

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

Makhudu Sefara

**("the Group Head ")**

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

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## 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 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'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 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 30<sup>th</sup> day of June 2016


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

  
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**City Manager**

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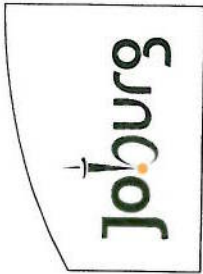
Witness:   
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SIGNED at Braamfontein on this the 30<sup>th</sup> day of June 2016

  
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**Group Head**

Witness:   
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a world class African city

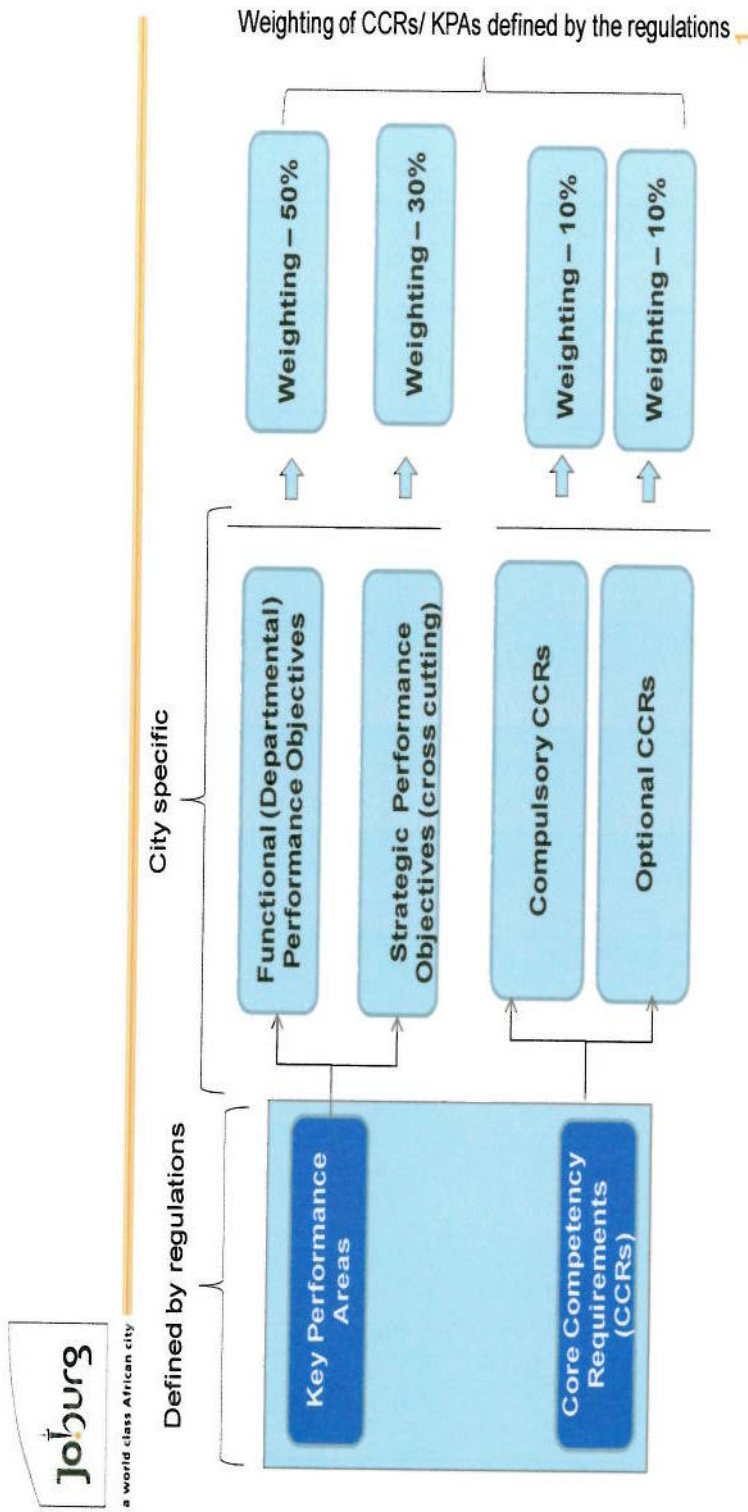
Annexure "A"

PERFORMANCE SCORECARD – SECTION 57 & FIXED TERM CONTRACT EMPLOYEES	
Employee Name:	Makhudu Sefara: Group Head
Manager:	Trevor Fowler: City Manager
Department:	Group Communication and Marketing
Position Purpose:	The Group Communication and Marketing Department is responsible for the overall reputation management of the City of Johannesburg. Its aim is to lead the City's communication in a way that empowers residents, citizens, businesses and other stakeholders to develop more meaningful and effective communal conversation on CoJ programmes, enabling their participation in the economy and leading to the improvement of their general well-being. The strategies to be deployed include proactive public relations, marketing, stakeholder management and strategic events management.
GDS Outcome:	<b>OUTCOME 4:</b> A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region (GCR).
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) and Core Competency Requirements (CCRs) which shall have a relative weighting of 80% to 20% respectively.

The CCR scorecard is attached as Annexure "B"



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.



SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPOs)

STRATEGIC PERFORMANCE OBJECTIVES (SPOs)					
(TOTAL WEIGHTING MUST NOT BE LESS THAN 50%)					
Key Performance Area (KPA)	Key Performance Indicator (KPI)	Baseline	Target	Evidence & Means of Verification	
1	Information Inequality Gap Responsive communications	1.1	% Point reduction of the information inequality gap.	New baseline	1=Conceptualisation and communications audit in pilot region 2=Determine baseline/index (pilot region) 3=1% improvement in baseline (pilot region) 4=1,5% improvement in baseline (pilot region) 5=1% point reduction and rollout strategy to reduce the information inequality gap city-wide
2	Reputation management and participatory government	2.1	% Increase in the performance of the City's social media campaigns in respect of the following: - Annual Report - IDP - SOCA - Annual Budget	2015/2016 campaign reach: Annual Report – 1m <sup>2</sup> IDP – 3m SOCA – 3m Budget – 3m	1=Determine baseline and Social Media Growth Strategy & Implementation Plan for the City's social media platforms <sup>3</sup> 2=2% increase in baseline on social media platforms <sup>4</sup> compared to 2015/2016 3=5% increase in baseline 4=>5% increase in baseline 5=>5% increase and top ranking of the City as government institution on Twitter (based on most followers) <sup>5</sup> compared to other major cities <sup>6</sup>

<sup>1</sup> Region A has the highest level of income inequality (highest Gini coefficient = 0.674) which hypothetically resulted in the highest level of information inequality (lowest communication efficiency index = 58 points) city-wide. Therefore the approach to closing the city-wide information inequality gap is to run a pilot in Region A to determine a baseline, develop a methodology and implement an action plan. Evaluation of the pilot at the end of year one (1) will enable the department to make adjustments to the methodology and action programme, after which a replication across the City of Joburg will follow, i.e., Region D (2017/2018); Regions C & G (2018/2019); Regions E & F (2019/2020) and Region B (2020/2021).  
<sup>2</sup> M = million.  
<sup>3</sup> Twitter, Facebook, YouTube and Instagram.  
<sup>4</sup> Facebook and Twitter, only.  
<sup>5</sup> Cities of Cape Town, Tshwane, Ekurhuleni, eThekweni and Nelson Mandela Bay.  
<sup>6</sup> This report will provide information on the reach (size of immediate followers) and number of followers per quarter.



**STRATEGIC PERFORMANCE OBJECTIVES (SPOs)**  
(TOTAL WEIGHTING MUST NOT BE LESS THAN 50%)

KP A No	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Evidence & Means of Verification
3	Stakeholder management	3.1	% Increase in efficacy of internal employee communication on the City's projects and programmes on various platforms <sup>8</sup> .	New baseline	1=Awareness programme and workshop with internal stakeholders <sup>9</sup> 2=Determine baseline 3=>2% improvement 4=>2% and 5=>2% Employee Communications Strategy for 2017/2018 for implementation by municipal entities and core departments	Results of an Internal Communication Efficacy Survey  List of interventions  Employee Communications Strategy for 2017/2018
4	Positioning and showcasing the City as a competitive and world-class events destination  <i>Work opportunities</i>	4.1	Number of infrastructure in Joburg showcased through the execution of the: <ul style="list-style-type: none"> <li>• Joburg Open</li> <li>• End-of-the Year Celebration/New Year's Eve Concert</li> <li>• City of Joburg Carnival</li> </ul>	3 events	1=2016/2017 Events Calendar 2=2 events to showcase Joburg 3=3 events to showcase Joburg 4=3 events and work opportunities created 5=3 events and endorsement from participants and/or partners	2016/2017 Events Calendar  Post-event report with supporting documents <sup>10</sup>  Post-event survey / Endorsement from participants and/or partners
		4.2	Rand (R) value donated to beneficiaries through hosting of a charity event. <sup>11</sup>	R1m	1=R500k 2=R800k donated 3=R1m donated to beneficiaries of the Annual Mayoral Charity Golf Day 4=>R1m donated and beneficiary feedback (handover ceremony) 5=>R1.5m donated and beneficiary feedback	Post-event report with supporting documents <sup>12</sup>  Beneficiary feedback (handover ceremony)

<sup>7</sup> Line graphs that show details of Twitter activity and total number of followers.

<sup>8</sup> Internal communication platforms may include LED screens, Bulk SMS database, In the Loop, Newsroom, COJ messages and workshops with departments and MEs.

<sup>9</sup> Sample three (3) municipal entities and three (3) COJ departments.

<sup>10</sup> Supporting documents to include the Return on Investment (ROI), number of work opportunities created, programme, invitations / RSVPs, JOC compliance, guest list / VIPs as well as any photos & media clippings, advertising, radio & TV coverage, etc.

<sup>11</sup> Annual Mayoral Charity Golf Day.

<sup>12</sup> Supporting documents to include programme, invitations / RSVPs, JOC compliance, guest list / VIPs as well as any media coverage received pre-/post-event, beneficiary feedback (handover of cheque).



**STRATEGIC PERFORMANCE OBJECTIVES (SPOs)**

**(TOTAL WEIGHTING MUST NOT BE LESS THAN 50%)**

KP A No	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Evidence & Means of Verification
5	Ensure financial prudence with clean audits by the Auditor General	5.1	Attainment of Clean Audit Report for the department.	Unqualified Audit Report	1=Adverse Audit report <sup>13</sup> 2=Qualified Audit Report <sup>14</sup> 3=Unqualified Audit Report <sup>15</sup> 4=Unqualified report without material other matters <sup>16</sup> 5=Unqualified Audit Report without other matters	Audited Financial Statements Auditor General management report and Audit Report
		5.2	% Resolution of internal and external (AGSA) audit findings for the department.	100% resolution	1=85% resolution 2=90% resolution 3=95% resolution 4=97% resolution 5=100% resolution	Internal Audit Report on Findings Management Letter Annual/Quarterly Dashboard

**SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPOs)**

**FUNCTIONAL PERFORMANCE OBJECTIVES  
(TOTAL WEIGHT MUST NOT EXCEED 30%)**

KP A 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 with the acquisition plan. <sup>17</sup>	100%	1=50 <sup>18</sup> 2=65% <sup>19</sup> 3=80% <sup>20</sup> 4=90% <sup>21</sup> 5=100% <sup>22</sup>	Approved departmental Acquisition Plan Departmental procurement compliance report by SCM

<sup>13</sup> This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

<sup>14</sup> This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

<sup>15</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>16</sup> This is where fair presentation is achieved. There are no further significant matters that require disclosure by the auditors

<sup>17</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>18</sup> % (and less) of departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

<sup>19</sup> Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

<sup>20</sup> Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

<sup>21</sup> Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

<sup>22</sup> Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

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FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHT MUST NOT EXCEED 30%)						
KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		1.2	% Reduction of SCM ratification and deviations submitted by the department	100% SCM ratification submitted to City Manager approved	1=0% (and less) of money recovered 2=Disciplinary action for non-compliant employees to SCM regulation 36(a) (i to v) <sup>23</sup> 3=All submitted SCM regulation 36(a) (i to v) approved by EAC <sup>24</sup> 4=Compliant ratification and deviation submitted 5=0% SCM ratification and deviation submitted	Departmental ratification reports and EAC minutes Departmental deviation reports and EAC minutes Progress report
2	Management of the departmental, project and contract risks to acceptable levels	2.1	% of departmental strategic risks managed to acceptable levels. <sup>25</sup>	100%	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 Quarter 4 report and Mayoral Committee minutes GRGC Annual Risk analysis report and minutes
		2.2	% of departmental key projects and contract risks managed to acceptable levels. <sup>26</sup>	100%	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 Quarter 4 report and Mayoral Committee minutes GRGC Annual Risk analysis report and minutes

<sup>23</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.

<sup>24</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.

<sup>25</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>26</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%)						
KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3	Promote accountability of employees and organisation in using resources and ensuring that implementation objectives are met	3.1	% Achievement of departmental SDBIP set performance measures.	94%	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.	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	Baseline	Target	Means of Verification
<b>FINANCIAL COMPETENCE (COMPULSORY)</b>						
1	Financially and administratively sustainable and resilient City	1.1	% Spent of allocated departmental Capex budget.	95%	1=Overspending 2=50% Capex 3=95% Capex Expenditure <sup>27</sup> 4=96% Capex 5=97% Capex	Annual financial expenditure report by Group Finance
		1.2	% Spent of allocated departmental Opex budget.	100%	1=10% Opex 2=50% Opex 3=95% Opex Expenditure <sup>28</sup> 4=97% Opex 5=100% Opex	Annual financial expenditure report by Group Finance

<sup>27</sup> The Capital expenditure will be implemented in line with the SDBIP budget expenditure projections.

<sup>28</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	Baseline	Target	Means of Verification
<b>PEOPLE MANAGEMENT AND EMPOWERMENT (COMPULSORY)</b>						
2	Knowledge of Performance Management and Reporting	2.1	% of employees (direct reports) receiving performance coaching and review as per the policy.	15%	1=Less than 100% of direct reports with signed performance scorecards (including ILPs) 2=100% of direct reports with signed performance scorecards (including signed ILPs) 3=100% of direct reports received performance coaching and review as per the policy 4=50% of direct reports achieved 90% achievements of their scorecards set targets 5=+60% of direct reports achieved 90% achievements of their scorecards set targets	Database of signed scorecards, ILPs and review session dates  Final review report and signed spreadsheet with final scores signed by HCM
<b>CUSTOMER ORIENTATION AND CUSTOMER FOCUS (COMPULSORY)</b>						
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. <sup>29</sup>	63	1=Action Plan 2=CSI <59 3=CSI <63 4=CSI <64 5=CSI <66	Customer Satisfaction Survey rating results (Communication efficiency)

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 :		Date:
Makhudu Sefara Group Head: Group Communication and Marketing		
	Signed: Trevor Fowler City Manager	Date: 30.06.2016

The City's communication efficacy in the last survey achieved 63 percentage points.

