

a world class African city

PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

(Represented by Trevor Fowler, City Manager, duly authorised by
Municipal Council Resolution)

and

Lisa Seftel

("the Executive Director ")

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

Handwritten initials and signatures in the bottom right corner, including a signature and the initials "ME" and "ES".

1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Executive Director 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 City Manager, 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

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- 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 City Manager'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 City Manager 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, City Manager 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) (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.

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 City Manager 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 City Manager 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 City Manager shall ensure that a record is kept of the mid-year review and final review sessions.

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- 6.5 Performance feedback shall be based on the assessment of the Group Head's performance by the City Manager 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 City Manager 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 City Manager 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 City Manager shall provide systematic remedial or developmental support to assist the Group Head to improve his or her performance.
- 9.6 Where the City Manager 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

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in this Agreement, the City Manager will give notice to the Group Head to attend a meeting with the City Manager.

9.7 The Group Head will have the opportunity at the meeting to satisfy the City Manager 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 City Manager, 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

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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.

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SIGNED at Braamfontein on this the 30th day of June 2016

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



City Manager

Witness: 

Witness: 

SIGNED at Braamfontein on this the 30th day of June 2016



Executive Director

Witness: 

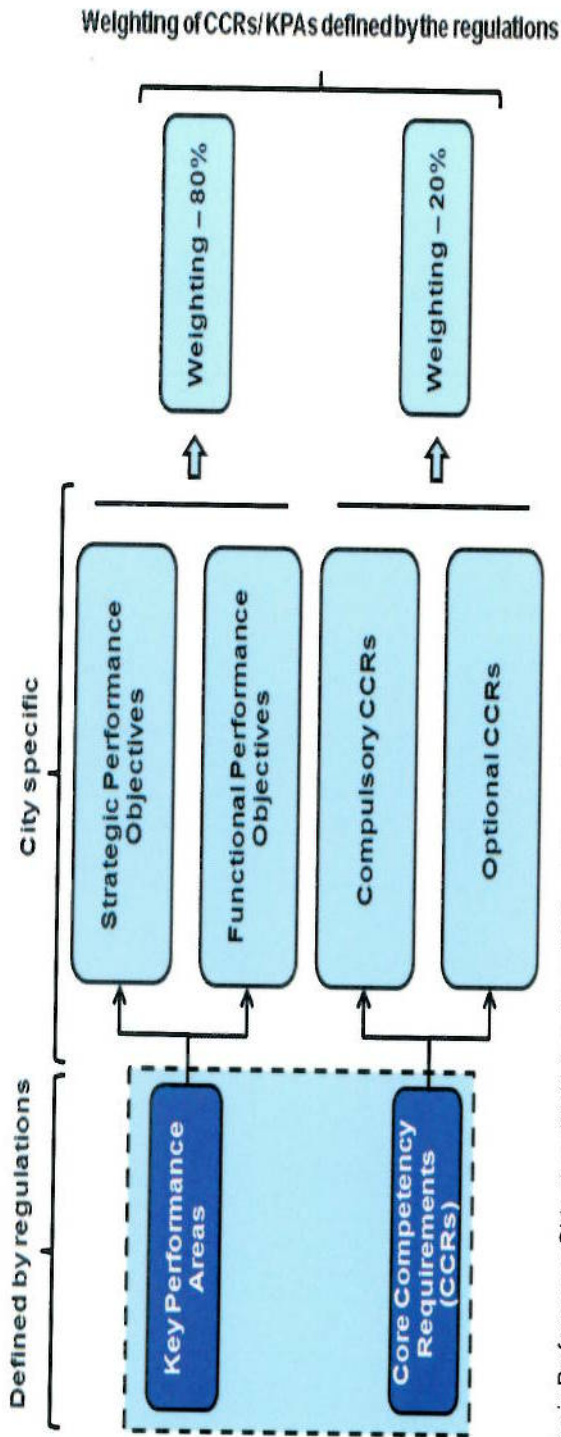
Witness: 



PERFORMANCE SCORECARD	
Employee	Lisa Seftel: Executive Director
Manager	City Manager
Department	Transport
Responsibilities	<ul style="list-style-type: none"> • Public Transport Planning • Public Transport Operations. • Infrastructure Development • Safety and Transport Promotion • Rea Vaya/Scheduled Services operations • Metrobus and JRA strategic support and oversight
GDS Outcome	<p>Outcome 2: Provision of a resilient, live-able, sustainable urban environment, underpinned by infrastructure supportive of a low-carbon economy</p> <p>Outcome 3: Towards an inclusive, job-intensive, resilient and competitive economy that harnesses the potential of its citizens.</p>
The period of this Performance Plan is from 1 July 2016 to 30 June 2017	

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). 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 Priority Objectives (SPOs)
Strategic Priority Objectives (SPOs)

(Total weighting must be a minimum of 50%)

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
1.	Restructure and integrate the City to reduce congestion, commuter pain and contribute to corridors of Freedom: Integrated transport operational plans	1.1	% completion of public transport operational plans	Work on NE Quadrant and Soweto operational plans commenced	1= 1-49% ¹ completion of Soweto public transport operational plan 2= 50-99% ² completion of Soweto public transport operational plan 3= 100% ³ completion of Soweto public transport operational plan 4= Quality product ⁴ 5= Innovation ⁵	Operational plans
2	Improve and expand provision of quality public transport and use of non-motorised transport to reduce congestion, improve patronage of commuters and transform operators	2.1	An average number of passenger trips per working day through the Rea	43 000 passenger trips per working day	1=0-35 000 2=35 001- 52 999 3= An average of 53 000 ⁶ passenger trips per working day through the Rea Vaya (Phase 1A and 1B) ⁷ 4=53 001- 60 000 5=60 001 and above	Ticket Sales System Record
		2.2	Number of kms of complete streets constructed ⁸	UJ/Wits cycle lanes	1= 0-4kms of complete streets constructed 2= 5-9kms of complete streets constructed 3=15kms of complete streets constructed ⁹	Completion Certificates / progress reports

¹ Work on Soweto operational plan commenced and in progress

² Draft Soweto operational plan in place

³ Soweto operational plan finalised

⁴ Quality denotes stakeholder consultation, participation and management etc

⁵ New thinking, ideas and ways of doing things

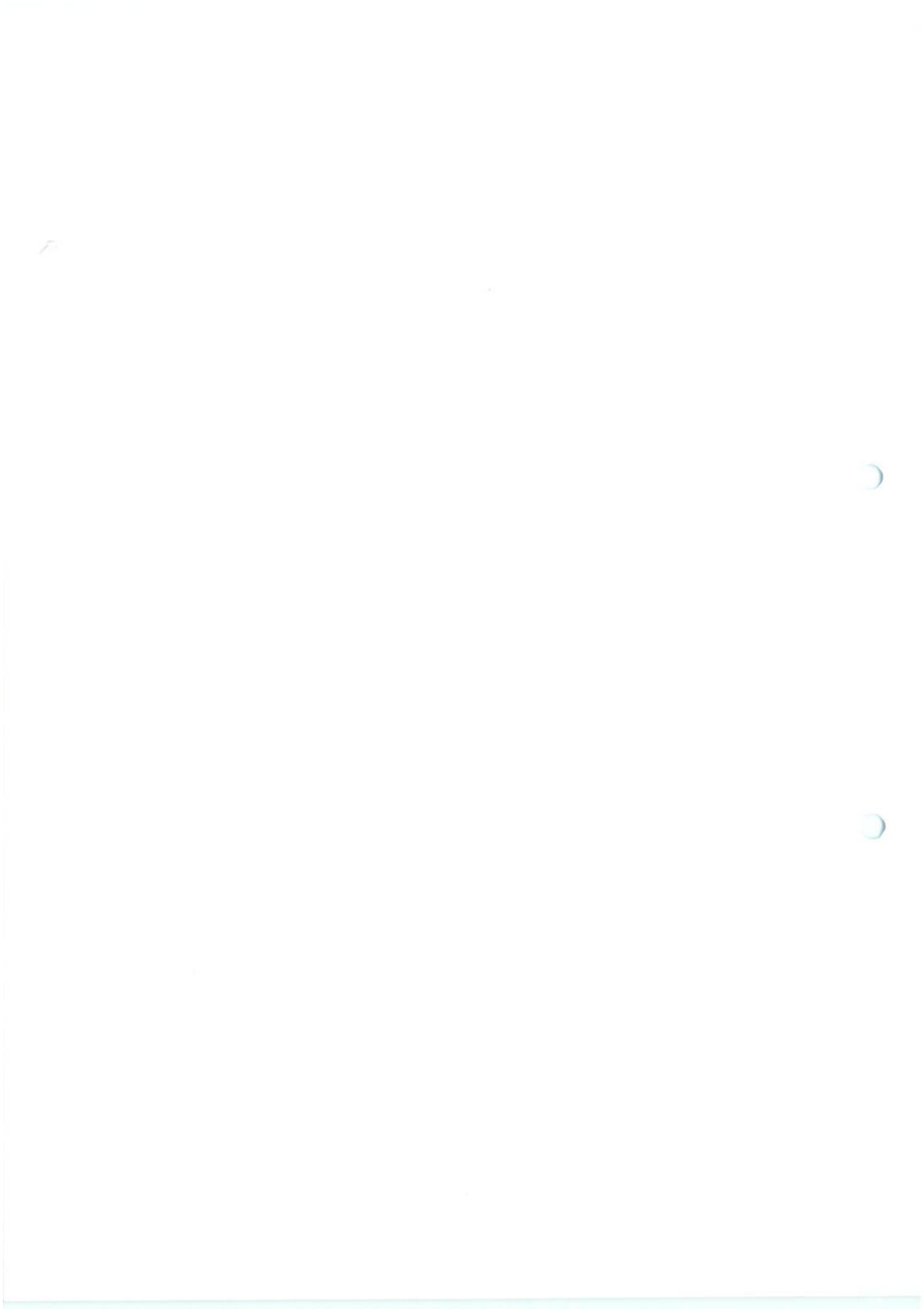
⁶ This is an average for the year. Calculated by adding totals for the four quarters and divide by four

⁷ This is an average for all four quarters. Calculated by adding totals for all the four quarters and divide by four

⁸ These are complete streets infrastructure constructed at Rosebank to Sandton, Orange Farm and links to identified public transport facilities

⁹ These are complete streets infrastructure constructed at Rosebank to Sandton, Orange Farm and links to identified public transport facilities

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Strategic Priority Objectives (SPOs)						
(Total weighting must be a minimum of 50%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					4= 4 plus designs for other project/s in progress 5= Quality projects implemented including stakeholders, media and community management	
		2.3	% completion of Rea Vaya Phase 1C infrastructure	Phase 1C roadways construction in progress	1= preparations for work 2= construction work on roadways in progress 3=100% completion of roadways ¹⁰ , pedestrian bridge over M1, phase 1 ¹¹ of Selby depot and 20% ¹² of Midrand depot 4= Quality projects ¹³ 5= Innovation ¹⁴	Completion certificates Report/s

¹⁰⁻¹⁰ Cumulatively 16km of Phase 1C roadways completed
¹¹ Phase 1 at Selby depot denote access and parking area
¹² Construction of Midrand commenced
¹³ Stakeholder engagement, management, media etc
¹⁴ New thinking, ideas and ways of doing things



Strategic Priority Objectives (SPOs)						
(Total weighting must be a minimum of 50%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		2.4	% progress towards establishment of third BOC (Bus Operating Company) / vehicles towards quality public transport provision and enhanced mobility	Phase 1A and 1B BOC in place and operational	1=10% ¹⁵ progress 2= 20% ¹⁶ progress 3= 50% ¹⁷ progress towards establishment of third BOC (Bus Operating Company) / VOC (vehicle operating companies) 4= 70% ¹⁸ progress towards establishment of third BOC (Bus Operating Company) / VOC (vehicle operating companies) 5= 100% ¹⁹ progress towards establishment of third BOC (Bus Operating Company) / VOC (vehicle operating companies)	Agreements / milestones
		2.5	Number of bikes distributed as part of cycling promotion		1= 1-99 bikes distributed as part of cycling promotion 2= 100-249 bikes distributed as part of cycling promotion 3= 250-300 bikes distributed as part of cycling promotion 4= 301-400 bikes distributed as part of cycling promotion 5=401 and above including stakeholder engagements and management including media	Pictorial evidence / reports / distribution list

¹⁵ Negotiations commenced

¹⁶ Only one milestone / agreement achieved

¹⁷ Public Transport/Vehicle Contract, Value Chain Framework and Participations Agreements in place

¹⁸ Cumulatively five (5) milestones / agreements in place

¹⁹ Final BOC agreement in place and signed by all parties

Strategic Priority Objectives (SPOs)						
(Total weighting must be a minimum of 50%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3	Maintain, improve, extend transport infrastructure	3.1	% implementation of Managed lanes at at least one area (Inner City) towards enhanced mobility	Designs in the Inner City	1 = project preparations and engagements with stakeholders 2= Commencement with implementation 3= 100% implementation of Managed lanes at at least one area (Inner City) 4= Quality ²⁰ 5= Innovation ²¹	Completion certificates / report / pictorial evidence
4	Maintain, improve, extend and integrate transport infrastructure: Improved mobility	4.1	% completion of phase 2 of large intermodal public transport facility at Kazerne towards quality public transport provision	Phase 1 of Kazerne completed	1 = Phase 2 implementation in progress 2= Phase 2 construction of the facility continued 3= 100% ²² completion of phase 2 of large intermodal public transport facility at Kazerne towards quality public transport provision 4= Quality projects ²³ 5= Innovation ²⁴	Completion certificates / reports / pictorial evidence

²⁰ Stakeholder engagement, management, media etc

²¹ New thinking, ideas and ways of doing things

²² Denotes top structure from ground floor up to second floor level

²³ Stakeholder engagement, management, media etc

²⁴ New thinking, ideas and ways of doing things

Strategic Priority Objectives (SPOs)						
(Total weighting must be a minimum of 50%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
5.	Improve transport safety through active, engaged citizenry: Citizen participation, empowerment and customer care	5.1	Number of road safety and education outreach programmes implemented (including focus on cycling safety) towards safety of all road users	85 road safety and education outreach programmes implemented	1= 1-49 2= 50-99 3= 90-100 road safety and education outreach programmes implemented (including focus on cycling safety) 4= 101-120 5= 121 and above	Report / pictorial evidence / sign offs
6	Transform the transport sector and encourage new, efficient and profitable transport enterprises and green jobs: Green refueling	6.1	% progress on NE Quadrant vehicle and Metrobus financing and commencement with procurement of vehicles	Phase 1A and 1B buses procured and operationalized 50 Metrobus green buses procured, delivered and operationalised	1= 10% ²⁵ progress 2= 30% ²⁶ progress 3= 100% progress on NE Quadrant and Metrobus vehicle financing 4= 3 plus commencement with procurement of buses / vehicles 5= 4 plus quality including stakeholder management and partnerships	Bus funding agreement/s or reports
7	Plan and regulate the transport system: Improved mobility	7.1	% completion of MRE feasibility study towards transport regulation at appropriate level	New indicator	1= 10% progress 2= 30% progress 3= 100% completion of MRE feasibility study 4= quality ²⁷ 5= Innovation ²⁸	Feasibility study / report
8	MOE support	8.1	% progress on provision of leadership and support (including monitoring) to the JRA	New indicator	1 = Engagements with the company 2= Support on development of SDBIPs only 3= ²⁹ 50-59% progress on	Quarterly meetings attendance registers Entity's quarterly reports

²⁵ Engagements commenced

²⁶ Process towards securing financing in progress

²⁷ Quality denotes stakeholder engagements, management and final product

²⁸ Innovation denotes new thinking and ideas



Strategic Priority Objectives (SPOs)						
(Total weighting must be a minimum of 50%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					provision of leadership and support provided to the JRA 4= 3 plus 50% performance by the entity against the company business plan 5= 4 plus 85% achievement on the entity's Institutional SDBIP deliverables	City's Institutional SDBIP report
		8.2	% progress on provision of leadership and support (including monitoring) to Metrobus	New indicator	1 = Engagements with the company 2= Support on development of SDBIPs only 3= ³⁰ 50-59% progress on provision of leadership and support provided to the Metrobus 4= 3 plus 50% performance by the entity against the company business plan 5= 4 plus 85% achievement on the entity's Institutional SDBIP deliverables	Quarterly meetings attendance registers Entity's quarterly reports City's Institutional SDBIP report
9	To ensure financial prudence City with clean audits by the Auditor General	9.1	Attainment of Clean Audit Report	Unqualified Audit Report	1= Adverse Audit report ³¹ 2= Qualified Audit Report ³² 3= Unqualified Audit Report ³³ 4= Unqualified report without material other matters ³⁴ 5=Unqualified audit report without	<ul style="list-style-type: none"> Audited Financial Statements Auditor General management report and Audit Report

²⁹ Ongoing engagements to include performance and related processes, advice, leadership and support on pertinent issues (e.g community issues, performance of the entity, service delivery issues, etc.)

³⁰ Ongoing engagements to include performance and related processes, advice, leadership and support on pertinent issues (e.g community issues, performance of the entity, service delivery issues, etc.)

³¹ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

³² This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

³³ 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.

³⁴ This is where fair presentation is achieved. There are no further significant matters that require disclosure by the auditors



Strategic Priority Objectives (SPOs)						
(Total weighting must be a minimum of 50%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		9.2	% Resolution of internal and external (AGSA) audit findings	New indicator	other matters 1=85% resolution 2=90% resolution 3=95% resolution 4=97% resolution 5=100% resolution	<ul style="list-style-type: none"> Internal Audit Report on Findings Management Letter Annual/Quarterly Dashboard

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	Means of Verification
1	Ensure sound Procurement Management and control	1.1	% Compliance to the acquisition plan ³⁵	80%	1 = 50% ³⁶ 2 = 65% ³⁷ 3 = 80% ³⁸ 4 = 90% ³⁹ 5 = 100% ⁴⁰	<ul style="list-style-type: none"> Approved departmental Acquisition plan; Departmental procurement compliance report by SCM
		1.2	% Reduction of SCM ratification and deviations submitted by the department	Zero ratifications	1 = 0% (and less) of money being rec 0% submission of ratification 2 = Disciplinary action for non-compliant employees to SCM regulation 36(a) (i to v) ⁴¹	<ul style="list-style-type: none"> Departmental ratification reports and EAC Minutes; Departmental deviation reports and EAC Minutes; Progress report

³⁵ 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)

³⁶ % (and less) of departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

³⁷ Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

³⁸ Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

³⁹ departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

⁴⁰ Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

⁴¹ 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	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 ⁴³	65%	3= All submitted SCM regulation 36(a) (i to v) approved by EAC ⁴² 4= Compliant ratification and deviation submitted 5 = 0% SCM ratification and deviation submitted	<ul style="list-style-type: none"> Departmental Quarter 4 report and Mayoral Committee minutes; GRGC Annual Risk analysis report and Minutes
		2.2	% of departmental key projects and/or contract risks managed to acceptable levels ⁴⁴	65%	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	<ul style="list-style-type: none"> Departmental Quarter 4 report Mayoral Committee minutes; GRGC Annual Risk analysis report and Minutes

⁴² 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.

⁴³ 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.

⁴⁴ 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	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	70%	risks improved 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.	<ul style="list-style-type: none"> Sub Mayoral Cluster Quarter 4 assessment report; 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	Means of Verification
1	Financially and administratively sustainable and resilient city	1.1	% Spent of allocated departmental Capex	95%	Financial Competence (Compulsory) 1 = Overspending 2 = 50% Capex 3 = 95% Capex Expenditure ⁴⁵ 4 = 96% Capex 5 = 97% Capex	Monthly financial expenditure report Monthly financial reports monitored and verified by Finance
		1.2	% Spent of allocated departmental Opex budget	91%	1 = 10 % Opex 2 = 50% Opex 3 = 95% Opex Expenditure ⁴⁶ 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	20%	People Management and Empowerment (Compulsory) 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% achievements of their scorecards set	Database of signed scorecards, ILPs and review session dates Final review report and signed spreadsheet with final scores signed by HCM

⁴⁵ The Capital expenditure will be implemented in line with the SDBIP budget expenditure projections
⁴⁶ 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
					targets	
Customer Orientation and Customer Focus (Compulsory)						
3	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 ⁴⁷	59	1=Action Plan 2=CSI <59 3=CSI >59 ⁴⁸ 4=CSI >60 5=CSI >62	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 : Lisa Seftel ED: Transport		Signed: Trevor Fowler City Manager		Date: 30.06.2016
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⁴⁷ For this financial year the Department is looking at improving Rea Vaya services. This will include buses arriving on time, cleanliness of buses, customer care at stations, commuter engagements, responding and addressing commuter queries and complaints on time

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