

PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

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

and

Tshepo Makola

("the Chief Operations Officer")

for the financial year: 1 December 2023 to 30 June 2024

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1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Chief Operations Officer 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 Chief Operations 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 Chief Operations 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 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 Chief Operations 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 Chief Operations 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.

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- 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 Chief Operations 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 Chief Operations 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 Chief Operations 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

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- 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 Chief Operations Officer will be required to engage in performing their job.
- 5.2 The Chief Operations Officer agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Chief Operations Officer 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 Chief Operations Officer to perform to the standards required.
- 5.4 The Chief Operations 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 Chief Operations Officer'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 Chief Operations Officer, 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 Chief Operations Officer.
- 6.2 The performance of the Chief Operations Officer in relation to their performance agreement shall be reviewed on a quarterly basis as follows:

First quarter	:	August – September
Second quarter	:	October – December
Third quarter	:	January – March
Fourth quarter	:	April - June

- 6.3 The Chief Operations Officer must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Chief Operations Officer's review in absentia and the outcome of the review is final.

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- 6.4 The City Manager shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the Chief Operations Officer 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 Chief Operations Officer'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 Chief Operations Officer 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 Chief Operations Officer 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.

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 Chief Operations 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 Chief Operations Officer delegate such powers reasonably required by the Chief Operations Officer to enable them to meet the performance objectives and targets established in terms of the agreement; and

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- 7.5 Make available to the Chief Operations Officer such resources as the Chief Operations Officer may reasonably require from time to time to assist them to meet the performance objectives and targets established in terms of the agreement.

8. CONSULTATION

The City Manager agrees to consult the Chief Operations Officer timeously in respect of decisions which will have a significant impact on the performance of the duties of the Chief Operations Officer.

9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the Chief Operations 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 Chief Operations 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 Chief Operations Officer in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the Chief Operations 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.
- 9.4.1 However, should the Chief Operations Officer not be entitled to a performance bonus in line with Chief Operations Officer'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 Chief Operations Officer to improve their performance.
- 9.6 Where the City Manager is, at any time during the Chief Operations Officer's employment, not satisfied with the Chief Operations Officer's performance with respect to any matter dealt with in this Agreement, the City Manager will give notice to the Chief Operations Officer to attend a meeting with the City Manager.
- 9.7 The Chief Operations Officer will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Chief Operations Officer's performance becomes satisfactory and any programme, including any dates, for implementing these measures.

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9.8 Where there is a dispute or difference as to the performance of the Chief Operations 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.

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 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 Chief Operations 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

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- 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 Chief Operations Officer 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 20th day of February 2024

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




Floyd Brink
City Manager

Witness: 

Witness: 

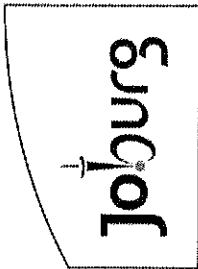
SIGNED at Braamfontein on this the 20th day of February 2024



Tshepo Makola
Chief Operations Officer

Witness: 

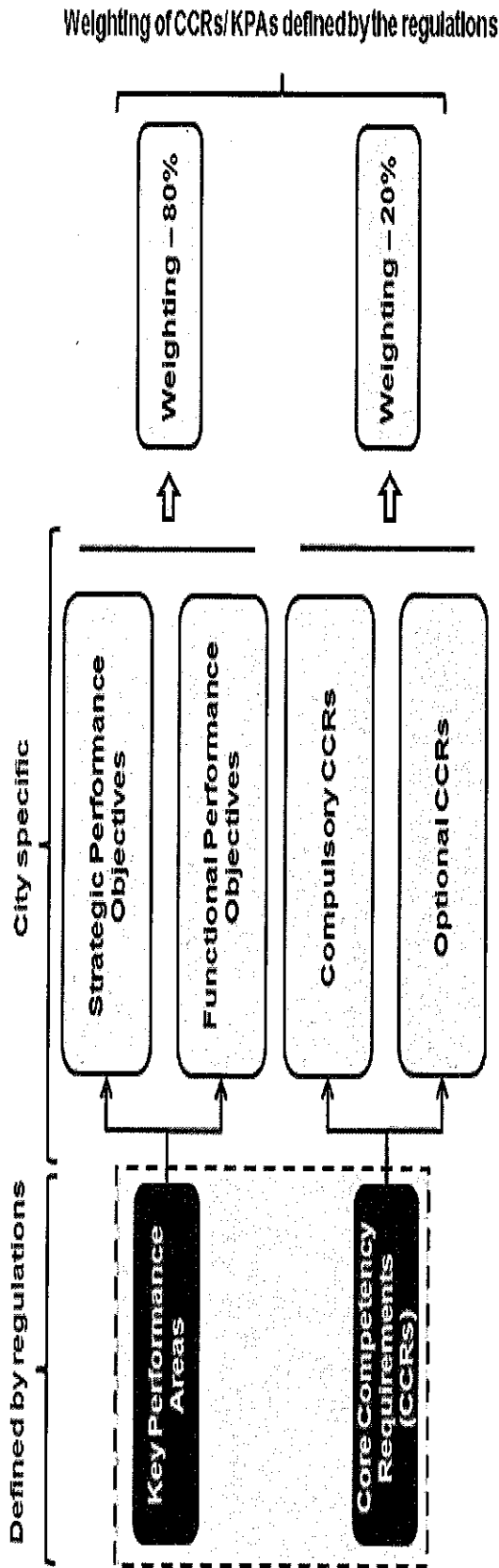
Witness: 



PERFORMANCE SCORECARD	
Employee:	Tshepo Makola: Chief Operations Officer
Manager:	Floyd Brink: City Manager
Department:	Office of the City Manager
Position Purpose:	<ul style="list-style-type: none">• To provide strategic leadership and oversee implementation of service delivery operations.• Strategic interface between service delivery functions and administrative leadership.• Strategic Management of the City Resources.• Strategic Projects.
The period of this Performance Plan is from 1 December 2023 to 30 June 2024	

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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). 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 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 No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPO) TOTAL WEIGHTING = 50%						
1.	Infrastructure Development and Refurbishment	1.1	Percentage of spend on repairs and maintenance to Property, Plant and Equipment (& investment property – circular 88)	4.82%	1 < 6.5% spend. 2 = 6.5 spend 3 = 6.9% spend 4 = 7.2% spend 5 > 7.2% spend	<ul style="list-style-type: none"> Annual financial expenditure report by Group Finance Quarterly R&M Performance Reports tabled at EMT and MayCom
		1.2	Percentage budget spent on city-wide infrastructure.	78%	1 < 93% Capex spent. 2 = 93% Capex spent 3 = 95% Capex spent 4 = 97% Capex spent 5 = 100% Capex spent	<ul style="list-style-type: none"> Midyear SDBIP Assessment Reports approved by Council Audited Annual Report
		1.3	% Renewal / upgrading of existing assets as a percentage of depreciation / asset impairment. <i>Circular 88</i>	67.7%	1 = 15.6% renewal 2 = 31.2% renewal 3 = 54.5% renewal 4 = 74% renewal 5 = 78% renewal	
2	Sustainable Service Delivery	2.1	Number of mixed housing units constructed ¹	1557	1 = 2300 units constructed 2 = 2400 units constructed 3 = 2750 units constructed 4 = 2800 units constructed 5 = 2850 units constructed	<ul style="list-style-type: none"> Provincial quality inspection report Letter of confirmation from Developers
		2.2	Number of title deeds issued to the beneficiaries.	1434	1 = 1200 title deeds issued 2 = 1300 title deeds issued 3 = 1400 title deeds issued 4 = 1450 title deeds issued 5 = 1500 title deeds issued	Database of Title deeds issued register or letter and database from Province.
3.	Inner-City	3.1	% Implementation of Inner-City Rejuvenation Programme ²	50%	1 = 10% Rejuvenation Plan	Approved Reports to Mayoral Committee

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¹ Can we discuss the possibility of obtaining the delegation of authority for Human Settlements Department?

² The regeneration of the Inner City of Johannesburg remains a mayoral priority and is also a key priority for all Departments and Municipal Owned Entities. The Inner-City Transformation Roadmap is the City's lead strategy document in tackling the challenges facing the Inner City and aligning its programmes with the Mayoral priorities and the City's development objectives.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
4.	Smart City	4.1	Number of smart initiatives tracked and supported	New indicator	2= 30% Rejuvenation Plan 3= 60% Rejuvenation Plan 4= 80% Rejuvenation Plan 5= 100% Rejuvenation Plan 1= 12 smart initiatives 2= 15 smart initiatives 3= 20 smart initiatives 4= 23 smart initiatives 5= 25 and more smart initiatives	<ul style="list-style-type: none"> • Reports • Research • Feasibility studies
5.	Economic sustainability	5.1	Number of Expanded Public Works programmes (EPWP) work opportunities created City-wide ³	17 761	1 = 2000 - 3000 opportunities created 2 = 5100 – 6400 opportunities 3 = 14750 opportunities 4 = 14 751 - 14 765 opportunities 5 = 14 765 – 14 780 opportunities	<ul style="list-style-type: none"> • Cumulative participants list • Contracts of employment • Certified ID copies • Attendance register • Proof of payment
6.	Accountability and Good Governance	6.1	Turnaround times to respond to oversight & advisory committees' requests. GPAC MPAC GAC S79 Committees	New Indicator	1 = 2 days after the approved timelines 2 = 1 day after the approved timelines 3 = Within the approved timelines 4 = 1 day ahead of approved timelines 5 = 2 days ahead of approved timelines	<ul style="list-style-type: none"> • Tracking sheet of all requests received indicating status of responses signed by secretariat/chairperson. • POCM analysis dashboard
7.	Good governance	7.1	Audit outcome ⁴	Unqualified Audit Report	1= Adverse Audit report ⁵ 2= Qualified Audit Report ⁶ 3= Unqualified without material findings 4= Unqualified report with audit findings classified as other matters and administrative matters 5= Unqualified audit report with no findings (clean audit)	AG Management Letter
		7.2	% Resolution of internal audit findings ⁷		1 < 85% resolution 2 = 85% - 90% resolution	<ul style="list-style-type: none"> • GAC Internal Audit Report on Findings

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³ Can we discuss the possibility of obtaining the delegation of authority for DED?
⁴ The opinion may be that given for the department/entity where applicable.
⁵ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.
⁶ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.
⁷ These are findings by internal audit only that are picked up on an ongoing basis.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					3 = 91% - 95% resolution 4 = 96% - 97% resolution 5 = 98% - 100% resolution (including no findings)	<ul style="list-style-type: none"> Minutes
		7.3	% Resolution of external (AGSA) audit findings ⁸		1 < 85% resolution 2 = 85% - 90% resolution 3 = 91% - 95% resolution 4 = 96% - 97% resolution 5 = 98% - 100% resolution (including no findings)	<ul style="list-style-type: none"> GAC Internal Audit Report on Findings Minutes
		7.4	% Compliance with response timelines for the submission of the Annual Performance Report ⁹	100% compliance	1 < 90% compliance 2 = 90% - 99% compliance 3 = 100% compliance 4 = 100% compliance 2 days earlier 5 = 100% compliance 3 days earlier	GSPCR tracking report signed-off by M&E Unit Head
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO)						
TOTAL WEIGHTING = 30%						
1.	Procurement and Contract Management	1.1	Percentage management of contracted supplier contract within the department ¹⁰	New Indicator	1 = contract expired without starting new procurement process 2 = Contract expired while procuring 3 = 90% management of all contracts without incurring and deviations 4 = 95% management of all contracts without incurring and deviations 5 = 100% management of all contracts without incurring and deviations ¹¹ .	<ul style="list-style-type: none"> Status of the Contracts Register Sign-off by the OGCFO
		1.2	% Compliance to acquisition of goods and services as per the approved demand plan	New indicator	1 = Acquisition plan 2 = Procurement delayed 3 = 100% compliance 4 = Target met within 15 days ahead of delivery date 5 = Target met within 1 month ahead of delivery date	<ul style="list-style-type: none"> Approved Acquisition plan Departmental Quarterly Acquisition Status Reports SCM Assessment reports

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⁸ This is for only findings classified as matters affecting audit opinion and others important matters

⁹ Relates to response in terms of supply of full performance information as required by GSPCR for the development of the CoJ Integrated Annual Report

¹⁰ 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.

¹¹ New contract secured/ appointed (not through deviation or regulation 32 or 36) within a month or two of expiry of old contract.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
2.	Risk Management	2.1	% Of risks mitigation strategies action plan for departmental top strategic risks implemented towards the reduction of departmental risks	New indicator	1 < 50% implemented 2 = 51% - 84% implemented 3 = 85% implemented 4 = 95% of departmental top strategic risks implemented 5 = 100% of departmental top strategic risks implemented	GRGC Risk analysis reports and Minutes
3.	Departmental performance monitoring and reporting	3.1	% Of departmental SDBJP escalated matters resolved		1 < 75% resolved 2 = 75% - 84% resolved 3 = 85% - 89% resolved 4 = 90% - 99% resolved 5 = 100% resolved	Mitigation plans reflecting the status of resolution signed by the HoD approved by the CM
SECTION 3 CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Opex budget		1 < 93% Opex spent 2 = 93% - 94% Opex spent 3 = 95% - 97% Opex spent 4 = 98% - 99% Opex spent 5 = 100% Opex spent	<ul style="list-style-type: none"> SAP Report Midyear and Annual financial expenditure report by Group Finance
		1.2	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ¹²		1 = 90% of valid invoices paid within 30 days 2 = 92% of valid invoices paid within 30 days 3 = 95% of valid invoices paid within 30 days of invoice date 4 = 97% of valid invoices paid within 30 days 5 = 100% of valid invoices paid within 30 days	Midyear and Q4 Finance Reports on UIFWs.
People Management and Empowerment (Compulsory)						
2	Skills Development	2.1	% Implementation of skills development initiatives for the department	New indicator	1 < 80% (Establishment of a Departmental Training Committee) 2 = 80% (Development and sign off a	<ul style="list-style-type: none"> Terms of Reference, Minutes, Agendas for the Training Committee;

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¹² 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.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3	Performance and People Management	3.1	% Compliance to the performance management cycle as per the policy for employees of the CoJ ¹⁵ in the department	100%	Departmental Workplace Skills Plan) <ul style="list-style-type: none"> 3 = 85% implementation (of a Departmental Workplace Skills Plan¹³) 4 = 90% implementation (of Departmental Workplace Skills Plan and all competency gaps identified in the skills audits including for level 5 – 6 employees¹⁴) 5 = 95% implementation (of all competency gaps identified in the skills audits including for level 5 – 6 employees) 	<ul style="list-style-type: none"> • Signed Compliant WSP • Annual Training Reports reflecting status and levels trained.
		3.2	% Establishment of the Departmental Performance Management Moderation Committee	New indicator	<ul style="list-style-type: none"> 1 = < 65% (Draft TORs in place) 2 = 66% - 84% (Approved TORs) 3 = 85% - 100% (Committee members appointed and induction meeting held) 4 = First (or midyear) assessment done 5 = Final assessment done 	<ul style="list-style-type: none"> • Approved Departmental TOR's • Appointment letters • Agenda and minutes of meetings
		3.3	Percentage of disciplinary cases resolved within 120 days ¹⁶	No cases in 2022/23	<ul style="list-style-type: none"> 1 = >75% 2 = 75 - 80% 3 = 81 - 85% 4 = 86 - 90% 5 = 90 - 100% 	<ul style="list-style-type: none"> • 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 ¹⁷	New indicator	<ul style="list-style-type: none"> 1 = 40% compliance to SHE audits 2 = 60% compliance to SHE audits 3 = 80% - 89% compliance to SHE 	<ul style="list-style-type: none"> • Quarterly assessment reports by SHELA & FCM tabled at EMT

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¹³ General training to improve skills including Individual Learning Plans trainings.

¹⁴ 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.

¹⁵ This is performance for the entire staff complement in the department unless specified otherwise for departments with very large numbers of employees.

¹⁶ 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.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					audits 4 = 90% - 94% compliance to SHE audits 5 = 95% - 100% compliance to SHE audits	
5	Human Management Empowerment	5.1	% Compliance with EE in departments	40%	1 < 40% ¹⁸ 2 = 40% - 59% ¹⁹ 3 = 60% - 79% ²⁰ 4 = 80% - 99% ²¹ 5 = 100% ²²	<u>Departmental Level</u> <ul style="list-style-type: none"> Approved Departmental Action Plan; Manco/SMT Minutes Training Manuals & Presentations DEE&SDF and/or Quarterly Staff meetings' minutes & Annual Schedules Signed Quarterly Progress reports <u>EE Office Level</u> <ul style="list-style-type: none"> Training Manuals & Presentations Annual EE Report (EEA2 & EEA4) City Group Quarterly Progress reports by EE Unit tabled at EMT

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¹⁷ 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

¹⁸ Establish functional EE, Disability and Gender structures and development of the EE Annual Action Plan on the achievement of identified AA Measures.



¹⁹ Developing measures of compliance with set EE (gender and racial targets) in line with the City's Approved EE Plan.

²⁰ Consultation with the Departmental EE & Skills Development Forum and/or feedback with the general staff members on EE & Skills Development issues. (This includes awareness campaigns and training done in the department)

²¹ Training done in line with the employee's upward mobility requirements.

²² Plan and celebrate annual transformation events e.g., Women's Day, 16th Days of Activism against Women and Children Abuse, National Disability Day etc.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
6	Disability Mainstreaming	6.1	% Attraction of suitably qualified People with Disabilities (PWDs) within departments (including measures to enhance universal access and reasonable accommodation)	New	1 = 0% - 19% ²³ 2 = 20% - 45% ²⁴ 3 = 46% - 79% ²⁵ 4 = 80% - 99% ²⁶ 5 = 100% ²⁷	<ul style="list-style-type: none"> Close out report Training Manuals & 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	7.1	Percentage increase in customer satisfaction levels ¹	62% (2020/21 QoL)	1 = decrease. 2 = no change or <1% increase. 3 = 1% increase. 4 = 2% increase. 5 = > 2% increase.	Survey 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.						
Tshepo Makola Chief Operations Officer			Signature: 		Signature:  Date: 20 February 2024	

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²³ Identify position targeted for suitably qualified PWDs across occupational levels i.e., from Unskilled to Senior Management occupational levels.

²⁴ Awareness creation on Disability to all employees within the department.

²⁵ 0 – 1% of total staff compliment as an improvement to the minimum 2% Disability target

²⁶ >1% of total staff compliment as an improvement to the minimum 2% Disability target

²⁷ Partnership with external organisation to recruit disability learners or to improve on workplace accessibility