

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

Tiaan Ehlers

("the Executive Director ")

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

17 ME
Handwritten signature and initials in the bottom right corner of the page.

1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Executive Director for a period of 5 years 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 Executive Director 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 Executive Director;
- 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 Executive Director in attaining equitable and improved service delivery.



ME 17
2
P.S.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the Executive Director, 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 Executive Director; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 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

 M.E. 17
3


consultation with the Executive Director 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 Executive Director'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 Executive Director will be required to engage in performing his job.
- 5.2 The Executive Director agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Executive Director 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 Executive Director to perform to the standards required.
- 5.4 The Executive Director undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPAs) (including special projects relevant to the employee's responsibilities) within the local government framework.



ME
17


5.5 The Executive Director'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 KPAs.

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 Executive Director, 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 Executive Director.

6.2 The performance of the Executive Director 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 Executive Director 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.

6.5 Performance feedback shall be based on the assessment of the Executive Director'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.



 ME 77
5 

- 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 Executive Director 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 Executive Director 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 Executive Director to solve problems and generate solutions to common problems that may impact on the performance of the employee;
- 7.4 On the request of the Executive Director delegate such powers reasonably required by the Executive Director to enable him or her to meet the performance objectives and targets established in terms of the agreement; and

 ME
17
6 

7.5 Make available to the Executive Director such resources as the Executive Director 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 Executive Director timeously in respect of decisions which will have a significant impact on the performance of the duties of the Executive Director.

9. MANAGEMENT OF OUTCOMES

9.1 The evaluation of the Executive Director'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 Executive Director 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 Executive Director in accordance with the City's policy and system referred to in this agreement.

9.4 Should the Executive Director 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 Executive Director to improve his or her performance.

9.6 Where the City Manager is, at any time during the Executive Director's employment, not satisfied with the Executive Director's performance with respect to any matter dealt with in this Agreement, the City Manager will give notice to the Executive Director to attend a meeting with the City Manager.

8
ME
77
7
11

9.7 The Executive Director will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Executive Director'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 Executive Director 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 given to the attorneys or advocates on the Panel of arbitrators of the accredited private dispute resolution agency.

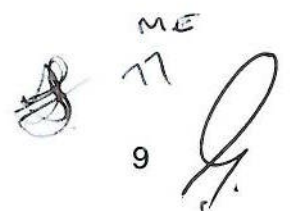
 M.E
77
8 

- 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 Executive Director 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 Executive Director in terms of his contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

ME
77
9

Handwritten initials and numbers in the bottom right corner of the page. The initials appear to be 'ME' and '77', with the number '9' below them. There are also some scribbles and a signature-like mark to the right.

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

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

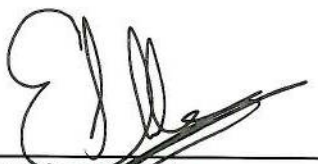


City Manager

Witness: 

Witness: 

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



Executive Director

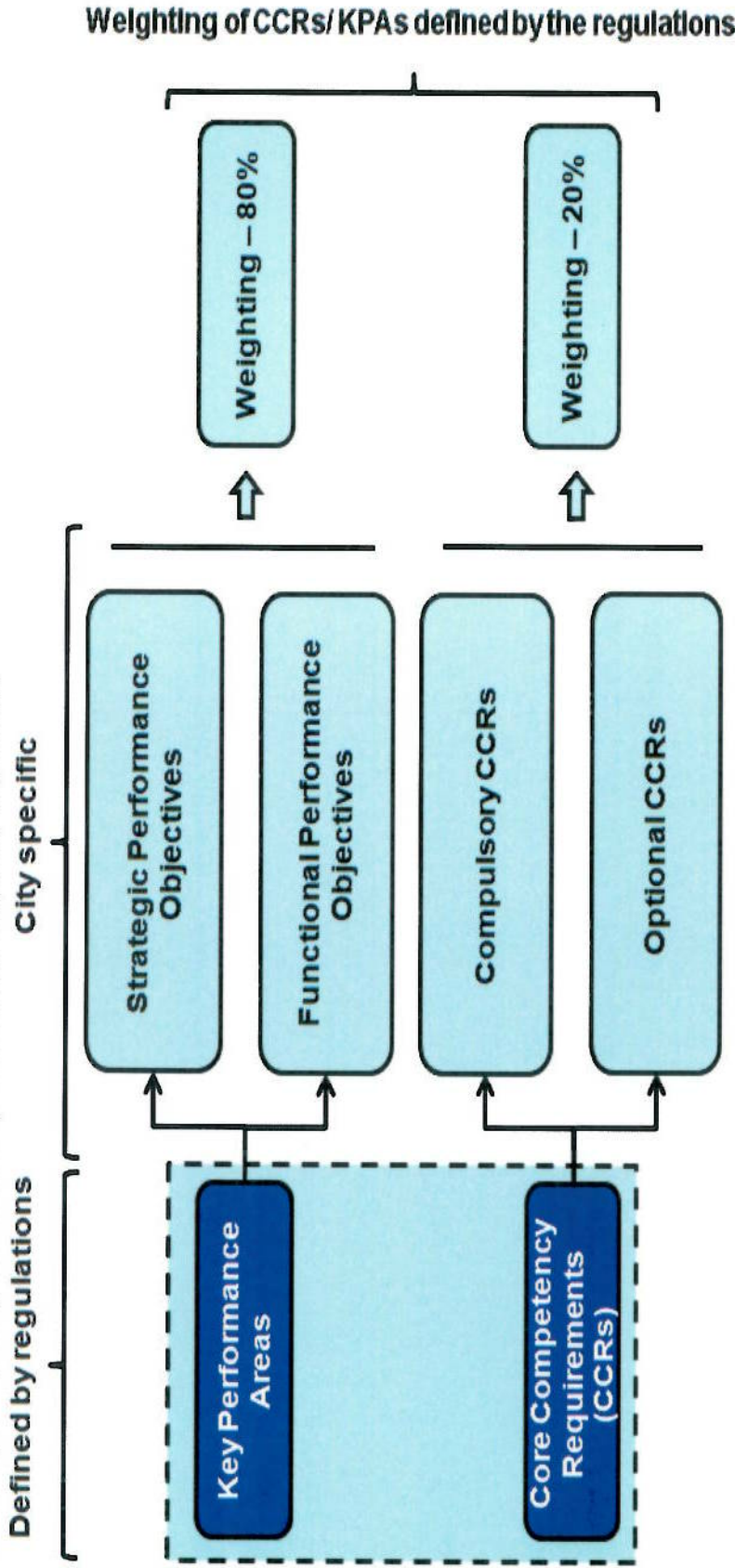
Witness: 

Witness: 

ANNEXURE "A"

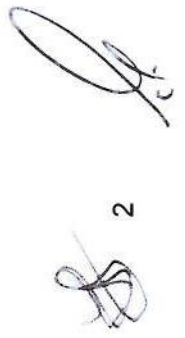
PERFORMANCE SCORECARD – SECTION 57 EMPLOYEE	
Employee:	Tiaan Ehlers: Executive Director
Manager:	Trevor Fowler: City Manager
Department:	Environment, Infrastructure and Services Department
Responsibilities:	<ul style="list-style-type: none"> • Business Management Support • Resource Sustainability Policy, Planning and Regulation • Integrated Infrastructure Planning and Coordination • Environmental Protection and Resilience • Monitoring, Compliance and Enforcement
GDS Outcome:	Outcome 2: Provide a resilient, liveable, sustainable urban environment underpinned by infrastructure supportive of a low carbon economy.
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%.


 2

SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPOs)

Strategic Performance Objectives (SPOs)
(Total weighting must be a minimum of 50%)

KPA No	Key Performance Area	KPA Weighting	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Evidence	Means of Verification
1	To reduce greenhouse gas emissions (pollution) in order to minimize the risk of climate change		1.1	Tons CO ₂ offset in greenhouse gas emissions based on sector-based projects	5.3%	1 = 5 000 – 10 000 tons 2 = 10 001 – 29 999 tons 3 = 30 000 – 39 999 tons ¹ CO ₂ e 4 = CDP2 submission to C40 5 = +40 000 tons CO ₂ e	Standard operating procedure for each sector measurement	Departmental 4th Quarter Report
2	To improve water quality by managing and protecting water resources for utilization and ecological integrity		2.1	No. of water management units improved to a Recommended Ecological Class (REC)	New	1 = Scope of work to be undertaken 2 = Procurement concluded 3 = Part improvement in these areas ³ 4 = Advanced improvement in these areas 5 = One level improvement (from class F to class E)	Completion certificate for WMUs	Overall Assessment
3	To manage and protect critical Biodiversity		3.1	% Completion of land identification for biodiversity proclamation	New target	1 = 30% completion- Identification of potential land 2 = 50% completion- Quantification concluded 3 = 100% completion – list of identified biodiversity areas ⁴ 4 = A detailed project plan of CBAs to be proclaimed in the future 5 = SS Cluster approval of project plan	SS Subcommittee report on prioritisation of identified land	Map of identified areas vs prioritised areas (available for proclamation)

¹ tons CO₂ e from WWTWs; from waste diverted; and from BRT

² carbon disclosure project (CDP)

³ Bosmont; Mshenguville wetland and Diepsloot water management units

⁴ List will include size, location, owner, connectivity



Strategic Performance Objectives (SPOs) (Total weighting must be a minimum of 50%)								
KPA No	Key Performance Area	KPA Weighting	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Evidence	Means of Verification
4	To accelerate sustainable waste management practices for a healthier & cleaner living environment		4.1	% reduction in waste to landfill	tbc	1 = 8 – 10% 2 = 11 – 14% 3 = 15 – 19% diversion of waste 4 = 20 – 24% diversion 5 = +25% diversion	Sample of data as per the Waste Information System	Departmental 4th Quarter Report
5	To support job creation		5.1	No of jobs created through Jozi@Work: • Waste recycling • Alien control • River clean-up	100 jobs	1=0 jobs - Programmes/Projects initiation 2= 80 – 99 jobs created 3= 100 – 299 jobs 4= 300 – 399 jobs 5= +400 jobs created	300 jobs	Departmental Quarterly report
6	To coordinate & plan infrastructure in the City		5.2	No of jobs created through EPWP: • Eco-guides • River clean-up		1=0 jobs - Programmes/Projects initiation 2= 80 –99 jobs created 3= 100 –199 jobs 4= 200 –249 jobs 5= +250 jobs created	200 jobs	Departmental Quarterly report
			6.1	% update of financial modeling for CIP	2014-15 financial modeling output	1 = 25% update of financial model 2 = 50%-75% update of financial model 3 = 100% update of financial model by 30 June 2017 4 = Projects grouped into programs across sectors ⁵ 5 = Final output of financial modeling to inform 2017-18 budget process	CIP (Phase 3) output report Presentation illustrating results of financial modelling	Sign off by ED: EISD/ Chair: Sustainable Services Cluster Minutes of CIP Steering Committee

⁵ This task is also being carried out by the PMO's Portfolio Optimization work stream, hence the two processes must dovetail.

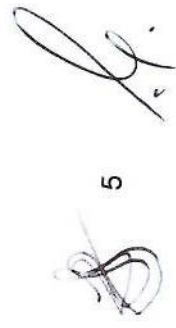
KPA No	Key Performance Area	KPA Weighting	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Evidence	Means of Verification
7.	To ensure a financial prudence City with clean audits by the Auditor General		7.1	Attainment of Clean Audit Report	Unqualified Audit Report	1= Adverse Audit report ⁶ 2= Qualified Audit Report ⁷ 3= Unqualified Audit Report ⁸ 4= Unqualified report without material other matters ⁹ 5=Unqualified audit report without other matters	<ul style="list-style-type: none"> Audited Financial Statements Auditor General management report and Audit Report 	
			7.2	% Resolution of internal and external (AGSA) audit findings	100% (tbc after 1 st quarter)	1=50 – 84% resolution 2=85 – 89% resolution 3=90 – 94% resolution 4=95 – 97% resolution 5=+98% resolution	<ul style="list-style-type: none"> Internal Audit Report on Findings Management Letter Annual/Quarterly Dashboard 	

⁶ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

⁷ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

⁸ 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.

⁹ This is where fair presentation is achieved. There are no further significant matters that require disclosure by the auditors



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)	Means of Verification	
			Baseline	Target	
1	Ensure sound Procurement Management and control	1.1	86%	1 = 40 – 49% ¹¹ 2 = 50 – 69% ¹² 3 = 70 – 79% ¹³ 4 = 80 – 89% ¹⁴ 5 = +90% ¹⁵	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	None 1 = 90% (and less) of submitted SCM regulation 36(a) (i to v) approved by the City Manager ¹⁶ 2 = All submitted SCM regulation 36(a) (i to v) approved by the City Manager ¹⁷

¹⁰ departmental procurements of goods & services within specified budgeted value approved on the departmental Acquisition Plan (procurements compliance with the approved departmental Acquisition Plan)

¹¹ % (and less) of departmental goods & services procured within specified budgeted value approved on the departmental Acquisition Plan.

¹² Departmental goods & services procured within specified budgeted value approved on the departmental Acquisition Plan.

¹³ Departmental goods & services procured within specified budgeted value approved on the departmental Acquisition Plan.

¹⁴ Departmental goods & services procured within specified budgeted value approved on the departmental Acquisition Plan.

¹⁵ Departmental goods & services procured within specified budgeted value approved on the departmental Acquisition Plan.

¹⁶ Target level 1 will also include the followings:

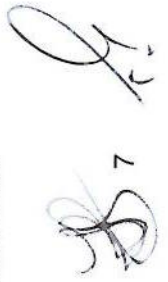
- Noncompliance of submitted deviation reports to Regulation 36(a)(i) to (v) of the Municipal Supply Chain Management Regulations for approval by the City Manager resulting in an irregular expenditure

- 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.

¹⁷ 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
					3=50% (and less) of money being recovered from implicated employees 0% submission of ratification 4= +70% of money being recovered from implicated employees. 5 = Zero (0) SCM ratification submitted to City Manager for approval, and no fruitless and/or wasteful expenditure.	Departmental Acquisition plan approved by City Manager. Departmental procurement compliance report approved by EMT / City Manager.
		1.3	% Reduction of non-compliant deviations	Please update baseline	1 = less 10% reduction in non-compliant deviations 2 = 10 –39% reduction in non-compliant deviations 3 = 40 – 69% reduction in non-compliant deviations 4 = 70 - 79% deviations in non-compliant deviations 5 =+80% deviations in non-compliant deviations	List of 2016/17 departmental SCM in non-compliant deviations List of 2015/16 departmental SCM in non-compliant deviations Approved departmental SCM non-deviations
2	Management of the departmental, project and contract risks to acceptable levels.	2.1	% of departmental strategic risks managed to acceptable levels ¹⁸	60%	1 = Approved risk registers 2 = Risk mitigations updates 3 = 50 – 64% of key strategic risks improved 4 = 65 – 79% of key strategic risks improved 5 = +80% of key strategic risks improved	Departmental Quarterly report Quarterly GRGC report

¹⁸ 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.



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
		2.2	% of departmental key operational risks managed to acceptable levels ¹⁹	Please update baseline	1 = Approved risk registers 2 = Risk mitigations updates 3 = 50 – 64% of key strategic risks improved 4 = 65 – 79% of key strategic risks improved 5 = +80% of key strategic risks improved	List of contracts Quarterly GRGC report
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	58%	1 = 50 – 69% of departmental SDBIP set performance measures achieved. 2 = 70 – 79% of departmental SDBIP set performance measures achieved. 3 = 80 – 84% of departmental SDBIP set performance measures achieved. 4 = 85 – 89% of departmental SDBIP set performance measures achieved. 5 = 90 – 100% 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

¹⁹ This KPI refers to projects and contracts the department is implementing. The department should include 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.

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
Financial Competence (Compulsory)						
1	Financially and administratively sustainable and resilient city	1.1	% Spent of allocated departmental Capex	61%	1 = Overspending 2 = 50 – 69% Capex 3 = 70 – 89% Capex Expenditure ²⁰ 4 = 90 – 96% Capex 5 = +97 % Capex	Monthly financial expenditure report Monthly financial reports monitored and verified by Finance
		1.2	% Spent of allocated departmental Contracted Services (C.S.)	80% - Contracted Services	1 = 10 – 49% C.S. 2 = 50 – 74% C.S. 3 = 75 – 89% Expenditure for C.S. ²¹ 4 = 90 – 96% C.S. 5 = +97 % C.S.	Monthly financial expenditure report Monthly financial reports monitored and verified by Finance
People Management and Empowerment (Compulsory)						
2	Knowledge of Performance Management and Reporting 10	2.1	% of employees receiving performance coaching and review as per the policy	tbc	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 targets	Database of signed scorecards, ILPs and review session dates Final review report and signed spreadsheet with final scores signed by HCM

²⁰ The Capital expenditure will be implemented in line with the Departmental Acquisition Plan budget expenditure projections

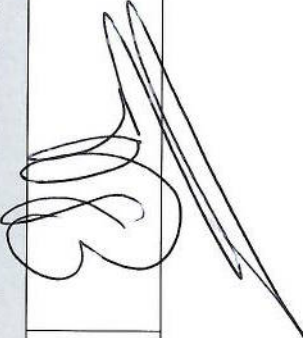
²¹ The Operational expenditure will be implemented in line with the Departmental Acquisition Plan budget expenditure projections

KEY PERFORMANCE AREA: CORE MANAGERIAL COMPETENCIES

(TOTAL WEIGHT MUST BE 20%)

No	Core Competence	KPI No	Competency Indicator's	Baseline	Target	Means of Verification
3	Improve perception of the City's performance and service offering	3.1	% Improvement in the customer as per the Customer Service Survey for the City of Johannesburg	59%	1 = Action Plan 2 = CSI < 59% 3 = CSI > 59% 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 :		Signed:	TG Fowler	Date:	30.06.2016
	CF EHLERS				