



PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

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

and

Thanduxolo Mendrew

("the Group Head")

for the financial year: 1 July 2022 to 30 June 2023

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1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Group Head 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 their job;
- 2.1.6 in the event of outstanding performance, to appropriately reward the employee in accordance with the City's performance management policy; and
- 2.1.7 give effect to the City's commitment to a performance-orientated relationship with the Group Head in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

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- 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, with the current City Manager, may terminate on the termination of the City Manager's appointment regardless of the reason for such termination and a new performance agreement may be entered into with a new City Manager.
- 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.
- 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 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 their 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.

- 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 their 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 and Performance Evaluation Panel have 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 their performance agreement shall be reviewed on a quarterly basis as follows:

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First quarter : July – September

Second quarter : October – December

Third quarter : January – March

Fourth quarter : April – June

- 6.3 The Group Head must avail himself/herself for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on Group Head's review in absentia and the outcome of the review is final.
- 6.4 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.
- 6.5 The City Manager shall ensure that a record is kept of the mid-year review and final review sessions.
- 6.6 Performance feedback shall be based on the assessment of the Group Head's performance by the City Manager and Group Performance Audit Committee, as well as the Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.
- 6.7 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.
- 6.8 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.
- 6.9 Personal growth and development needs identified during any performance review discussion must be documented and, where possible, actions agreed.
- 6.10 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.

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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;
- 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.

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- 9.4.1 However, should the Acting Executive Director not be entitled to a performance bonus in line with Group Head's employment contract, alternative performance rewards will be awarded as per the relevant policy.
- 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 their 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 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 their 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

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

- 10.4 The arbitrator shall be entitled further to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and to argue in respect of the appropriate outcome and remedy. The arbitrator shall, in determining the procedures to be followed, be guided by the parties' intention to have the dispute finally adjudicated upon within as short as possible a period from the date of the dismissal, or of the dispute, arising.
- 10.5 The parties shall be entitled to be represented by a representative of choice at the arbitration, and the outcome of the arbitration shall be final and binding. The Group Head shall be bound to the dispute resolution procedures contained herein.
- 10.6 The fact that any dispute has been referred to, or is the subject of an arbitration, as well as any information submitted or furnished to the arbitrator, or in any other matter forming part of the record of any arbitration proceeding, shall be kept confidential by the parties to such proceeding.

11. GENERAL

- 11.1 The contents of the Agreement and the outcome of any review conducted in terms of Annexure "A" (scorecard) will not be confidential and may be made available to the public by the City, where appropriate.
- 11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Group Head in terms of their contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

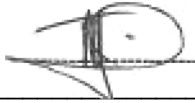
SIGNED at Braamfontein on this the 4th day of July 2022.

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

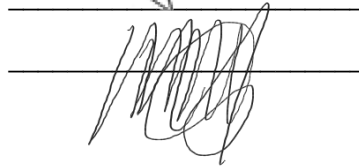


City Manager

Witness:



Witness:

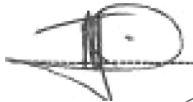


SIGNED at Braamfontein on this the 4th day of July 2022.



Thanduxolo Mendrew
Group Head

Witness:



Witness:





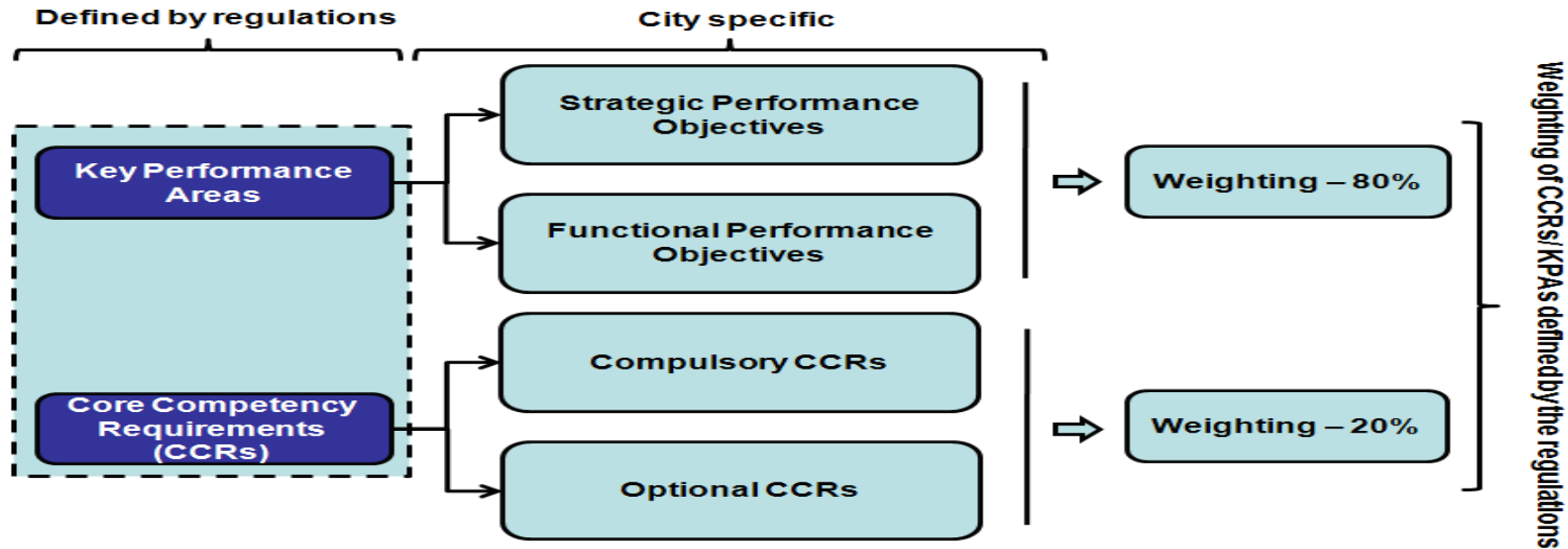
PERFORMANCE SCORECARD: SECTION 57

Employee	Thanduxolo Mendrew: Group Head
Manager	City Manager
Department	Group Citizen Relations and Urban Management
Position Purpose	To deliver a sustainable and impact driven regional governance for a well-managed, well serviced and safe urban environment through facilitation and coordination of integrated, sustainable and resilient basic service delivery, Citizen Relationship and Urban Management

The period of this Performance Plan is from 1 July 2022 to 30 June 2023

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



Strategic Performance Objectives (SPOs) are those KPAs which are derived from key citywide and cluster-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%.

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KPA	Key Performance Areas (KPA's)	KP I No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%						
1	Getting Right Basics	1.1	% Implementation of CRUM new business model	New Indicator	1 = 20% 2 =40% 3 = 60% 4 =90% 5=100%	New operational model approved by Mayoral Committee.
		1.2	% Operationalization of AFS Unit	New Indicator	1 = 20% 2 =40% 3 = 60% 4 =90% 5=100%	Conclusion of SLA's with Entities and Departments. Signed off Operationalization plan
		1.3	Number of Quarterly Monitoring reports completed and processed on state of responsive service delivery in the CoJ regions	4 quarterly reports	1 = 2 quarterly monitoring reports 2 = 3 quarterly monitoring reports 3 = 4 quarterly monitoring reports 4 = Proposed interventions to improve state of service delivery 5 = >50% Improvement in the state of the regions	Signed Quarterly Consolidated State of the Region Report by the Group Head and tabled at GG Cluster Committee
		1.4	Number of Citizen Engagements activities aimed at creating awareness and public participation	12 per region.	1 = below 50 engagements Citizen Engagements activities workforce 2 = Between 50 and 83 engagements Citizen Engagements activities 3 = 84 engagements Citizen Engagements activities 4 = Between 85 and 95 engagements Citizen Engagements activities model 5 = 96 and above engagements Citizen Engagements activities	Copy of Citizen Engagement Plan Quarterly implementation reports Attendance Registers

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KPA	Key Performance Areas (KPAs)	KP I No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%						
2	Accelerated Service Delivery	2.1	Number of Service Delivery Operations coordinated	12 per region.	1= below 50 Service Delivery Operations coordinated 2 = Between 50 and 83 Service Delivery Operations coordinated 3 = 84 Service Delivery Operations coordinated 4 = Between 85 and 95 Service Delivery Operations coordinated 5 = 96 and above Service Delivery Operations coordinated	Pre and Post operation reports with photographic evidence
		2.2	% Implementation of CRUMDIS ¹	New Indicator	1 = 25% 2 =50% 3 = 75% 4 =90% 5=100%	CRUMDIS Quarterly reports
3	Safety and cleanliness	3.1	% Implementation of the Area Based Management Strategy in the CBDs ² (Priority Areas).	New Indicator	1= 80% Implementation 2= 90% Implementation 3=100% Implementation 4=Proposed measures to improve state of service in CBD's. 5=>50% Implementation of proposed measures	Area Based Management Strategy Implementation Report
		3.2	Number of multi-disciplinary operations co-ordinated	12 per region	1 = below 50 multi-disciplinary operation coordinated 2 = Between 50 and 83 multi-	Pre and Post Operations Report Attendance Registers

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¹ Implementation of CRUMDIS will entail departmental and entities' service delivery plans including coordination support for regional profiles.

² CBDs include Randburg- Region E, Midrand-Region A , Roodepoort- Region C and Inner City- Region F

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KPA	Key Performance Areas (KPAs)	KP I No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%						
					disciplinary operation coordinated 3 = 84 multi-disciplinary operation coordinated 4 = Between 85 and 95 multi-disciplinary operation coordinated 5 = 96 and above multi-disciplinary operation coordinated	
4	Accountability and Governance	4.1	% Implementation of the ombudsman's recommendations ³	No recommendations received	1 = less than 50% implemented within 90 days or more days 2 = 50% - 84% implemented within 90 days or more days 3 = 85% - 100% implemented within 90 days 4 = 100% implemented within 60 days 5 = 100% implemented within 30 days or less days	Quarterly dashboard of the Ombudsman's recommended cases implemented signed-off by the Ombudsman
		4.2	Percentage of agreed recommendations implemented ⁴ by department emanating from concluded forensic investigation within 90 days	New indicator	1 = less than 50% implemented within 90 days or more days 2 = 50% - 84% implemented within 90 days or more days 3 = 85% - 100% implemented within 90 days 4 = 100% implemented within 60 days	GFIS Dashboard of concluded investigations Copy of concluded investigation report Acknowledgment of receipt by clients

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³ Department/Entity/ Employee must provide the Office of the Ombudsman with a written confirmation within 14 days of receiving the recommended corrective action stating if the recommended corrective action will be implemented or not. In the event that the recommendation will not be implemented a compressive report must be written to the Ombudsman stating why the recommended corrective action will not be implemented. The recommendations (Findings related to CRUM's activities only) may include but not limited to negotiations, conciliation or mediation, apology, action that may result in disciplinary measures and any other justified way to obtain a settlement.

Any person who fails to comply with any lawful instruction issued by the Office of the Ombudsman shall be found guilty of an offence and liable for a fine or imprisonment.

⁴ Findings and recommendations related to CRUM's activities only

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KPA	Key Performance Areas (KPAs)	KP I No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%						
					5 = 100% implemented within 30 days or less days	<p>Implementation plan by clients.</p> <p>Implementation/status report signed off by HOD/CEO.</p> <p>Quarterly monitoring report signed off by signed-off by the Head of GFIS</p>
		4.3	<p>Turnaround times to respond to oversight & advisory committees' requests⁵</p> <p>GPAC MPAC GAC S79 Committees</p>	New indicator	<p>1 = 2 days after the approved timelines</p> <p>2 = 1 day after the approved timelines</p> <p>3 = Within the approved timelines</p> <p>4 = 1 day ahead of approved timelines</p> <p>5 = 2 days ahead of approved timelines</p>	<ul style="list-style-type: none"> • Departmental quarterly tracking reports signed by HoD; • POCM analysis dashboard tabled at EMT

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⁵ Responses to focus on requests related to CRUM's scope of work

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KPA	Key Performance Areas (KPAs)	KP I No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%						
5	A well-run City	5.1	Audit Opinion ⁶		1= Adverse Audit report ⁷ 2= Qualified Audit Report ⁸ 3= Unqualified without material finding 4= Unqualified report with audit findings classified as other matters and administrative matters 5= Unqualified audit report with no findings (clean audit)	AG Audit Report Management Letter
		5.2	% Resolution of internal audit findings ⁹	100%	1 ≤ 85% resolution 2 = 86% - 90% resolution 3 = 91% - 95% resolution 4 = 96% -97% resolution 5 =98% - 100% resolution (including no findings)	GAC Internal Audit Report on Findings Minutes
		5.3	% Resolution of external (AGSA) audit findings ¹⁰	100%	1 ≤ 85% resolution 2 = 86% - 90% resolution 3 = 91% - 95% resolution 4 = 96% -97% resolution 5 =98% - 100% resolution (including no findings)	GAC Internal Audit Report on Findings Minutes

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⁶ The opinion may be that given for the department/entity where applicable.

⁷ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

⁸ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

⁹ These are findings by internal audit only that are picked up on an ongoing basis.

¹⁰ These are AGSA findings from departmental/entity annual reports, as well as the main CoJ annual report.

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KPA	Key Performance Areas (KPAs)	KP I No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%						
		5.4	% Compliance with response timelines for the submission of the Annual Performance Report ¹¹	New indicator	1 = 85% compliance 2 = 90% compliance 3 = 100% compliance 4 = 100% compliance 2 days earlier 5 = 100% compliance 3 days earlier	GSPCR tracking report signed-off by GH

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¹¹ Relates to response in terms of supply of full performance information as required by GSPCR for the development of the CoJ Integrated Annual Report

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SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO)

FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 30%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
1	Procurement and Contract Management	1.1	Percentage management of contracted supplier contract within the department ¹²	100%	1 = contract expired without starting new procurement process 2 = Contract expired while procuring 3 = 100% management of all contracts without incurring and deviations). 4 = New contract secured/ appointed (not through deviation or regulation 32 or 36) within a month of expiry of old contract. 5 = New contract secured/ appointed (not through deviation or regulation 32 or 36) within more than a month of expiry of old contract.	Status of the Contracts Register Sign-off by the OGCF0
		1.2	Acquisition of goods and services as per the approved demand plan ¹³	Procurement delayed	1 = Acquisition plan 2 = Procurement delayed 3 = 100% compliance with the	Approved Acquisition plan Departmental Quarterly

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¹² Each department is responsible for ensuring that they have internal processes to monitor the lifespan of their supplier contracts. Contracts must always be in force for as long as the projects are ongoing to avoid Irregular Expenditure. The HoD must engage and respond to the GCFO in terms of updating the contracts register.

¹³ This KPI serves as a Tracking of the acquisition plan, as well as Contract Management monitoring process. The HoD must ensure compliance with the acquisition plan and that all contracts in the department are managed in line with Group Legal and Contract processes.


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FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 30%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					acquisition plan and all existing contracts in force 4 = Target met ahead of delivery date (1 month) 5 = Target met ahead of delivery date (2 months)	Acquisition Status Reports SCM Assessment reports GLC status on contracts
2	UIFW Strategy Implementation	2.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2022	New indicator	1= 0% reduction 2= 1% - 69% 3 = 70% -75% 4 = 76%- 80% 5 = 81%-85%	UIFW report tabled at GAC and GPAC
		2.2	Percentage reduction in current and/or new Unauthorised expenditure	New indicator	1= 0% reduction 2= 1% - 69% 3 = 70% -75% 4 = 76%- 80% 5 = 81%-85%	
		2.3	Percentage reduction in historical Irregular expenditure reported 30 June 2022	New indicator	1= 0% reduction 2= 1% - 69% 3 = 70% -75% 4 = 76%- 80% 5 = 81%-85%	
		2.4	Percentage reduction in current and/or new Irregular expenditure	New indicator	1= 0% reduction 2= 1% - 69% 3 = 70% -75% 4 = 76%- 80% 5 = 81%-85%	
		2.5	Percentage reduction in historical	New indicator	1= 0- 69%	

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FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 30%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			Fruitless and Wasteful expenditure reported 30 June 2022		2= 70%- 89% 3 = 90%-95% 4 = 95%-100% 5 = 0% incurrence of fruitless and wasteful expenditure.	
		2.6	Percentage reduction in current and/or new Fruitless and Wasteful expenditure	New indicator	1= 0- 69% 2= 70%- 89% 3 = 90%-95% 4 = 95%-100% 5 = 0% incurrence of fruitless and wasteful expenditure.	
3	Risk Management	3.1	% of risks mitigation strategies action plan for departmental top strategic risks implemented towards the reduction of departmental risks	75%	1 < 50% implemented 2 = 51% - 69% implemented 3 = 70% -100% implemented 4 = 40% of departmental top strategic risks improved 5 = 60% of departmental top strategic risks improved	GRGC Risk analysis reports and Minutes
4	Departmental performance management, monitoring and reporting	4.1	% Attainment of performance targets on departmental SDBIP/BP.	86%	1 < 75% 2 = 76% - 84% 3 = 85% - 89% 4 = 90% - 99% 5 =100%	GSPCR assessment reports presented at Mayoral Committee meeting; Minutes of Mayoral Committee
5	mSCOA compliance	5.1	% Compliance with mSCOA compliance timelines by the department	<40% compliance	1<40% Compliance with mSCOA compliance per NT requirement by 01 June 2023	Quarterly mSCOA compliance reports

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FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 30%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					2= 45% Compliance with mSCOA compliance per NT requirement by 01 June 2023 3= 50% Compliance with mSCOA compliance per NT requirement by 01 May 2023 4= 51% Compliance with mSCOA compliance per NT requirement 01 April 2023 5= 53% Compliance with mSCOA compliance per NT requirement 01 March 2023	
		4.2	% Compliance with mSCOA unbundling process by the department	<40% compliance	1<65% Compliance with mSCOA data quality for NT strings submission 2= 65% Compliance with mSCOA data quality for NT strings submission 3= 70% Compliance with mSCOA data quality for NT strings submission 4= 75% Compliance with mSCOA data quality for NT strings submission	Quarterly mSCOA compliance reports

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FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 30%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5= 80% Compliance with mSCOA data quality for NT strings submission	

SECTION 3: CORE COMPETENCY REQUIREMENTS

CORE MANAGERIAL COMPETENCIES (TOTAL WEIGHTING = 20%)						
No	Key Performance Area	KPI No	Key Performance Area	Baseline	Target	Means of Verification
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Opex budget	100%	1< 90% Opex spent. 2= 91% - 94.9% Opex spent 3= 95% Opex spent 4= 99% Opex spent... 5= 100% Opex spent.	SAP Report Opex report by Group Finance Sign off by EH: POCM
		1.2	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ¹⁴	100%	1 < 90% of valid invoices paid within 30 days 2 = 91% - 99% of valid invoices paid within 30 days 3 = 100% of valid invoices paid within 30	Group Finance Payment of Invoices analysis Report Sign off by EH: POCM

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¹⁴ By paying service provider within required 30 days, there will be a reduction or elimination of unnecessary auditing findings which will lead to improved control environment within SCM and City as a whole. Each department must ensure that submission of invoices to Group Finance are not delayed. The Finance Manager must ensure that the invoice meets all requirements and all relevant attachments are submitted with the invoice to avoid it being rejected by the Merchants thereby causing a delay in the payment. The department is liable for this compliance.

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CORE MANAGERIAL COMPETENCIES (TOTAL WEIGHTING = 20%)						
No	Key Performance Area	KPI No	Key Performance Area	Baseline	Target	Means of Verification
					days of invoice date ¹⁵ 4 = 100% of valid invoices paid within 25 days 5 = 100% of valid invoices paid within 20 days	
People Management and Empowerment (Compulsory)						
2	Skills Development	2.1	% Implementation of skills development initiatives for CoJ employees	100%	1 = Establishment of a Departmental Training Committee 2 = Development and sign off a Departmental Workplace Skills Plan 3 = 100% Implementation of a Departmental Workplace Skills Plan ¹⁶ 4 = 80% implementation of all competency gaps identified in the skills audits for level 3 – 4 employees ¹⁷ 5 = 80% implementation of all competency gaps identified in the skills audits for level 5 – 6 employees;	Terms of Reference, Minutes, Agendas for the Training Committee; Signed Compliant WSP Annual Training Reports reflecting status and levels trained.
3	People Management	3.1	% Compliance to the performance management cycle as per the policy for employees of the CoJ ¹⁸ in the department	51.92%	1 = <65% 2 = 65% - 84% 3 = 85% - 89% 4 = 100% compliance and +40 of employees achieved 90% of their set scorecards targets	Assessment report by GCSS

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¹⁵ Municipal Finance Management Act (2000); which states that 100% of valid invoices must be paid within 30 days of receipt in terms of increasing the support and development of SMME's

¹⁶ General training to improve skills including Individual Learning Plans trainings.

¹⁷ This is specific to outcomes of the skills audits conducted. The HoD must ensure that employees within the department comply and participate as per the GCSS programme.

¹⁸ This is performance for the entire staff complement in the department unless specified otherwise for departments with very large numbers of employees.

MM TT TTM BWA4

CORE MANAGERIAL COMPETENCIES (TOTAL WEIGHTING = 20%)						
No	Key Performance Area	KPI No	Key Performance Area	Baseline	Target	Means of Verification
					5 = 100% compliance and +60 of employees achieved 90% of their set scorecards targets	
		3.2	Percentage of disciplinary cases resolved within 120 days ¹⁹	No cases	1 = >75% 2 = 75 - 80% 3 = 81 - 85% 4 = 86 - 90% 5 = 90 - 100%	Appointment letters of Prosecutor and Presiding Officer Disciplinary sanction
4	Employee safety	4.1	Percentage compliance to SHE Policy/ Directives to promote health and safety in the department ²⁰	60%	1 = 40% compliance to SHE audits and <u>≥1</u> Disabling injuries 2 = 60% compliance to SHE audits and <u>≥1</u> Disabling injuries	Quarterly assessment reports by SHELA & FCM tabled at EMT

1.1

¹⁹ The counting begins with the charge (charge sheet date) laid on the employee up to the day of approval by the Chairperson and committee, of the recommended disciplinary action to be implemented.

²⁰ This relates to prevention of workplace incident classified as disabling injuries and fatalities by Group SHE. The department to provide the following documents to Group SHE to determine the compliance level of the department

- I. List of employees attended training for SHE representatives' course, First Aids, Evacuation Marshalls, and Fire Fighting
- II. Minutes confirming employees attending SHE Committee meeting
- III. Progress report on the implementation of the recommended corrective measures
- IV. SLA with JPC to address repairs and maintenance matters of the building
- V. List of employees referred to Group SHE for pre-employment medical examination, periodic and exit medical examination
- VI. Reporting of injury on duty cases/claims to COID office within 2 days after the incident
- VII. List of employees provided with Personal Protective Equipment
- VIII. Reporting of employees tested positive for COVID-19
- IX. Reporting of employees vaccinated for COVID-19
- X. Confirmation of provision desk screen to maintain social distancing

MM

TT TTM BM15

CORE MANAGERIAL COMPETENCIES (TOTAL WEIGHTING = 20%)						
No	Key Performance Area	KPI No	Key Performance Area	Baseline	Target	Means of Verification
					3 = 80% - 89% compliance to SHE audits and ≥ 1 Disabling injuries 4 = 90% - 94% compliance to SHE audits and 0 Disabling injuries and 5 = 0 Fatalities and 95% - 100% compliance to SHE audits	
Change Management (optional)						
5	Human Capital Management and Empowerment	5.1	% Compliance with the implementation of EE in departments (including gender and disability) ²¹	100%	1 < 40% ²² 2 = 40% - 59% ²³ 3 = 60% - 79% ²⁴ 4 = 80% - 99% ²⁵ 5 = 100% ²⁶	Approved EE Plan; Quarterly Progress reports by EE Unit tabled at EMT Close out report
6	Disability Mainstreaming	6.1	% Attraction of suitably	New	1 = 0% - 19% ²⁷ 2 = 20% - 45% ²⁸	<ul style="list-style-type: none"> Training Manuals &

1.1

²¹ The department is required to develop an action plan to guide implementation through which it will be measured.

²² Create awareness to all employees on EE, Gender and Disability issues, establish functional EE, Disability and Gender structures and the develop 2019-2024 departmental EE Plan;

²³ Implementation of numerical targets (Race, Gender and Disability) and non-numerical targets (Affirmative Action measures) as stipulated in the Departmental EE Plan;

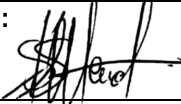

²⁴ Quarterly progress reports on the implementation of EE, Disability and Gender in the department (Monitoring and Evaluation of progress made);

²⁵ Integration of EE and training to affirm employees from the designated group to address identified gaps; and

²⁶ Develop integrated and coordinated transformational activities.

²⁷ Identify position targeted for suitably qualified PWDs across occupational levels i.e., from Unskilled to Senior Management occupational levels.

MM TT TTM BM16

CORE MANAGERIAL COMPETENCIES (TOTAL WEIGHTING = 20%)						
No	Key Performance Area	KPI No	Key Performance Area	Baseline	Target	Means of Verification
			qualified People with Disabilities (PWDs) within departments (including measures to enhance universal access and reasonable accommodation)		3 = 46% - 79% ²⁹ 4 = 80% - 99% ³⁰ 5 = 100% ³¹	Presentations • Signed Quarterly Progress reports • Recruitment reports • SAP Reports Memorandum of Understanding (MOU) or Partnership Agreements
Customer Orientation and Customer Focus (Compulsory)						
7	Customer satisfaction levels	7.1	Percentage increase in satisfaction levels ³²	59% 2019/20 polling results	1 = decrease. 2 = no change or <1% increase. 3 = 1% increase. 4 = 2% increase. 5 = > 2% increase.	Polling 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.						
Thanduxolo Mendrew Group Head: CRUM			Signature: 	City Manager	Signature: 	Date: 4 July 2022

1.2

²⁸ Awareness creation on Disability to all employees within the department.

²⁹ 0 – 1% of total staff compliment as an improvement to the minimum 2% Disability target

³⁰ >1% of total staff compliment as an improvement to the minimum 2% Disability target

³¹ Partnership with external organisation to recruit disability learners or to improve on workplace accessibility

³² Every two years the Quality of Life survey is conducted in partnership with GCRO and GPG; and in alternate years a Customer Satisfaction Survey is carried out by COJ with a private sector service provider. 2021/22 (Customer satisfaction survey), 2022/23 (Polling survey) 2023/24 (Quality of Life survey), 2024/25 (Customer satisfaction survey) 2025/26 (Quality of Life survey). An action plan for implementation will be developed following the finalisation of survey results.

