



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

Reggie Boqo

("the Group Chief Financial Officer ")

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 Chief Financial Officer 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 Group Chief Financial Officer 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 Chief Financial Officer;
- 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 Chief Financial Officer 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 Chief Financial Officer, 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 Chief Financial Officer; 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 consultation with the Group Chief Financial Officer 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 Chief Financial Officer'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 Chief Financial Officer will be required to engage in performing his job.
- 5.2 The Group Chief Financial Officer agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Group Chief Financial Officer accepts that the purpose of the performance management policy and system is to provide a comprehensive system with

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specific performance standards to assist the City, City Manager and Group Chief Financial Officer to perform to the standards required.

5.4 The Group Chief Financial Officer 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 Chief Financial Officer'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 Chief Financial Officer, 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 Chief Financial Officer.

6.2 The performance of the Group Chief Financial Officer 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 Chief Financial Officer 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 Group Chief Financial Officer'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 Chief Financial Officer 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 Chief Financial Officer 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;

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- 7.3 Work collaboratively with the Group Chief Financial Officer 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 Group Chief Financial Officer delegate such powers reasonably required by the Group Chief Financial Officer 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 Chief Financial Officer such resources as the Group Chief Financial Officer 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 Chief Financial Officer timeously in respect of decisions which will have a significant impact on the performance of the duties of the Group Chief Financial Officer.

9. MANAGEMENT OF OUTCOMES


- 9.1 The evaluation of the Group Chief Financial Officer'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 Chief Financial Officer 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 Chief Financial Officer in accordance with the City's policy and system referred to in this agreement.

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- 9.4 Should the Group Chief Financial Officer 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 Chief Financial Officer to improve his or her performance.
- 9.6 Where the City Manager is, at any time during the Group Chief Financial Officer's employment, not satisfied with the Group Chief Financial Officer's performance with respect to any matter dealt with in this Agreement, the City Manager will give notice to the Group Chief Financial Officer to attend a meeting with the City Manager.
- 9.7 The Group Chief Financial Officer will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Group Chief Financial Officer'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 Chief Financial Officer 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.

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

SIGNED at Braamfontein on this the 28th day of July 2016

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




Group Chief Financial Officer

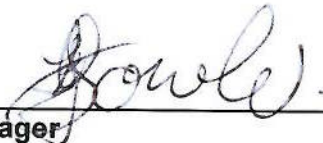
Witness:



Witness:



SIGNED at Braamfontein on this the 28th day of July 2016



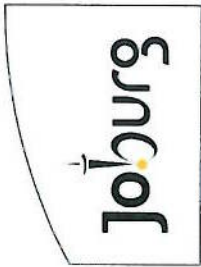
City Manager

Witness:



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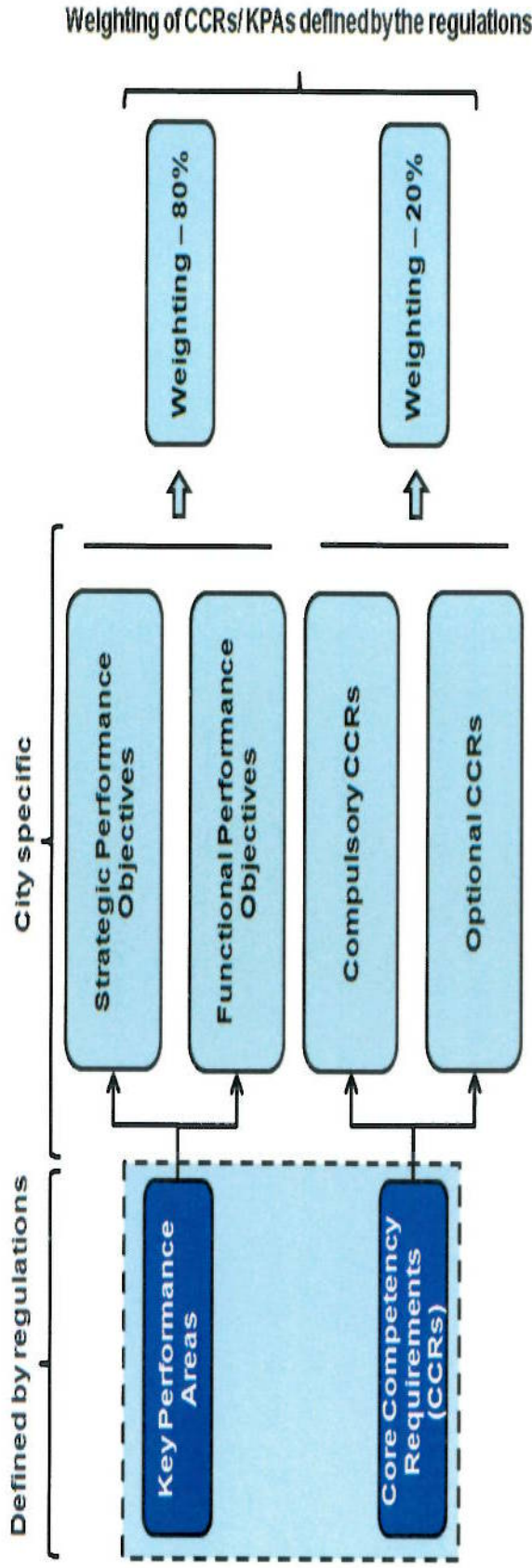


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PERFORMANCE SCORECARD – SECTION 57 EMPLOYEE

Employee:	Reggie Boqo: Group Chief Financial Officer
Manager:	City Manager
Department:	Group Chief Financial Officer
Responsibilities:	<ul style="list-style-type: none"> • Property • Treasury and Financial Strategy • Group Accounting • Core Accounting • Strategic Supply Chain Management • Revenue Shared Services Centre • Management support
GDS Outcome	<p>Outcome 4: "A high performing metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region".</p>
<p>The period of this Performance Plan is from 1 July 2016 to 30 June 2017</p>	

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 PERFORMANCE OBJECTIVES (SPO)

STRATEGIC PERFORMANCE OBJECTIVES (SPO)						
(TOTAL WEIGHT SHOULD NOT BE LESS THAN 50%)						
KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
1	To ensure revenue completeness and accuracy	1.1	Collection Rate ¹	91.7 % (2015/2016) achievement work shopped in the SDBIP)	1= <91.5% collection rate 2 = 92.00% - 92.9 %collection rate 3 = 93% collection rate 4= 94.1% - 94.9% collection rate 5= >95% collection rate	Monthly report: Revenue collection rate performance Monthly report: Approved by Mayoral Committee

¹ The Ratio indicates the collection rate; i.e. level of payments. It measures increases or decreases in Debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written-off is taken into consideration.

Formula: Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100

STRATEGIC PERFORMANCE OBJECTIVES (SPO)					
KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	(TOTAL WEIGHT SHOULD NOT BE LESS THAN 50%)	
				Baseline	Target
		1.2	% Collection of new revenue sources (Expansion of revenue base) ²	New indicator	1=Identification and costing of new revenue sources from the Financial Development Plan 2=Segregation and methodology for accounting for the new revenue. 3=1 % - 2% Collection of revenue from new revenue sources 4= 3% -4 % Collection of revenue from new revenue sources 5= >4% Collection of sustainable (predicable or guaranteed) revenue from new revenue sources
2	To achieve selected profitability and liquidity ratios	2.1	% Achievement and monitoring of selected financial ratios ³	1.11 Current ratio (Provisional)	1= < 95.1 2= 0.95 – 0.99:1 3= 1:1 4= 1-1.05:1 5= 1.05:1
		2.2		Solvency	1= < 2:1
					Approved strategy Implementation report Collection of new revenue base report Approved by Mayoral Committee
					Monthly ALCO reports

² Revenue base expansion from identified revenue sources in the Financial Development Plan. This may include new township establishments, new business, revised ratings of townships, pull strategies like giving concessions, e.g. rates holidays to attract business along Corridors of Freedom, cost of doing business (electricity). Revenue completeness: Expansion of revenue collection to former 'deemed' areas guided by spatial location and GV, Township establishment to unlock revenue. Facilitate upward economic mobility of citizens in the City to increase rates and taxes. Growth in the number of active customer accounts as guided by National Treasury MFMA Circular No.71 of January 2014.

³ Financial ratios have been aligned to National Treasury guidelines as stipulated in MFMA Circular No. 71 of January 2014

STRATEGIC PERFORMANCE OBJECTIVES (SPO)						
KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	(TOTAL WEIGHT SHOULD NOT BE LESS THAN 50%)		
				Baseline	Target	
				ratio 2.34 (Provisional)	2= 2:1	Means of Verification
					3= 2 – 2.05:1	
					4= 2.06 – 2.1:1	
					5= > 2.1:1	
					1 = 45 % and above	
	2.3			34.11 % Debt to Revenue (Provisional)	2 = 44.80 % - 44.99%	
					3 = 44.60% - 44.80%	
					4 = 44.40 % - 44.59 %	
					5 = <44.40%	
					1=<1.96 %	
2.4			4 %Repairs and Maintenance as a percentage of Property, Plants and Equipment and Investment property (Provisional)	2= 1.96 % - 1.99 %		
				3= 2.00% - 2.09%		
				4= 2.10 % - 2.20 %		
				5= >2.20 %		
				1 = >8.45%		
2.5			Interest to expenditure 7%	2=8.31 % - 8.45%		

STRATEGIC PERFORMANCE OBJECTIVES (SPO)						
KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	(TOTAL WEIGHT SHOULD NOT BE LESS THAN 50%)		
				Baseline	Target	
3		2.6		(Provisional)	3 = 8.16% - 8.30%	Monthly report from Treasury on the current ratio's per month Minutes of ALCO, EMT Technical Cluster and Mayoral Committee meetings ALCO report
					4 = 8.15 %	
					5 = <8.15%	
				Cash coverage (days) 63 days (Provisional)	1 = < 30 days	
					2 = 30 days	
					3 = 30 -45 days	
					4 = 46-50 days	
	5 = >50 days					
3	To ensure smart and efficient procurement processes and stimulate the local economic growth	3.1	% Procurement from local suppliers within the boundaries of South Africa	New indicator	1 = 1 = <20% from suppliers within the boundaries of Gauteng Province 2 = 25% - 74% from suppliers within the boundaries of Gauteng Province 3 = 75% from suppliers within the boundaries of Gauteng Province 4 = 76% - 85% from suppliers within the boundaries of Gauteng Province 5 = above 85% from suppliers within the boundaries of Gauteng Province	Jozi @ work Progress reports Monthly Procurement reports Approved by Mayoral Committee
				3.2	Implementation of Strategic procurement	

STRATEGIC PERFORMANCE OBJECTIVES (SPO)					
KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	(TOTAL WEIGHT SHOULD NOT BE LESS THAN 50%)	
				Baseline	Target
					MIS report from Group Finance
		3.3	%Open tender system	New Indicator	5 = 15% cost saving 1=Develop terms of reference 2=Council approval of the open tender system 3=90% Implementation of the open tender system 4= 95%Implementation of the open tender system 5=100% Implementation of the open tender system
	To ensure financial prudence City with clean audits by the Auditor General	4.1	Attainment of Clean Administration	Unqualified audit report without other matters	Audited Financial Statements Auditor General management report and Audit Report
		4.2	% Resolution of internal and external (AGSA) audit findings	70 %	<ul style="list-style-type: none"> Internal Audit Report on Findings Management Letter Annual/Quarterly Dashboard Signed off report from GRAS

⁴ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

⁵ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

⁶ 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.

⁷ This is where fair presentation is achieved. There are no further significant matters that require disclosure by the auditors

STRATEGIC PERFORMANCE OBJECTIVES (SPO)						
(TOTAL WEIGHT SHOULD NOT BE LESS THAN 50%)						
KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
5	Financially and administratively sustainable and resilient city	5.1	% Capital project management	90 % Expenditure of 2015/16 Capital Budget	5=100% resolution 1= < 33 % spent 2= 60 % spent 3= 95% spent by 30 June 2017 4= 96 % spent by 30 June 2017 5= >97 % spent by 30 June 2017	Monthly report: Progress on the capital budget Approved by Mayoral Committee
		5.2	% Monitoring and spending of grants)	New indicator	1=Grant allocations and spend boundary 2=Trigger management of grant spending through budget processes 3=80% manage roll over process to acceptable threshold 4=85 % Management of threshold spent to meet the NT requirement 5=Met with only this 10% rolled over	Monthly reports from Treasury Quarterly ALCO reports

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 ⁸	100 %	1 = 50 ⁹ 2 = 65% ¹⁰ 3 = 80% ¹¹ 4 = 90% ¹² 5 = 100% ¹³	<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	0 %	1 = 0% (and less) of money recovered 2 = Disciplinary action for non-compliant employees to SCM regulation 36(a) (i to v) ¹⁴	<ul style="list-style-type: none"> Departmental ratification reports and EAC Minutes; Departmental deviation reports and EAC Minutes; Progress report

⁸ 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)

⁹ % (and less) of departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

¹⁰ Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

¹¹ Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

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

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

¹⁴ 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 ¹⁶	90 %	3= All submitted SCM regulation 36(a) (i to v) approved by EAC ¹⁵ 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 contract risks managed to acceptable levels ¹⁷	90 %	1 = Approved risk registers 2 = Risk mitigations updates	<ul style="list-style-type: none"> Departmental Quarter 4 report Mayoral Committee minutes;

¹⁵ 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.

¹⁶ 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
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	80 %	3 = 65% of key strategic risks improved 4 = 75% of key strategic risks improved 5 = 85% of key strategic 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"> GRGC Annual Risk analysis report and Minutes Sub Mayoral Cluster Quarter 4 assessment report; Minutes of Sub-Mayoral Cluster Committee

17 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	Weighting	KPI No	Competency Indicator's	Baseline	Target	Means of Verification
1	Financially and administratively sustainable and resilient city	5	1.1	% Spent of allocated departmental Capex	90 %	1 = Overspending 2 = 50% Capex 3 = 95% Capex Expenditure ¹⁸ 4 = 96% Capex 5 = 97% Capex	Annual financial expenditure report by Group Finance
			1.2	% Spent of allocated departmental Opex budget	119 %	1 = 10 % Opex 2 = 50% Opex 3 = 95% Opex Expenditure ¹⁹ 4 = 97% Opex 5 = 100% Opex	Annual financial expenditure report by Group Finance
People Management and Empowerment (Compulsory)							
2	Knowledge of Performance Management and Reporting 10	5	2.1	% of employees receiving performance coaching and review as per the policy	50 % (Still to be finalised)	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	Database of signed scorecards, ILPs and review session dates Final review report and signed spreadsheet with final scores signed by HCM

¹⁸ The Capital expenditure will be implemented in line with the SDBIP budget expenditure projections

¹⁹ The Operational expenditure will be implemented in line with the SDBIP budget expenditure projections

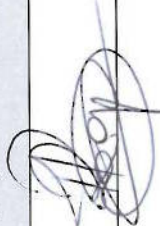
KEY PERFORMANCE AREA: CORE MANAGERIAL COMPETENCIES

(TOTAL WEIGHT MUST BE 20%)

No	Core Competence	Weighting	KPI No	Competency Indicator's	Baseline	Target	Means of Verification
Customer Orientation and Customer Focus (Compulsory)							
3	Improve perception of the City's performance and service offering	10	3.1	% Improvement in the customer perception as per the Customer Service Survey for the City of Johannesburg ²⁰	59	1=Action Plan 2=CSI <59 3=CSI >59 4=CSI >60 5=CSI >62	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
							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 :
Reggie Boqo
Group Chief Financial Officer



Signed:
Trevor Fowler
City Manager



Date:
28.07.2016

²⁰²⁰ The focus is on customer centricity and running professional service.

