



EXTERNAL ADVERTISEMENT

Mpumalanga Economic Growth Agency (MEGA) is a Schedule 3D public entity of government in terms of the Public Finance Management Act, established by MEGA Act No 1 of 2010 under the executing authority of the Mpumalanga Department of Economic Development and Tourism (DEDT). The entity is mandated to champion sustainable economic development investments and empowerment projects that transform the lives of the people, reduce poverty, unemployment, and redress human settlement inequalities in Mpumalanga Province. MEGA is an entity undergoing organizational repositioning and transformation to implement the economic investment and empowerment strategy of the Mpumalanga Provincial Government.

MEGA seeks to recruit suitably qualified individuals to fill the following positions:

1. POSITION: MANAGER – CORPORATE PERFORMANCE MONITORING AND EVALUATION (Mbombela)

Reference code	T&I2023/02
Type of employment	PERMANENT
Objective	Coordinates and monitor organization-wide performance to ensure that corporate performance management and quality improvement program is developed, implemented and accounted for to EXCO and the Board.
Required minimum qualification	<ul style="list-style-type: none"> • B. degree in Business Management/Business Analytics, BCom or equivalent qualifications. • An MBA or equivalent Postgraduate Degree in Corporate strategy will be an added advantage
Graded	D2
Required minimum work experience	<ul style="list-style-type: none"> • 4-6 years in Corporate Strategy and Performance environment of which • 4 years' experience is mainly in Performance Improvement Management and Quality system.

Key Performance Areas and Outputs	<p>1. Participate in the corporate planning processes to assure that the Corporate Performance and quality improvement measures and initiatives are aligned with corporate objectives to assure that corporate performance is effective and efficient.</p>
	<p>2. Builds, directs, manages, and ensures implementation and effectiveness of the Corporate Performance Management and Improvement System by:</p> <ul style="list-style-type: none"> • Developing the Corporate performance management framework/model based on balanced-scorecard or related framework ; • Providing clearly defined performance matrices that articulate the Corporate objectives indicators; • Providing quality performance measures that align with corporate goals; and • Ensuring that the corporate performance plan is aligned with divisional plans and performance measures.
	<p>3. Facilitate and guide executive management on the development of their divisional performance measures as an integrated strategic planning process and assist them in the:</p> <ul style="list-style-type: none"> • Development of the divisional performance scorecards • Allocation of performance weightings in accordance to core, primary and secondary deliverables • Management of divisional interdependent performance deliverables
	<p>4. Design and facilitate the Corporate Performance management and quality training with all executives, senior management, managers and Specialist so as to have in-depth knowledge and understanding on the:</p> <ul style="list-style-type: none"> • Development of the divisional performance scorecard with clearly defined strategic and operational measurable performance indicators; • Alignment to corporate performance measures; • Implementation process and monitoring of divisional/ unit performance; • Provide performance accountability matrix and impact; and • Performance reporting.
	<p>5. Establishes a continuous performance evaluation, monitoring and reporting system and guide implementation thereof by providing guidance on bimonthly and quarterly reporting and how to manage and implement performance corrective steps to ensure achievement of the corporate targets.</p>

	<p>6. Regularly track, collate and consolidate Corporate performance for the CEO's presentation to EXCO and the Board and gives report to the Snr Manager- Corporate Strategy for quality assurance, incorporate quality improvements and demonstrate for the CEO and the Board the annual accountability report including economic, Return-on-Investment analysis and other impact reviews.</p>
	<p>7. Collaborate with Corporate Services' IT subdivision on the design of the information technology infrastructure required to support a Corporate performance and quality improvement system, and:</p> <ul style="list-style-type: none"> • Ensures needed data is to design/customise is accurate and usable; • Ensure performance reporting is functional and distributable; and • Makes recommendations for future improvements based on the data and improvement practices, making sure that Senior Management is aware of them and suggesting areas where they could be implemented.
	<p>8. Participates in the performance improvement professional's conferences to gain and share best practices, tools and materials while participating in ongoing communication activities and capacity-building peer exchanges. Constantly carry out benchmarking exercises to ensure MEGA is using best practices in corporate performance monitoring, evaluation and reporting.</p>
	<p>9. Carry out additional duties or responsibilities, which fall reasonably within the domain of the role profile, or in accordance with operational requirement.</p>

Competencies

Functional Knowledge

- Extensive knowledge and understanding of Business Analytic
- Extensive knowledge of Performance Management Models
- Extensive Knowledge of the Balanced Scorecard
- Extensive knowledge and understanding of Management quality systems
- Extensive knowledge and understanding of Corporate Governance and King Code 3
- Extensive knowledge and understanding of the PFMA and National Treasury
- Regulations, and other related legislation
- In-depth knowledge and understanding of risk management;
- Broad understanding of the growth and development strategy and the role of development agencies
- Knowledge of the MEGA Act

Behavioural Competencies

Benchmark

Leadership Competencies

Business Acumen: Predicts future sources of profitability

Level 4

	Vision and Strategic Focus: Shapes the vision and translates into strategic focus and implementation	Level 5
	Performance Enabler: Provides and inculcates a high performance environment.	Level 5
	Emotional Intelligence: Displays tenacity, expresses emotional intelligence and espoused values.	Level 5
	Alliance & Partnership Building: Strategically networks to expand relationships and partnerships	Level 4
Core Competencies Cluster	Integrity and ethical behaviour: Sets High ethical standards and leads by example.	Level 5
	Innovation and initiative: Develops high-impact approaches through research.	Level 5
	Customer focus and loyalty: Acts as trusted service provider/ advisor and monitors customer satisfaction.	Level 5
	High Performing Organisation: Creates performance and accountability culture and holds others accountable to it.	Level 5
	Organisational Commitment: Shows extraordinary knowledge of MEGA as an organisation and models organisational commitment.	Level 5
	MEGA results focus: Steadfast and relied upon by customers and internal team.	Level 5
Generic Cluster	Project Management: Co-ordinates and manages single to multiple projects successfully.	Level 4
	Impact Communication: Uses complex communication strategies to influence others; communicates emphatically and enthusiastically.	Level 5
	Financial Management: Manages all financial resources actively, facilities and assets to ensure maximum benefit, value for money and manageable risks.	Level 4
	Commitment to learning: Systematically applies personal learning and supports others' development.	Level 5

2. POSITION: OFFICER: IT NETWORK (Mbombela)

Reference code	CS2023/03/03
Type of employment	PERMANENT
Objective	To monitor the activity of the network and ensure that its performance is constantly maintained at a satisfactory level.
Required minimum qualification	<ul style="list-style-type: none"> National Diploma in Information Technology/Computer Science, or equivalent qualifications
Graded	C3
Required minimum work experience	<ul style="list-style-type: none"> 2 years of experience in Information Technology (IT)
Key Performance Areas and Outputs	<p>1. Provide user technical support on all applications and systems on the network by:</p> <ul style="list-style-type: none"> Monitor network traffic Install and configure switches and routers Troubleshoot when problems arise Maintain and support the communications network server software and hardware Perform backups of communications equipment, servers, and communications hardware Receive escalated calls from employees, via the call logging system operated by the MEGA through the IT help desk, and responds within the prescribed periods as per the SLA with users Resolves user problems either in the user office or via the IT office. Provide any further user support at remote sites, if needed.

	<p>2. Daily check that system is operating smoothly by:</p> <ul style="list-style-type: none"> • Start-up and re-boot the servers, modem, or other IT equipment where needed and follow correct procedures so as not to impact data integrity • Checks via the use of own laptop, daily that emails are in operation and that internet access is available • Checks local users if all IT system i.e PASTEL, D-Bit and PEOPLE Sage (HRMS) systems are available, where applicable, and contact ICT Architect for further analysis • Follows fault-finding routine and resolves by replacing computer hardware and if a software problem, interacts with the service provider. • Report any types of IT problems encountered and assessment of user training needs
	<p>3. Assist ICT Architect and IT officials on issues related to</p> <ul style="list-style-type: none"> • Ensure network security issues are addressed • Digital equipment is up and running • Testing of new software and new technologies (HTML etc.) • Ensuring that hardware and software standards are maintained

Competencies

Functional Knowledge

- Basic knowledge and understanding of the ICT environment
- Good knowledge of database technologies and applications with functional domain
- Good knowledge and understanding of Corporate governance;

Behavioural Competencies

Benchmark

Support Cluster

Analytical and Problem Solving: Uses several analytical techniques to generate concepts, plans and find different ways to solve task-related problems to ensure excellent performance. Develops and shares out of the box solutions to problems by translating identified solutions into better, faster and cost-effective manner of doing work.

Level 5

Team-work: Willingness to support team decisions by encouraging team members to identify information and resources needed to achieve results and team objectives and proactively facilitates attainment of such quality information/data to enhance team quality work.

Level 5

	Quality Concern and Accuracy: Monitors own work by proactively correcting inaccuracies, monitors and maintains high quality standards in one's area of work and instils to others standards of excellence and quality at all times	Level 5
Core Competencies Cluster	Integrity and ethical behaviour: Sets High ethical standards and leads by example.	Level 5
	Innovation and initiative: Develops high-impact approaches through research.	Level 5
	Customer focus and loyalty: Acts as trusted service provider/ advisor and monitors customer satisfaction.	Level 5
	High Performing Organisation: Creates performance and accountability culture and holds others accountable to it	Level 5
	Organisational Commitment: Shows extraordinary knowledge of MEGA as an organisation and models organisational commitment.	Level 5
	<ul style="list-style-type: none"> • MEGA results focus: Steadfast and relied upon by customers and internal team. 	Level 5
Generic Cluster	Impact Communication: Builds coalitions and listens actively to gain in-depth understanding: quick to understand others and effective at communicating with all levels (shareholders, investors, executives, employees, colleagues); i.e., ranging from small to large groups, direct reports and superiors; <ul style="list-style-type: none"> • Structuring verbal and written information to meet the needs of the targeted audience and ensures clear understanding by the intended audience; • Using experts or other third parties to influence direction and change the way of doing business within one work within MEGA. 	Level 5
	Commitment to learning: Systematically applies personal learning and supports others' development.	Level 5

3. POSITION: OFFICER: ENTERPRISE RISK MANAGEMENT SUPPORT (Mbombela)

Reference code	CS2023/03/06
Type of employment	PERMANENT
Objective	<ul style="list-style-type: none"> To provide support for Enterprise-Wide Risk Management (“ERM”) by identifying, assessing and reporting on the potential risks that may affect the effective functioning and execution of project management across MEGA
Required minimum qualification	<ul style="list-style-type: none"> Three-year qualification in Risk Management or Internal Auditing
Graded	C3
Required minimum work experience	<ul style="list-style-type: none"> 2-4 year experience in Risk Management or Internal Auditing related position, of which; 2 years Risk management
Key Performance Areas and Outputs	<ol style="list-style-type: none"> Assist the Enterprise Risk Management Manager in the development of an integrated Risk Management architecture and its implementation framework by collating information and data inputs as well as providing administrative support in the formulation of the mitigation plan for Enterprise wide risk management approach across MEGA. Prepare all relevant documentation and provide the Manager with required risk management support in guiding Executive Management and employees in identifying divisional/units’ risks so as to compile their risk registers to ensure timely submission to ERM for consolidation and classification of risks. Conduct research and collate data, information as inputs into the development of a systematic Project Risks management process and procedure for anticipating new and emerging risks in order to empower MEGA’s Management and employees in identifying critical risks early enough to avoid “project risks firefighting “and crisis management, thus enabling MEGA management and employees to manage risks threats toward key performance indicators’ shortfalls.

	<p>4. Assist the Enterprise Risk Management Manager in guiding the management and employees to comply with the relevant risk management regulatory compliance processes pertaining by:</p> <ul style="list-style-type: none"> • Drafting the compliance check-lists to be used for the purpose of ensuring that all sound information on risk management issues at any required time is provided accordingly; • Ensuring that all compliance reports in terms of risk Management regulatory requirements pertaining to divisional and/or units' risks t are reviewed regularly; and • Compilation of a consolidated risk register and reports for submission to the Board on quarterly basis.
	<p>5. Put together all preliminary information that the Manager requires to prepare for professional representation of MEGA in all aspects of the risk management and prepare a monthly reconciliation between the divisional and/or units' risk events reported to ERM by:</p> <ul style="list-style-type: none"> • Performing root cause analyses on identified risk events; • Preparation of recommended improvements to prevent these risk events from re-occurring in future; • Assisting the Managers with the identification of key risk indicators in the projects conducted by MEGA; and • Collate the action plans to address such risks so as to inform the risk monitoring plan.
	<p>6. Provide administrative support in the development of Enterprise Risk Management plans and guide its implementation by:</p> <ul style="list-style-type: none"> • Preparing guidelines on methodology and approach to identify and analyze the organisation ERM; and • Guiding the identification of key stakeholders in MEGA and stakeholder management in order to mitigate on risks.
	<p>7. Act as a Project Risk Management administrator on behalf the Enterprise wide Risk Management –Manager in Risk meetings, track implementation of risks mitigation interventions and capture successes and failures of risk mitigation interventions for future learning and improvements. Assist Manager in compiling projects' risk report for submission to Executive management and or CEO then to the Board.</p>
	<p>8. Prepare workshop material and required support tools in the facilitation of the implementation of the corporate risk awareness programme and consolidate the inputs from workshops so as to incorporate into the report as well as inputs on training improvements.</p>

	9. Conduct risks gap analysis on projects' current vs desired risk level state and assist with the consolidation of the risk report for CRO and provide the recommendations on implementation of corrective measures and improvements in managing risks within MEGA projects and business divisions.
	10. Implement the policies and procedures pertaining to ERM functions in alignment to the requirements and ensure that MEGA's Enterprise wide risk management support is within the confines of good governance, guidelines and reliable policies and procedures.
	11. Carry out additional duties or responsibilities, which fall reasonably within the domain of the role profile, or in accordance with operational requirement

Competencies

Functional Knowledge

- Good and Understanding of the Risk Management principles and guidelines
- Basic knowledge and understanding of the PFMA and National Treasury Regulations, and other related legislation
- Basic knowledge and understanding of Corporate Governance and King Code IV
- In-depth knowledge and understanding of Labour Relations Act, OH&S and related regulations
- Good knowledge and understanding of MEGA and its Act

Behavioural Competencies

Benchmark

Administration Cluster

Analytical and Problem Solving: Uses several analytical techniques to generate concepts, plans and find different ways to solve task related problems to ensure excellent performance. Develops and shares out- of the box solutions to problems by translating identified solutions into better, faster and cost-effective manner of doing work.

Level 5

Team-work: Willingness to support team decisions by encouraging team members to identify information and resources needed to achieve results and team objectives and proactively facilitates attainment of such quality information/data to enhance team quality work.

Level 5

	<p>Quality Concern and Accuracy: Monitors own work by proactively correcting inaccuracies, monitors and maintains high quality standards in one's area of work and instils to others standards of excellence and quality at all times</p>	Level 5
	<p>Planning and Organising: Develops integrated plans and uses best practice tools to achieve outstanding results by initiating and implementing collaborative resourcing, usage of efficiency tools to achieve prioritised tasks and projects within scheduled times; continually communicate tasks and projects progress, challenges and proactively re-organises tasks by re-focusing on key priorities and quality results within scheduled periods</p> <p>Maintains resources alignment, timeously resolves and optimises self and team performance</p>	Level 5
Core Competencies	<p>Integrity and ethical behaviour: Sets High ethical standards and leads by example.</p>	Level 5
	<p>Innovation and initiative: Develops high-impact approaches through research.</p>	Level 5
	<p>Customer focus and loyalty: Acts as trusted service provider/ advisor and monitors customer satisfaction.</p>	Level 5
	<p>High Performing Organisation: Creates performance and accountability culture and holds others accountable to it.</p>	Level 5
	<p>Organisational Commitment: Shows extraordinary knowledge of MEGA as an organisation and models organisational commitment.</p>	Level 5
	<p>MEGA results focus: Steadfast and relied upon by customers and internal team.</p>	Level
Generic Cluster	<p>Research and Knowledge management: Uses systematic approaches to do research and shares updates. Understands the process of using multiple tools to research and acquires critical information, updated knowledge into one's field of expertise, by integrating research outcomes into projects and</p>	Level 4

	tasks' planning and stores such information for further use in ones' area of work to ensure best practices at all times.	
	<p>Impact Communication: Builds coalitions and listens actively to gain in-depth understanding: quick to understand others and effective at communicating with all levels (shareholders, investors, executives, employees, colleagues); i.e., ranging from small to large groups, direct reports and superiors;</p> <ul style="list-style-type: none"> Structuring verbal and written information to meet the needs of the targeted audience and ensures clear understanding by the intended audience; Using experts or other third parties to influence direction and change the way of doing business within one work within MEGA. 	Level 5
	<p>Financial Knowledge and Understanding: Able to do manage allocated finances and or petty cash and account to company secretary timely</p>	Level 4
	<p>Commitment to learning: Systematically applies personal learning and supports others' development.</p>	Level 5

4. POSITION: PAYROL SPECIALIST (Mbombela)

Reference code	CS2023/03/09
Type of employment	PERMANENT
Objective	Provide comprehensive, professional, and accurate Human Resources Management Systems services that include management of the full cycle payroll process, leave the system, Human Resources Information System, Job Evaluation system, etc, to ensure that the appropriate level of HRMS is reliably provided to MEGA and its employees in line with the agreed service level agreements and accord with MEGA's objectives.
Required minimum qualification	<ul style="list-style-type: none"> Three-year qualification in Human Resources or equivalent qualifications, Post Graduate qualification in HR and a certificate in People SAGE Payroll.
Graded	D1
Required minimum work experience	<ul style="list-style-type: none"> 2-4 years in the HR environment of which; 2 years' experience in Payroll and /or rewards administration.

Key Performance Areas and Outputs	<p>1. Assists Manager in preparing the unit's strategy implementation plan to ensure that requirements of reward and recognition review pay and reward strategy through:</p> <ul style="list-style-type: none"> • Formulating high-quality long-term, recognition, and benefits strategies, and systems; • Taking responsibility for the design and delivery of the bonus and incentive schemes and processes and recognition arrangements in line with business targets for divisions; • Ensuring that the HR systems and analytics are developed to meet the needs of MEGA pay and remuneration requirements; and • Conducting pay and benefits benchmarking across similar institutions and developing and maintaining competitive packages.
	<p>2. Assists in developing policy and analytics reward & benefits services for MEGA including the management of the annual compensation processes, whilst ensuring that cost-effective solutions are adopted by:</p> <ul style="list-style-type: none"> • Developing new reward processes and proactively leading the development of new pay, grading, and benefits process of competency framework; • Ensure all HR pay policy changes are communicated across MEGA and consulted on where appropriate; • Managing and implementing the annual pay review process accurately and effectively within budget constraints; and • Resolving policy issues arising from the day-to-day management of the Reward Strategy.
	<p>3. Manage the VIP or any other related Payroll System regarding employee leave and benefits administration and:</p> <ul style="list-style-type: none"> • Make changes to an employee benefit programme(s) and ensure that these are done timeously implemented; • Ensure that the leave taken and resultant calculations of leave balances for leave is timeously and calculated on termination; • Ensure Pension admissions and withdrawals are forwarded to Pension Administrator within 14 days of appointment or termination; • Ensure effective management of all benefits administration (medical aid, retirement); and • Respond to all payroll- and benefit-related queries and issues.

	<p>4. Manage the payroll processing, calculate, and maintains data related to employee remuneration: and:</p> <ul style="list-style-type: none"> • Ensure that the appropriate levels of Human Resources Information System services are provided to employees in line with the agreed service level agreements; • Ensure all payroll information is updated accurately in the Human Resource Information Systems (to support and facilitate the Finance Department with accurate payroll information every month; • Ensures that all required data has been correctly and completely loaded; • Simulates payroll runs and processes errors and exception reports as appropriate; • Runs periodic payroll and corrects errors as necessary liaises closely with HR Manager and General Manager of Corporate Services as well as operations management as appropriate throughout the payroll process; • Monitors statutory holidays, earned time off, vacation, sick leave, and family days for correct pay-out and accrual; • Manage projects as required in continual improvement and standardization of payroll operations and systems • Preparation of ad-hoc reports when they are required; • Manage employee benefits; and • Preparation and reconciliation of period-end reporting and responsibilities as appropriate (e.g. balancing and/or reconciliation, GL journals) creating year-end reports and analysis of departmental salary costs. • Updating payroll system timely with accurate data. <p>5. Management of the Reward Team ensuring the delivery of team objectives by:</p> <ul style="list-style-type: none"> • Carrying out annual reward-related equality audits ensuring fairness and consistency in the operation of reward recognition and benefits strategies and related policy procedures and systems; • Ensuring that compensation support is provided in terms of job evaluation, grading structures and incentives; and • Ensuring all remuneration and benefits are listed correctly in contracts of employment and staff handbooks.
<p>Competencies</p>	

Functional Knowledge

- Extensive knowledge of People SAGE Payroll systems.
- Extensive knowledge of Tax Act and Regulation
- knowledge and understanding of Labour Law, SA Constitution, OH& Safety law, Labour Relations Act, and related laws
- Knowledge of basic Accounting
- Good knowledge and understanding of risk management;
- In-depth knowledge and understanding of corporate governance;
- In-depth knowledge and understanding of related regulations

Behavioural Competencies**Benchmark****Administration Cluster**

Analytical and Problem Solving: Uses several analytical techniques to generate concepts, plans and find different ways to solve task related problems to ensure excellent performance. Develops and shares out- of the box solutions to problems by translating identified solutions into better, faster and cost-effective manner of doing work.

Level 5

Team-work: Willingness to support team decisions by encouraging team members to identify information and resources needed to achieve results and team objectives and proactively facilitates attainment of such quality information/data to enhance team quality work.

Level 4

Quality Concern and Accuracy: Monitors own work by proactively correcting inaccuracies, monitors and maintains high quality standards in one's area of work and instils to others standards of excellence and quality at all times

Level 5

Planning and Organising: Develops integrated plans and uses best practice tools to achieve outstanding results by initiating and implementing collaborative resourcing, usage of efficiency tools to achieve prioritised tasks and projects within scheduled times; continually communicate tasks and projects progress, challenges and proactively re-organises tasks by re-focusing on key priorities and quality results within scheduled periods

Maintains resources alignment, timeously resolves and optimises self and team performance

Level 5

Core Competencies	<ul style="list-style-type: none"> • Integrity and ethical behaviour: Sets High ethical standards and leads by example. 	Level 5
	<ul style="list-style-type: none"> • Innovation and initiative: Develops high-impact approaches through research. 	Level 5
	<ul style="list-style-type: none"> • Customer focus and loyalty: Acts as trusted service provider/ advisor and monitors customer satisfaction. 	Level 5
	<ul style="list-style-type: none"> • High Performing Organisation: Creates performance and accountability culture and holds others accountable to it. 	Level 5
	<ul style="list-style-type: none"> • Organisational Commitment: Shows extraordinary knowledge of MEGA as an organisation and models organisational commitment. 	Level 5
	<ul style="list-style-type: none"> • MEGA results focus: Steadfast and relied upon by customers and internal team. 	Level 5
Generic Cluster	<p>Research and Knowledge management: Uses systematic approaches to do research and shares updates. Understands the process of using multiple tools to research and acquires critical information, updated knowledge into one's field of expertise, by integrating research outcomes into projects and tasks' planning and stores such information for further use in ones' area of work to ensure best practices at all times.</p>	Level 4
	<p>Impact Communication: Builds coalitions and listens actively to gain in-depth understanding: quick to understand others and effective at communicating with all levels (shareholders, investors, executives, employees, colleagues); i.e., ranging from small to large groups, direct reports and superiors;</p> <ul style="list-style-type: none"> • Structuring verbal and written information to meet the needs of the targeted audience and ensures clear understanding by the intended audience; • Using experts or other third parties to influence direction and change the way of doing business within one work within MEGA. 	Level 5
	<p>Financial Knowledge and Understanding: Able to do manage allocated finances and or petty cash and account to company secretary timely</p>	Level 4
	<p>Commitment to learning: Systematically applies personal learning and supports others' development.</p>	Level 5

SUBMISSION OF APPLICATIONS:

Interested candidates should submit an application stating reference number, a detailed CV, and copies of qualifications and identity document to Human Capital Management e-mail address: recruits@mega.gov.za or hand-deliver to Human Capital Management, MEGA Office Park, 02 Eastern Boulevard, Riverside Mbombela

REMUNERATION

MEGA offers a competitive remuneration and benefits package that may be negotiable based on qualifications, experience, and evidence of the current remuneration package of the successful candidate.

Enquiries: Ms. Lindi Tshabalala, 013 492 5818, or Elsie Ramodike

Closing date for applications: 25 August @ 16h00. No late application will be considered

MEGA is an equal opportunity and affirmative action employer. Preference will be given to applicants whose appointment will advance and enhance the gender and racial representation of the entity, in accordance with its equity plan. Applicants who have not been contacted within 60 days of the closing date may assume that their applications have been unsuccessful.