <li>Produce quality work in general circumstances, but fails to meet expectation when under pressure</li> </ul>	<ul style="list-style-type: none"> <li>Focus on high-priority actions and does not become distracted by lower-priority activities</li> <li>Display firm commitment and pride in achieving the correct results</li> <li>Set quality standards and design processes and tasks around achieving set standards</li> <li>Produce output of high quality</li> <li>Able to balance the quantity and quality of results in order to achieve objectives</li> <li>Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed</li> </ul>	<ul style="list-style-type: none"> <li>output</li> <li>Focus on the end result and avoids being distracted</li> <li>Demonstrate a determined and committed approach to achieving results and quality standards</li> <li>Follow task and projects through to completion</li> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations</li> <li>Maintain a focus on quality outputs when placed under pressure</li> <li>Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution</li> </ul>	<ul style="list-style-type: none"> <li>results</li> <li>Develop challenging, client-focused goals and sets high standards for personal performance</li> <li>Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required</li> <li>Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations</li> <li>Take appropriate risks to accomplish goals</li> <li>Overcome setbacks and adjust action plans to realise goals</li> <li>Focus people on critical activities that yield a high impact</li> </ul>
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## 6. Achievement Levels

The achievement levels indicated in the table below serve as a benchmark for appointments, succession planning and development interventions.

- 6.1 Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.
- 6.2 Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions, and should be earmarked for leadership programs and succession planning.

<i>Achievement Levels</i>	<i>Description</i>
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses
Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods

## ANNEXURE B

### MINIMUM COMPETENCY REQUIREMENTS FOR SENIOR MANAGERS

#### 1. Definitions

The terms defined below must be used to interpret the higher education qualification, the level of experience and the work-related experience when appointing senior managers-

**"middle management level"** means a management level associated with persons in middle management positions responsible for supervising staff, and includes-

- (a) An official directly accountable to a manager in the senior management level; or
- (b) A person that occupied a position in a management level substantially similar to middle management level, outside the local government sphere;

**"senior management level"** means a management level associated with persons in senior management positions responsible for supervising staff in middle management positions responsible for supervising staff in middle management positions, and includes-

- (a) the municipal manager of a municipality or the chief executive officer of a municipal entity;
- (b) any manager directly accountable to-
  - (i) the municipal manager, in the case of a municipality; or
  - (ii) the chief executive officer, in the case of a municipality; or
- (c) a person that occupied a position in a management level substantially similar to senior management level, outside the local government sphere;

**"work-related experience"** means the expertise of a person or skills attained by a person whether in the course of formal or informal employment.

## 2. Municipal Manager

<b>(a) HIGHER EDUCATION QUALIFICATION</b>	
Bachelor Degree in Public Administration/Political Sciences/Social Sciences/Law; or equivalent.	
<b>(b) WORK-RELATED EXPERIENCE AND KNOWLEDGE</b>	
<b>Years of Experience</b>	<b>Type of Experience</b>
<b>5 years</b>	<ul style="list-style-type: none"> <li>. Relevant experience at a senior management level; and</li> <li>. Have proven successful institutional transformation within public or private sector.</li> </ul>
<b>Knowledge</b>	<b>Type of Knowledge</b>
	<ul style="list-style-type: none"> <li>. Advanced knowledge and understanding of relevant policy and legislation;</li> <li>. Advanced understanding of institutional governance systems and performance management;</li> <li>. Advanced understanding of council operations and delegation of powers;</li> <li>. Good governance;</li> <li>. Audit and risk management establishment and functionality; and</li> <li>. Budget and finance management.</li> </ul>

## 3. DEVELOPMENT AND TOWN PLANNING MANAGER

<b>(a) HIGHER EDUCATION QUALIFICATION</b>	
Bachelor of Science Degree in Building Sciences/Architect/Bachelor Degree in Town and Regional Planning or Development Studies; or equivalent.	
<b>(b) WORK-RELATED EXPERIENCE AND KNOWLEDGE</b>	
<b>Years of Experience</b>	<b>Type of Experience</b>
<b>5 years</b>	<ul style="list-style-type: none"> <li>. Experience at middle management level; and</li> <li>. Have proven successful Professional Developmental/Town and Regional Planning experience.</li> </ul>
<b>Knowledge</b>	<b>Type of Knowledge</b>
	<ul style="list-style-type: none"> <li>. Good knowledge and understanding of relevant policy and legislation;</li> <li>. Good understanding of institutional governance systems and performance management;</li> <li>. Good knowledge of supply chain management regulations and the Preferential Procurement Policy Framework Act, 2000 (Act <a href="#">No. 5 of 2000</a>);</li> </ul>

	<ul style="list-style-type: none"> <li>Knowledge of geographical information systems; and</li> <li>Knowledge of spatial, town and development planning.</li> </ul>
<b>Added Advantage</b>	<ul style="list-style-type: none"> <li>Project management certificate or diploma; or</li> <li>Registration as a Professional Planner in accordance with the Planning Professions Act, 2002, (Act <a href="#">No. 36 of 2002</a>)</li> </ul>

#### 4. PUBLIC WORKS AND BASIC SERVICES/TECHNICAL SERVICES MANAGER

<b>(a) HIGHER EDUCATION QUALIFICATION</b>	
Bachelor of Science Degree in Engineering/BTech: Engineering; or equivalent.	
<b>(b) WORK-RELATED EXPERIENCE AND KNOWLEDGE</b>	
<b>Years of Experience</b>	<b>Type of Experience</b>
<b>5 years</b>	<ul style="list-style-type: none"> <li>Experience at middle management level, or as programme/project manager; and</li> <li>3-4 years must be at professional/management level engineering management experience.</li> </ul>
<b>Knowledge</b>	<b>Type of Knowledge</b>
	<ul style="list-style-type: none"> <li>Good knowledge and understanding of relevant policy and legislation;</li> <li>Good knowledge and understanding of institutional governance systems and performance management;</li> <li>Must have extensive knowledge of the public office environment; and</li> <li>Must be able to formulate engineering master planning, project management and implementation.</li> </ul>
<b>Added Advantage</b>	<ul style="list-style-type: none"> <li>Certificate of competency as required in terms of the General Machinery Regulations, 1988; or</li> <li>Registration with a recognised relevant engineering professional body.</li> </ul>

#### 5. CHIEF FINANCIAL OFFICER

The higher education qualification, work-related experience and other requirements for the position of chief financial officer are as prescribed under the Local Government: Municipal Regulations on Minimum Competency Levels, 2007, issued in terms of the Municipal Finance Management Act, as published under Government Notice No. 493 in *Government Gazette* No. 29967 of 15 June 2007.

#### 6. COMMUNITY SERVICES MANAGER

<b>(a) HIGHER EDUCATION QUALIFICATION</b>	
Bachelor Degree in Social Sciences/Public Administration/Law; or equivalent.	
<b>(b) WORK-RELATED EXPERIENCE AND KNOWLEDGE</b>	
<b>Years of Experience</b>	<b>Type of Experience</b>
<b>5 years</b>	<ul style="list-style-type: none"> <li>Experience at middle management level; and</li> <li>Have proven successful institutional transformation within public or private sector.</li> </ul>
<b>Knowledge</b>	<b>Type of Knowledge</b>
	<ul style="list-style-type: none"> <li>Good knowledge and understanding of relevant policy and legislation;</li> <li>Good knowledge and understanding of institutional governance systems and performance management;</li> <li>Understanding of council operations and delegation of powers, as well as- <ul style="list-style-type: none"> <li>Health service management;</li> <li>Cemetery management;</li> <li>Public safety; and</li> <li>Parks and recreation management.</li> </ul> </li> </ul>
<b>Added Advantage</b>	Registration with the South African Council for Social Service Professionals (SACSSP), or similar recognised relevant professional body.

#### 7. CORPORATE SUPPORT SERVICES MANAGER

<b>(a) HIGHER EDUCATION QUALIFICATION</b>
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Bachelor Degree in Public Administration/Management Sciences/Law; or equivalent.	
<b>(b) WORK-RELATED EXPERIENCE AND KNOWLEDGE</b>	
<b>Years of Experience</b>	<b>Type of Experience</b>
<b>5 years</b>	<ul style="list-style-type: none"> <li>. Experience at middle management level</li> <li>. Have proven successful management experience in administration</li> </ul>
<b>Knowledge</b>	<b>Type of Knowledge</b>
	<ul style="list-style-type: none"> <li>. Good knowledge and understanding of relevant policy and legislation;</li> <li>. Good knowledge and understanding of institutional governance systems and performance management;</li> <li>. Good knowledge of corporate support services, including- <ul style="list-style-type: none"> <li>. Human capital management;</li> <li>. Legal services;</li> <li>. Facilities management;</li> <li>. Information communication technology; and</li> <li>. Council support;</li> </ul> </li> <li>. Good knowledge of supply chain management regulations and the Preferential Procurement Policy Framework Act, 2000 (Act <a href="#">No. 5 of 2000</a>);</li> <li>. Good governance;</li> <li>. Labour Relations Act, and other labour-related prescripts;</li> <li>. Legal background and human capital management; and</li> <li>. Knowledge of coordination and oversight of all specialised support functions.</li> </ul>

## 8. OTHER SENIOR MANAGERS

<b>(a) HIGHER EDUCATION QUALIFICATION</b>	
A relevant Bachelor Degree or equivalent.	
<b>(b) WORK-RELATED EXPERIENCE AND KNOWLEDGE</b>	
<b>Years of Experience</b>	<b>Type of Experience</b>
<b>5 years</b>	<ul style="list-style-type: none"> <li>. Good knowledge and interpretation of policy and legislation;</li> <li>. Good knowledge of performance management system;</li> <li>. Good governance; and</li> <li>. Good knowledge of supply chain management regulations and the Preferential Procurement Policy Framework Act, 2000 (Act <a href="#">No. 5 of 2000</a>).</li> </ul>
<b>Added Advantage</b>	Registration with a relevant professional body.

## ANNEXURE C

### APPLICATION FORM FOR EMPLOYMENT

#### TERMS AND CONDITIONS

1.	The purpose of this form is to assist a municipality in selecting suitable candidates for an advertised post.
2.	This form must be completed in full, accurately and legibly. All substantial information relevant to a candidate must be provided in this form. Any additional information may be provided on the CV.
3.	Candidates shortlisted for interviews may be requested to furnish additional information that will assist municipalities to expedite recruitment and selection processes.
4.	All information received will be treated with strictly confidentiality and will not be used for any other purpose than to assess the suitability of the applicant.
	This form is designed to assist municipality with the recruitment, selection and

5. appointment of senior managers in terms of the *Local Government: Municipal Systems Act, 2000* (Act [No. 32 of 2000](#)).

<b>A. DETAILS OF THE ADVERTISED POST (as reflected in the advert)</b>						
Advertised post applying for						
Reference number						
Name of Municipality						
Notice service period						
<b>B. PERSONAL DETAILS</b>						
Surname						
First Names						
ID or Passport Number						
Race		African	Coloured	Indian	White	
Gender		Female		Male		
Do you have a disability?		Yes		No		
If yes, elaborate						
Are a South African citizen?				Yes	No	
If no, what is your Nationality?						
Work Permit Number (if any):						
Do you hold any political office in a political party, whether in a permanent, temporary or acting capacity? If yes, provide information below.						No
Political Party:		Position:		Expiry date:		
Do you hold a professional membership with any professional body? If yes, provide information below						No
Yes						
Professional Body:		Membership Number:		Expiry date:		
<b>C. CONTACT DETAILS</b>						
Preferred language for correspondence?						
Telephone number during office hours						
Preferred method for correspondence (Mark with an X)		Post	E-mail	Fax		
Correspondence contact details (in terms of above)						
<b>D. QUALIFICATIONS</b> (Additional information may be provided on your CV)						
Name of School/Technical College		Highest Qualification Obtained		Year Obtained		
Name of Institution		Name of Qualification		NQF Level	Year Obtained	
<b>E. WORK EXPERIENCE</b> (Additional information may be provided on your CV)						
Employer (starting with the most recent)	Position	From		To		Reason for leaving
		MM	YY	MM	YY	

If you were previously employed in Local Government, indicate whether any condition exists that prevents your re-employment:			Yes	No	
If yes, provide the name of the previous employing municipality:					
<b>F. DISCIPLINARY RECORD</b>					
Have you been dismissed for misconduct on or after 5 July 2011?			Yes	No	
If yes, Name of Municipality/Institution:					
Type of a Misconduct/Transgression					
Date of Resignation/Disciplinary case finalised					
Award/sanction					
Did you resign from your job on or after 5 July 2011 pending finalisation of the disciplinary proceedings? If yes, provide details on a separate sheet.			Yes	No	
<b>G. CRIMINAL RECORD</b>					
Were you convicted of a criminal offence involving financial misconduct, fraud or corruption on or after 5 July 2011? If yes, provide details on a separate sheet.			Yes	No	
If yes, type of criminal act					
Date criminal case finalised					
Outcome/Judgment					
<b>H. REFERENCE</b>					
Name of Referee	Relationship	Tel (office hours)	Cellphone Number	Email	
<b>I. DECLARATION</b>					
<i>I hereby declare that all the information provided in this application and any attachments in support thereof is to the best of my knowledge true and correct. I understand that any misrepresentation or failure to disclose any information may lead to my disqualification or termination of my employment contract, if appointed.</i>					
Signature:			Date:		

#### ANNEXURE D

DECLARATION OF CONFIDENTIALITY BY THE SELECTION PANEL MEMBER

#### INTERVIEWS FOR THE ADVERTISED POST OF (NAME OF THE ADVERTISED POST)

Date: dd/mm/yy

I hereby declare that I have read the provisions of [regulation 10](#) of the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers ("hereinafter referred to as the Regulations").

I hereby further declare that-

- (a) I have no personal interest in any of the interviewed candidates;
- (b) I do not have any relationship whatsoever with the interviewed candidates;
- (c) I am not indebted to any of the interviewed candidates or *vice versa*;
- (d) my participation in this interviews will not in any way constitute a conflict of interest or unduly influence or attempt to influence the appointment or promotion for a spouse, partner, family member, friend or associate;
- (e) I will not discuss the outcome of these interviews or inform any candidate who has been interviewed about the outcome of these interviews; and
- (d) all the discussions emanating from the interview process will be kept strictly confidential and no information will be disclosed with any candidate or person who is not part of the Selection Panel until such time that the Municipal Council has approved the recommendations of the Selection Panel and the successful candidate has been duly informed about the outcome of the decision of Council.

(Editorial Note: Numbering as per original *Government Gazette*.)

Signed at \_\_\_\_\_ on this \_\_\_\_\_ day of \_\_\_\_\_ 2013.

**Signature: Selection Committee Member**

**Signature: Chairperson**

## ANNEXURE D

DECLARATION OF CONFIDENTIALITY BY THE STAFF MEMBER PROVIDING SECRETARIAL SERVICES DURING THE SELECTION PROCESS

### INTERVIEWS FOR THE ADVERTISED POST OF (NAME OF THE ADVERTISED POST)

Date: dd/mm/yy

I \_\_\_\_\_ hereby declare that I have read the provisions of [regulation 10](#) of the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers ("hereinafter referred to as the Regulations")

I hereby further declare that-

- (a) I have no personal interest in any of the interviewed candidates;
- (b) I do not have any relationship whatsoever with the interviewed candidates;
- (c) I am not indebted to any of the interviewed candidates or *vice versa*;
- (d) my participation in this interviews will not in any way constitute a conflict of interest or unduly influence or attempt to influence the appointment or promotion for a spouse, partner, family member, friend or associate;
- (e) I will not discuss the outcome of these interviews or inform any candidate who has been interviewed about the outcome of these interviews; and
- (f) all the discussions emanating from the interview process will be kept strictly confidential and no information will be disclosed with any candidate or person who is not part of the Selection Panel until such time that the Municipal Council has approved the recommendations of the Selection Panel and the successful candidate has been duly informed about the outcome of the decision of Council.

Signed at \_\_\_\_\_ on this \_\_\_\_\_ day of \_\_\_\_\_ 2013.

**Signature: Secretariat**

**Signature: Chairperson**

(Editorial Note: Numbering as per original *Government Gazette*.)

## ANNEXURE E

APPLICATION FORM FOR LEAVE OF ABSENCE

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

## ANNEXURE F

### DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials)	
(Postal Address)	
(Residential Address)	
(Position Held)	
<b>(Name of Municipality)</b>	
Tel:	Fax:
<b>hereby certify that the following information is complete and correct to the best of my knowledge:</b>	

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

<b>2. Interest in a trust</b>	
<b>Name of trust</b>	<b>Amount of Remuneration/Income</b>

<b>3. Membership, directorships and partnerships</b>		
<b>Name of corporate entity, partnership or firm</b>	<b>Type of business</b>	<b>Amount of Remuneration/Income</b>

<b>4. Remunerated work outside the Municipality (Must be sanctioned by Council.)</b>		
<b>Name of Employer</b>	<b>Type of Work</b>	<b>Amount of remuneration/Income</b>

CONFIDENTIAL
Council
Signature by Mayor or Designate: _____ Date: _____

<b>5. Consultancies, Retainerships and Relationships</b>			
<b>Name of Client</b>	<b>Nature</b>	<b>Type of business activity</b>	<b>Value of any benefits received</b>

<b>6. Subsidies, grants and sponsorships by any organisation</b>		
<b>Source of assistance</b>	<b>Descriptions of assistance</b>	<b>Value of assistance</b>

<b>7. Gifts and Hospitality from a source rather than a family member</b>		
<b>Description</b>	<b>Value</b>	<b>Member</b>

<b>8. Land and Property</b>			
<b>Description</b>	<b>Extent</b>	<b>Area</b>	<b>Value</b>

SIGNATURE OF SENIOR MANAGER

DATE:

PLACE:

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