



**a world class African city**

## **PERFORMANCE AGREEMENT**

Made and entered into by and between

**THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY**

("the City")

(Represented by Gerald Dumas, Chief Operations Officer, duly  
authorised by Municipal Council Resolution)

and

Vicky Shuping

("the Group Head ")

**for the financial year: 1 July 2016 to 30 June 2017**

**1. INTRODUCTION**

- 1.1 The City has entered into a contract of employment with the Group Head for a period of 5 years, ending on \_\_\_\_\_ in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act").
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Group Head reporting to the Chief operations officer, to a set of actions that will secure local government policy goals.

**2. PURPOSE OF THIS AGREEMENT**

- 2.1 The parties agree that the purpose of this Agreement is to:
  - 2.1.1 comply with the provisions of Section 57(1)(b), 4(A), (4B) and (5) of the Systems act; and the employment contract entered into between the parties;
  - 2.1.2 specify objectives and targets established for the Group Head;
  - 2.1.3 specify accountabilities as set out in the performance plan (scorecard) attached as Annexure 'A';
  - 2.1.4 monitor and measure performance against set targeted outputs;
  - 2.1.5 use the performance agreement and scorecard as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
  - 2.1.6 in the event of outstanding performance, to appropriately reward the employee in accordance with the City's performance management policy; and



2.1.7 give effect to the City's commitment to a performance-orientated relationship with the Group Head in attaining equitable and improved service delivery.

### **3. COMMENCEMENT AND DURATION**

3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the Group Head, and, subject to paragraph 3.3, will continue in force until a new performance agreement is concluded between the parties as contemplated in paragraph 3.2.

3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year by not later than July each year.

3.3 This Agreement will terminate on the termination of the Chief operations officer's contract of employment regardless of the reason for such termination.

3.4 The content of this agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall be revised.

### **4. PERFORMANCE OBJECTIVES**

4.1 The scorecard in Annexure "A" sets out:

4.1.1 the performance objectives and targets that must be met by the Group Head; and

4.1.2 the time frames within which those performance objectives and targets must be met.

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- 4.2 The performance objectives and targets reflected in Annexure "A" (scorecard) are set by the Chief operations officer and the Group Performance Audit Committee after consultation with the Group Head and are based on the Growth and Development Strategy, Integrated Development Plan, Mayoral Priorities Service Delivery and Budget Implementation Plan (SDBIP) and Budget of the City, and include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Group Head's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the City's Integrated Development Plan.

## **5. PERFORMANCE MANAGEMENT POLICY**

- 5.1 The Parties record that the City has a Performance Management Policy, which may be amended from time to time. It describes the systems and procedures of performance management in the City in which the Group Head will be required to engage in performing his job.
- 5.2 The Group Head agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Group Head accepts that the purpose of the performance management policy and system is to provide a comprehensive system with specific performance standards to assist the City, Chief operations officer and Group Head to perform to the standards required.

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- 5.4 The Group Head undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPA's) (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The Group Head's assessment will be based on his or her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's.

## **6. EVALUATING PERFORMANCE**

- 6.1 It is recorded that in terms of the City's performance management policy and system, for purposes of evaluation of the performance of the Group Head, a Group Performance Audit Committee / Performance Evaluation Panel has been established to assist the Chief operations officer and in the process of evaluating the Performance of the Group Head.
- 6.2 The performance of the Group Head in relation to his or her performance agreement shall be reviewed on a quarterly basis as follows:

First quarter	:	July – September
Second quarter	:	October – December
Third quarter	:	January – March
Fourth quarter	:	April - June

- 6.3 The Chief operations officer shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the Group Head at least twice a year.
- 6.4 The Chief operations officer shall ensure that a record is kept of the mid-year review and final review sessions.

- 6.5 Performance feedback shall be based on the assessment of the Group Head's performance by the Chief operations officer and Group Performance Audit Committee / Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.
- 6.6 The City will be entitled to review and make reasonable changes to the provisions of the performance plan (scorecard) from time to time for operational reasons. The Group Head will be consulted before any such change is made.
- 6.7 Despite the establishment of agreed intervals for evaluation, the Chief operations officer may, in addition, review the Group Head performance at any stage while the contract of employment remains in force.
- 6.8 Personal growth and development needs identified during any performance review discussion must be documented and, where possible, actions agreed.
- 6.9 The annual performance appraisal will involve assessment of the achievement of results as outlined in the performance plan and each KPA and CCR should be assessed according to the extent to which the specified standards or performance indicators have been met.

## **7. OBLIGATIONS OF EMPLOYER**

The City must -

- 7.1 Create an enabling environment to facilitate effective performance by the employee;
- 7.2 Provide access to skills development and capacity building opportunities;
- 7.3 Work collaboratively with the Group Head to solve problems and generate solutions to common problems that may impact on the performance of the employee;

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7.4 On the request of the Group Head delegate such powers reasonably required by the Group Head to enable him or her to meet the performance objectives and targets established in terms of the agreement; and

7.5 Make available to the Group Head such resources as the Group Head may reasonably require from time to time to assist him or her to meet the performance objectives and targets established in terms of the agreement.

## **8. CONSULTATION**

The Chief operations officer agrees to consult the Group Head timeously in respect of decisions which will have a significant impact on the performance of the duties of the Group Head.

## **9. MANAGEMENT OF OUTCOMES**

9.1 The evaluation of the Group Head's performance will form the basis for rewarding performance or correcting unacceptable performance.

9.2 A performance bonus not exceeding 14% may be paid to the Group Head in recognition of outstanding performance, in accordance with the City's policy and system referred to in this agreement.

9.3 An increase may be awarded to the Group Head in accordance with the City's policy and system referred to in this agreement.

9.4 Should the Group Head be entitled to a performance bonus referred to in paragraph 9.2, this will be paid out after the tabling of the annual report.

9.5 In the case of unacceptable performance, the Chief operations officer shall provide systematic remedial or developmental support to assist the Group Head to improve his or her performance.

- 9.6 Where the Chief operations officer is, at any time during the Group Head's employment, not satisfied with the Group Head's performance with respect to any matter dealt with in this Agreement, the Chief operations officer will give notice to the Group Head to attend a meeting with the Chief operations officer.
- 9.7 The Group Head will have the opportunity at the meeting to satisfy the Chief operations officer of the measures being taken to ensure that the Group Head's performance becomes satisfactory and any programme, including any dates, for implementing these measures.
- 9.8 Where there is a dispute or difference as to the performance of the Group Head under this Agreement, the parties will confer with a view to resolving the dispute or difference.

## **10. DISPUTES**

- 10.1 Any dispute arising out of this Agreement, shall be submitted to and determined by arbitration in accordance with the arbitration rules of an accredited private dispute resolution agency, as amended. The arbitrator shall be mutually agreed upon, and shall be selected from a list of arbitrators supplied by an accredited private dispute resolution agency.
- 10.2 The parties shall, prior to the arbitration date, be required to meet with the arbitrator in order to determine the appropriate terms of reference for the arbitrator, and his powers, and to submit an agreement in writing to the arbitrator.
- 10.3 Should the parties fail to agree on the identity of the arbitrator within a period of 14 days after the date of the submission of the dispute to the Chief operations officer, either of the parties shall be entitled to request a private dispute resolution agency, to appoint the arbitrator. The accredited private dispute resolution agency, in making the appointment, shall have regard to the nature of the dispute, and shall have regard to the parties' requirement of speedy arbitration in the selection of

arbitrators. If the appointment is to be made in this manner, preference shall be given to the attorneys or advocates on the Panel of arbitrators of the accredited private dispute resolution agency.

10.4 The arbitrator shall be entitled further to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and to argue in respect of the appropriate outcome and remedy. The arbitrator shall, in determining the procedures to be followed, be guided by the parties intention to have the dispute finally adjudicated upon within as short as possible a period from the date of the dismissal, or of the dispute, arising.

10.5 The parties shall be entitled to be represented by a representative of choice at the arbitration, and the outcome of the arbitration shall be final and binding. The Group Head shall be bound to the dispute resolution procedures contained herein.

10.6 The fact that any dispute has been referred to, or is the subject of an arbitration, as well as any information submitted or furnished to the arbitrator, or in any other matter forming part of the record of any arbitration proceeding, shall be kept confidential by the parties to such proceeding.

## **11. GENERAL**

11.1 The contents of the Agreement and the outcome of any review conducted in terms of Annexure "A" (scorecard) will not be confidential, and may be made available to the public by the City, where appropriate.

11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Group Head in terms of his contact or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

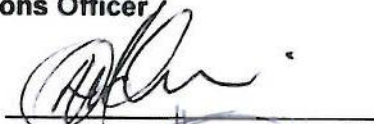
SIGNED at Braamfontein on this the 30<sup>th</sup> day of June 2016

For: **THE CITY OF JOHANNESBURG**  
**METROPOLITAN MUNICIPALITY**

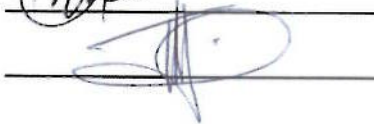


\_\_\_\_\_  
**Chief Operations Officer**

Witness:



Witness:



SIGNED at Braamfontein on this the 30<sup>th</sup> day of June 2016



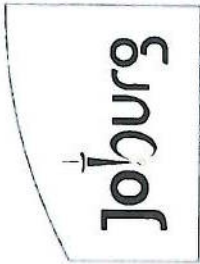
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**Group Head**

Witness:



Witness:

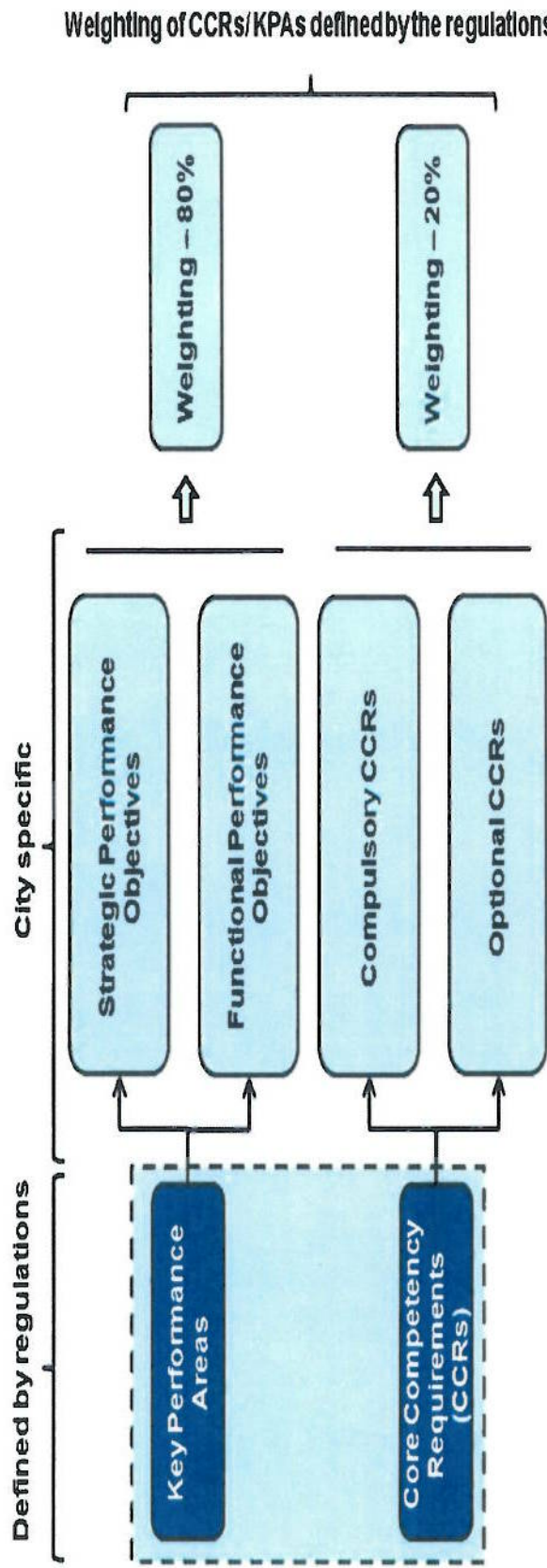




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PERFORMANCE SCORECARD	
<b>Employee</b>	Vicky Shuping – Group Head
<b>Manager</b>	Gerald Dumas: Chief Operations Officer
<b>Department</b>	Citizen Relationship and Urban Management
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Sustainable and impact driven regional governance for a well-managed, well serviced and safe urban environment</li> <li>• Facilitation and coordination of integrated, sustainable and resilient basic service delivery</li> <li>• Urban Management Regulatory, Compliance and Special Investigations</li> <li>• Area Based Programme Management and Rejuvenation</li> <li>• Regional Profiling and Planning</li> <li>• Citizen Relationship Management</li> <li>• Urban Management</li> <li>• Technical Call Centre</li> <li>• Implementation of Developmental Service Delivery Model "Jozi@work" in 7 regions</li> </ul>
<b>GDS Outcome</b>	Outcome 4: "A high performing metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region."

The individual performance scorecards shall be made up of Key Performance Areas (KPA) (divided into Functional Performance Objectives (FPO) and Strategic Performance Objectives (SPO)) and Core Competency Requirements (CCR) which shall have a relative weighting of 50%: to 30% to 20% respectively. Therefore, the scorecard is separated into three sections, namely, Functional Performance Objectives, Strategic Performance Objectives and Core Competency Requirements.



Strategic Performance Objectives (SPOs) are those KPAs which are derived from key citywide and sector based objectives and strategies. Of the total 80% KPA weighting, the relative weighting for SPOs should not be less than 50%. The SPOs are developed to reflect the City's strategic priorities within the individual employee scorecard.

Functional Performance Objectives (FPOs) relate to the employee's functional areas, objectives and responsibilities. Of the total 80% KPA weighting, the relative weighting for FPOs should not exceed 30%.

## SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPO)

SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPO)						
(TOTAL WEIGHT MUST NOT BE LESS THAN 50%)						
KPA No	KPA	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Evidence and Means of Verification
1	Compact, integrated and livable urban form and spaces	1.1	% reduction on symptoms of urban decay through implementation of Area Based Management Strategy	New indicator	1=10% reduction 2=20% reduction 3=40% reduction 4=60% reduction 5=70% reduction	4 Quarterly Implementation Reports confirming reduction
			% implementation of the Corridors of Freedom Action Plan in the affected regions <sup>1</sup>	100%	1=10% implementation 2=20% implementation 3=40% implementation 4=60% implementation 5=70% implementation	4 Quarterly Implementation Reports. Mayoral Committee Minutes
2	Active Engaged Citizenry and Participatory democracy	2.1	% Improvement in the level of participation by the citizens of the City (democratic process include IDP and regional community meetings) <sup>2</sup>	New indicator	1= 1% increase 2= 3% increase 3= 5% increase 4= 6% increase 5= 7% increase	Annual Citizen Engagement Plan Quarterly Implementation reports with proof of attendance IDP/CBP Attendance Registers Mayoral Committee Minutes
		2.2	% Monitoring on implemented CBP projects <sup>3</sup>	New indicator	1= 25% of implemented projects monitored 2= 50% of implemented projects monitored	Quarterly Monitoring reports Mayoral Committee Minutes

<sup>1</sup> Action Plan to entail visible service delivery operations in areas along the corridors in the affected regions

<sup>2</sup> Percentage increase to be calculated based on IDP/CBP attendance records as at April/May 2016

<sup>3</sup> Facilitation to entail regular inspection of project sites and progress reporting

SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPO)						
(TOTAL WEIGHT MUST NOT BE LESS THAN 50%)						
KPA No	KPA	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Evidence and Means of Verification
3	Citizen participation, empowerment and customer care Customer Services Charter	3.1	% reduction of calls abandoned at technical call centre <sup>4</sup>	31.16%	3= 75% of implemented projects monitored 4= 80% of implemented projects monitored 5=100% of implemented projects monitored	Monthly Call Centre CRM reports Mayoral Committee Minutes
4	City-wide Job creation programme	4.1	% Co-ordination of effective administrative process aimed at implementing	New indicator	1= 1% reduction on calls abandoned at technical call centre 2= 2% reduction on calls abandoned at technical call centre 3= 4% reduction on calls abandoned at technical call centre 4= 6% reduction on calls abandoned at technical call centre 5= 8% reduction on calls abandoned at technical call centre 1=20% co-ordination 2=40% co-ordination 3=60% co-ordination 4=80% co-ordination 5=100% co-ordination	Monthly Jozi@work progress template Mayoral Committee Minutes

<sup>4</sup> Measurement to be calculated on days when call volumes does not exceed 2000 per day for electricity and 1200 per day for water related calls – on days when the calls exceed these numbers IVR voice information used to reduce calls by asking customers to hang up once they have listened to the information provided – calculation will therefore be done by removing these days when reporting on the KPI and noting the number of days affected. (On these high volume days, the performance management is in the hands of the ME to resolve the outages and the call centre has little if no impact on the volume of customer calls)

SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPO)						
(TOTAL WEIGHT MUST NOT BE LESS THAN 50%)						
KPA No	KPA	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Evidence and Means of Verification
			Joz@work projects.			
5	Integration of service delivery machinery at ward level using a multi-disciplinary approach.	5.1	% Completeness in the multi-disciplinary service	New indicator	1= 20% completeness in the multi-disciplinary operations <sup>5</sup> 2=40% completeness 3= 60% completeness 4= 80% completeness 5= 100% completeness	Quarterly IVSD Reports Mayoral Committee Minutes
		5.2	% Resolution on the number of service delivery failures <sup>6</sup>	New	1=20% resolution 2=40% resolution 3=60% resolution 4= 80% resolution 5= 90% resolution	Quarterly State of Service Delivery Reports Mayoral Committee Minutes
6	Service delivery interventions informed by community profiles	6.1	Number of Ward Profiles reviewed for repair, maintenance and capex investment purposes	130 Ward Profiles	1= 35 Ward profiles reviewed 2= 70 Ward profiles reviewed 3= 105 Ward profiles reviewed 4= 120 Ward profiles reviewed 5=135 Ward profiles reviewed	Reviewed ward profiles Mayoral Committee Minutes
		6.2	% Monitoring of MIEs repairs and maintenance programmes <sup>7</sup>	New indicator	1= 25% monitoring 2= 50% monitoring 3= 65% monitoring 4= 75% monitoring	Quarterly Implementation report and photographic evidence Mayoral Committee Minutes

<sup>5</sup> Completeness to be measured based on participation by entities, law enforcement entities and key service delivery departments that make the multi-disciplinary team

<sup>6</sup> Percentage to be calculated based on total number of calls logged and resolved as reflected in the SOR reports

<sup>7</sup> Although repairs and maintenance programmes are provided and monitored, MIEs often vary in implementation.

SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPO)						
(TOTAL WEIGHT MUST NOT BE LESS THAN 50%)						
KPA No	KPA	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Evidence and Means of Verification
7	Sustainable, well managed, safe and clean City		% implementation of the Problem Property By- law and investigation on all reported matters for progressive eradication	100%	5= 100% monitoring  1= 20% implementation 2= 40% implementation 3= 60% implementation 4= 80% implementation 5= 100% implementation	Quarterly departmental reports Mayoral Committee Minutes
8	To ensure financial prudence City with clean audits by the Auditor General	8.1	Attainment of Clean Audit Report	Unqualified Audit Report	1= Adverse Audit report <sup>8</sup> 2= Qualified Audit Report <sup>9</sup> 3= Unqualified Audit Report <sup>10</sup> 4= Unqualified report without material other matters <sup>11</sup> 5=Unqualified audit report without other matters	Audited Financial Statements Auditor General management report and Audit Report Mayoral Committee Minutes

<sup>8</sup> This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

<sup>9</sup> This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

<sup>10</sup> This is where fair presentation is achieved but there are matters that require highlighting although these do not have impact on the auditor's opinion.

<sup>11</sup> This is where fair presentation is achieved. There are no further significant matters that require disclosure by the auditors

SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPO)						
(TOTAL WEIGHT MUST NOT BE LESS THAN 50%)						
KPA No	KPA	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Evidence and Means of Verification
		8.2	% Resolution of internal and external (AGSA) audit findings	100%	1=85% resolution 2=90% resolution 3=95% resolution 4=97% resolution 5=100% resolution	<ul style="list-style-type: none"> <li>• Internal Audit Report on Findings</li> <li>• Management Letter</li> <li>• Annual/Quarterly Dashboard</li> <li>• Mayoral Committee Minutes</li> </ul>

SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO)

FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHT MUST NOT EXCEED 30%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Evidence and Means of Verification
1	Ensure sound Procurement Management and control	1.1	% Compliance to the acquisition plan <sup>12</sup>	100%	1 = 50% <sup>13</sup> 2 = 65% <sup>14</sup> 3 = 80% <sup>15</sup> 4 = 90% <sup>16</sup> 5 = 100% <sup>17</sup>	List of goods and services procured by the department Approved departmental Acquisition plan Departmental procurement compliance report approved by EMT / City Manager
		1.2	% of SCM ratification submitted by the department for City Manager approval and money recovered from implicated employees	Zero Ratification	1 = 90% (and less) of submitted SCM regulation 36(a) (i to v) approved by the City Manager <sup>8</sup> 2 = All submitted SCM regulation 36(a) (i to v)	Approved departmental Acquisition plan Approved Departmental ratification report Departmental procurement compliance report

<sup>12</sup> departmental procurements of goods & services within specified timeframes and budgeted value approved on the departmental Acquisition Plan (procurements compliance with the approved departmental Acquisition Plan)

<sup>13</sup> % (and less) of departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

<sup>14</sup> Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

<sup>15</sup> Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

<sup>16</sup> Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

<sup>17</sup> Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan

<sup>18</sup> Target level 1 will also include the followings:

- Noncompliance of submitted deviation reports to Regulation 36(a)(i) to (v) of the Municipal Supply Chain Management Regulations for approval by the City Manager resulting in an irregular expenditure
- Approval of deviation reports by the City Manager due to an omission by the official to execute his or her duties without incurring any potential irregular expenditure for the City.

FUNCTIONAL PERFORMANCE OBJECTIVES					
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	(TOTAL WEIGHT MUST NOT EXCEED 30%)	
				Baseline	Target
					Evidence and Means of Verification
					<p>approved by the City Manager<sup>19</sup></p> <p>3=50% (and less) of money being recovered from implicated employees</p> <p>0% submission of ratification</p> <p>4= +70% of money being recovered from implicated employees.</p> <p>5 = Zero (0) SCM ratification submitted to City Manager for approval, and no fruitless and/or wasteful expenditure.</p> <p>Departmental Acquisition plan approved by City Manager.</p> <p>Departmental procurement compliance report approved by EMT / City Manager.</p>
		1.3	% Reduction of non-compliant deviations	100%	<p>1 = 10% reduction in non-compliant deviations</p> <p>2 = 20% reduction in non-compliant deviations</p> <p>3 = 50% reduction in non-compliant deviations</p> <p>4 = 70% deviations in non-compliant deviations</p> <p>5 =100% deviations in non-compliant deviations</p> <p>List of 2016/17 departmental SCM in non-compliant deviations</p> <p>List of 2015/16 departmental SCM in non-compliant deviations</p> <p>Approved departmental SCM non-deviations</p>

<sup>19</sup> Target level 2 will also include 100% compliance of deviation reports to the provisions of Regulation 36 (1)(a)(i) to (v) without any failure by the official to execute his or her duties accordingly.

FUNCTIONAL PERFORMANCE OBJECTIVES						
(TOTAL WEIGHT MUST NOT EXCEED 30%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Evidence and Means of Verification
2	Management of the departmental, project and contract risks to acceptable levels.	2.1	% of departmental strategic risks managed to acceptable levels <sup>20</sup>	85%	1 = Approved risk registers 2 = Risk mitigations updates 3 = 65% of key strategic risks improved 4 = 75% of key strategic risks improved 5 = 85% of key strategic risks improved	Departmental Quarterly report Quarterly GRGC report
		2.2	% of departmental key contract risks managed to acceptable levels <sup>21</sup>	New indicator	1 = Approved risk registers 2 = Risk mitigations updates 3 = 65% of key contract risks improved 4 = 75% of key contract risks improved 5 = 85% of key contract risks improved	List of contracts Quarterly GRGC report

<sup>20</sup> This requires that each Department with the help of Group Risk Services (as a specialist in the field) to identified and determine the desired residual risks level where the risk will be managed towards. This desired residual risks level will become a target to manage the risk towards.

<sup>21</sup> This KPI refers to projects and contracts the department is implementing. The department should including risk management from planning to final completion of the project/contract. Project and contract risks will be identified by department (assisted by Group Risk Services) for each project/contract, acceptable levels determined and agreed. These project and contract risks will be managed by the department to agreed acceptable levels on a continuous basis.

FUNCTIONAL PERFORMANCE OBJECTIVES						
(TOTAL WEIGHT MUST NOT EXCEED 30%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Evidence and Means of Verification
3	To promote accountability of employees and organisations in using resources and ensuring that implementation objectives are met	3.1	% achievement of departmental SDBIP set performance measures	95%	1 = 70% of departmental SDBIP set performance measures achieved. 2 = 80% of departmental SDBIP set performance measures achieved. 3 = 85% of departmental SDBIP set performance measures achieved. 4 = 90% of departmental SDBIP set performance measures achieved. 5 = +95% of departmental SDBIP set performance measures achieved.	Quarterly departmental SDBIP reports Quarterly assessment report approved by MMCs/Sub Mayoral Cluster Minutes of Sub-Mayoral Cluster Committee

**SECTION 3: CORE COMPETENCY REQUIREMENTS**

**KEY PERFORMANCE AREA: CORE MANAGERIAL COMPETENCIES  
(TOTAL WEIGHT MUST BE 20%)**

No	Core Competence	KPI No	Competency Indicator's	Baseline	Target	Evidence and Means of Verification	
1	Financially and administratively sustainable and resilient city	1.1	% Spent of allocated departmental Capex	<b>Financial Competence (Compulsory)</b>			Monthly financial expenditure report Monthly financial reports monitored and verified by Finance
				100%	1 = Overspending 2 = 50% Capex 3 = 95% Capex Expenditure <sup>22</sup> 4 = 96% Capex 5 = 97% Capex		
		1.2	% Spent of allocated departmental Opex budget	100%	1 = 10% Opex 2 = 50% Opex 3 = 95% Opex Expenditure <sup>23</sup> 4 = 97% Opex 5 = 100% Opex	Monthly financial expenditure report Monthly financial reports monitored and verified by Finance	
2	Knowledge of Performance Management and Reporting 10	2.1	% of employees receiving performance coaching and review as per the policy	<b>People Management and Empowerment (Compulsory)</b>			Database of signed scorecards, ILPs and review session dates  Final review report and signed spreadsheet with final scores signed by HCM
					1 = Less than 100% of employees with signed performance scorecards (including ILPs) 2 = 100% of employees with signed performance scorecards (including signed ILPs) 3 = 100% of employees received performance coaching and review as per the policy 4 = 50% of employees achieved 90% achievements of their scorecards set targets 5 = +60% of employees achieved 90%		

<sup>22</sup> The Capital expenditure will be implemented in line with the SDBIP budget expenditure projections

<sup>23</sup> The Operational expenditure will be implemented in line with the SDBIP budget expenditure projections

KEY PERFORMANCE AREA: CORE MANAGERIAL COMPETENCIES (TOTAL WEIGHT MUST BE 20%)						
No	Core Competence	KPI No	Competency Indicator's	Baseline	Target	Means of Verification
<b>Customer Orientation and Customer Focus (Compulsory)</b>						
	Improve perception of the City's performance and service offering	3.1	% Improvement in the customer perception as per the Customer Service Survey for the City of Johannesburg	49 <sup>23</sup>	1=Action Plan 2=CSI >49 3=CSI <49 4=CSI <50 5=CSI <52	Customer Satisfaction Survey rating results

By signing this performance scorecard the manager and employee hereby indicate their full understanding of, and agreement with the contents of the scorecard. The manager and the employee both acknowledge that this is in full compliance with the City's Performance Management Policy.

Signed : Vicky Shuping Group Head: CRUM		Signed: Gerald Dumas COO		Date: 30 June 2016
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<sup>23</sup> Overall customer care achieved in 2015