



CITY OF  
**TSHWANE**  
IGNITING EXCELLENCE

***PERFORMANCE AGREEMENT***

MADE AND ENTERED INTO BY AND BETWEEN:

**THE CITY OF TSHWANE  
AS REPRESENTED BY THE  
CITY MANAGER  
Dr MOEKETSI MOSOLA**

AND

**MS, NOSIPHO HLATSHWAYO  
GROUP HEAD**

**CITY STRATEGY AND ORGANISATIONAL PERFORMANCE**

FOR THE

**FINANCIAL YEAR: 1 JULY 2018  
- 30 JUNE 2019**

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The City of Tshwane (CoT) herein represented by **Dr. Moeketsi Mosola** in his capacity as the **City Manager** (hereinafter referred to as the **Employer** or Supervisor)

And

**Ms. Nosipho Hlatshwayo**, employee of the Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 56 of the Local Government: Municipal Systems Act 32 of 2000, as amended, ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 56 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 **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with the relevant Sections of the Systems Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of the Systems Act as well as the employment contract entered into between the parties;
- 2.2 specify national and municipal key performance areas (KPA's), key performance indicators (KPI's) and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 specify and plan for competency gaps as set out in a personal development plan (PDP), which forms an annexure to the performance agreement (a PDP for addressing developmental gaps which have been identified during the previous financial year must form part of the annual revised performance agreement);
- 2.5 monitor and measure performance against set targeted outputs;
- 2.6 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.7 in the event of outstanding performance, to appropriately reward the employee; and



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- 2.8 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 1 July 2018 and will remain in force until 30 June 2019. Thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June to July each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year not later than 31 July of each successive financial year for the next financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon. The **Employee** will be fully consulted before any such change is made.
- 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 immediately be revised.

### 4 KEY PERFORMANCE AREAS (KPA's)

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the KPA's, KPI's and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those KPA's, KPI's and targets must be met.
- 4.2 The KPA's, KPI's and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include KPA's, KPI's and targets, target dates and weightings.
- 4.2.1 The KPA's describe the main tasks that need to be done.
- 4.2.2 The KPI's provide the details of the evidence that must be provided to show that a KPA has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the KPA's to each other.

### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.



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- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the KPA's and the Core Managerial Competencies (CMCs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPA's covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**.
- 5.7 The CCR's will make up the other 20% of the **Employee's** assessment score. The CMCs of the Group Head are in Annexure A to this agreement.

CORE MANAGERIAL COMPETENCIES (CMC)	WEIGHT
Financial Management (compulsory)	4
Service Delivery Innovation	10
Governance Leadership	2
Client Orientation and Customer focus (compulsory)	2
People Management and Empowerment (Compulsory)	2
Total weight	20

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**
- (a) Each KPA and its indicator(s) will be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

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- (b) An indicative rating on the five-point scale will be used for each KPA and indicator (see paragraph 6.6).

**6.5.2 Assessment of the CCR's**

- (a) Each applicable CCR and its indicator(s) will be assessed according to the extent to which the performance indicators and standards have been met.
- (b) An indicative rating on the five-point scale will be provided for each CCR and indicator (see paragraph 6.6).
- (c) This rating will be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

**6.5.3 Overall rating**

An overall rating will be calculated. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Description		Rating
Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	5
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	4
Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	3
Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	2
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	1

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- 6.7 Each KPI (outputs and CCR's) will be rated according to the abovementioned five-point scale. The score of each KPI is calculated as follows:

$$\text{Weight per indicator} \times \frac{\text{rate}}{3}$$

The sum of respectively all the output KPI scores and all the CC KPI scores is converted to 80% and 20%. The sum of these two scores is used for calculating performance bonuses (see paragraph 11.2)

- 6.8 For purposes of evaluating the annual performance of the Group Head an evaluation panel constituted of the following persons must be established -

- 6.8.1 City Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 City Manager from another municipality.

**7. SCHEDULE FOR PERFORMANCE COACHING**

- 7.1 The performance of each **Employee** in relation to his/her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter (July to September)</b>	:	<b>October 2018</b>
<b>Second quarter (October to December)</b>	:	<b>January 2019</b>
<b>Third quarter (January to March)</b>	:	<b>April 2019</b>
<b>Fourth quarter (April to June)</b>	:	<b>July 2019</b>

- 7.2 The responsibility for rescheduling a canceled coaching session will be with the individual who requested the rescheduling.
- 7.3 The fourth quarter coaching is followed up by a review which may be conducted concurrently with the coaching session.
- 7.4 The **Employer** shall keep a record of the mid-year coaching and annual assessment meetings.
- 7.5 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.6 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.7 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

**8. DEVELOPMENTAL REQUIREMENTS**

The Personal Development Plan (PDP) for addressing developmental gaps is included as Annexure B.

**9. OBLIGATIONS OF THE EMPLOYER**

- 9.1 The Employer shall -

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;

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- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

**10. CONSULTATION**

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
  - 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
  - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

**11. MANAGEMENT OF EVALUATION OUTCOMES**

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% and 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

Score	Performance Rating		Bonus Amount
5	Score Above 150%	Outstanding Performance	10%-14% of Total Package
4	Score of 130% - 149%	Significantly above Expectation	5% - 9% of Total Package
3	Score of 100% - 129%	Fully effective	0%
2	Below 100%	Not fully Effective and Unacceptable Performance	No Bonus but Remedial Action is required

- 11.3 In the case of unacceptable performance, the **Employer** shall –
  - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
  - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

**12. DISPUTE RESOLUTION**

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- 12.1 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or salary increment in the agreement, must be mediated by -
  - (a) In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
  - (b) In case of the Group Head the City Manager within thirty (30) days of receipt of a formal dispute from the employee.
- 12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by-
  - (a) In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
  - (b) In case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) within thirty (30) days of receipt of a formal dispute from the employee.
- 12.3 In the event that the mediation processes contemplated above fails, clause 22 of the Contract of Employment shall apply.

**13. GENERAL**

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results must be submitted to the Mayoral Committee of the CoT within thirty (30) days after conclusion of the assessment.

Thus done and signed at ACTORIA.....on this the 27 day of July..... 2018

AS WITNESSES:

1. \_\_\_\_\_

  
 \_\_\_\_\_  
 EMPLOYEE

2. \_\_\_\_\_

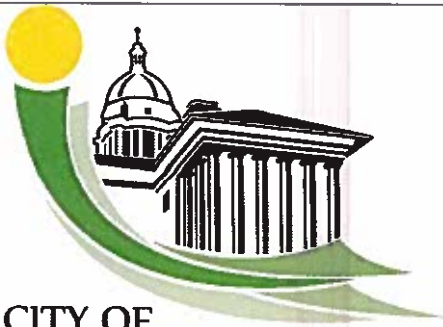
AS WITNESSES:

1.  \_\_\_\_\_

  
 \_\_\_\_\_  
 EMPLOYER

2. \_\_\_\_\_





CITY OF  
**TSHWANE**  
IGNITING EXCELLENCE

# **ANNEXURE A PERFORMANCE PLAN**

## **FOR**

### **MS. NOSIPHO HLATSHWAYO**

### **GROUP HEAD: CITY STRATEGY AND ORGANISATIONAL PERFORMANCE**

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## 1. PURPOSE

The performance plan defines the Council's expectations of the Group Head's, performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and SDBIP, as reviewed annually.

## 2. OBJECTIVES OF LOCAL GOVERNMENT

The following objectives of local government informed the IDP of the CoT and will inform the Group Head's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

## 3. SCORECARD OF THE GROUP HEAD

- 3.1 The City of Tshwane developed the 2018/19 SDBIP responding to the 2018/21 IDP development, which anchored on the 5 strategic pillars of the vision 2030

The scorecard of the Group Head is made up of the following:

- Core managerial competencies of the Group Head (3.2 below)
- Core service delivery targets of the Group Head (3.3 below)

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### 3.2 CORE MANAGERIAL COMPETENCIES OF THE GROUP HEAD

The core managerial competencies form 20% of the Group Head's total score. The core managerial competencies consist of the following and are scored as follows:

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED OF THE GROUP HEAD: CSOP	Weight	Target	Frequency	Evidence
Financial Management (Compulsory)	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> <li>Ensuring synergy between where to invest, where to harvest, how to balance risk and how to ensure customers pay)</li> <li>Ensure financial liquidity (ability to be in a positive cash flow position, to be able to pay our short term financial obligations)</li> <li>Effective and efficient revenue, debtor and credit rating system. The system must ensure financial synergies that will ensure the optimum receipt of payment for services provided.</li> <li>Re-evaluation of the financial management system.</li> </ul>	<b>Expenditure Management programme</b> % of creditors paid within 30 days.	4	100%	Quarterly	* SAP quarterly report and signed quarterly excel spreadsheet that outlines: Name of the service provider, vendor number, date of receipt of invoice, date of payment and the days taken to pay the service provider.
			Number of purchase orders issued prior to work being performed		0	Quarterly	*Quarterly report from expenditure management on POs issued after invoice date
			<b>Supply chain management</b> Number of days taken to finalise tender evaluation from spec to appointment		90 days	Quarterly	*Monthly SCM report indicating reasons for exceeding the 90 days
			Number of procurement plan submitted as per SCM policy		1 consolidated plan	Quarter 1	*Status report from GFS indicating the date of submission of procurement plans
			<b>Grants and subsidies</b> % of external grant funding spent in line with quarterly plans		100%	Quarterly	* Report on grant received and the expenditure in line with donors' requirements.

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED OF THE GROUP HEAD: CSOP	Weight	Target	Frequency	Evidence
		<ul style="list-style-type: none"> <li>An improved credit rating to; negotiate better terms with regards external funding and loans, increase the level of public partnership interventions and funding from both Provincial and National Government.</li> </ul>	<p><b>Risk management</b> % of risk management plan implemented</p> <p><b>Asset management programme</b> % compliance with requirements of the asset management policy, MFMA and Standards of GRAP</p> <p><b>Minimum Competency Levels</b> Number of minimum competency certificate or progress reports Regulations, R493 of 2007 by the Group Head and his/her direct reports</p>		100%	Quarterly	* Quarterly report
					100%	Quarterly	*Certificate from Group Finance on Asset register
					100% (aligned to number of direct reports including the incumbent)	Quarter 1 and 4	*Assessment or certificate of acquired competence
Service Delivery Innovation	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> <li>Internal control system encompassing legislation, policies, procedures and people.</li> <li>Directing and control management activities with good systems and processes.</li> </ul>	<p><b>Corporate portfolio Management Programme</b> Number of project plan compiled</p> <p>% achievement of targets on the business plans</p>	10	1 consolidated plan	Quarter 1	*Consolidated project plan for CSOP
					100%	Quarterly	*QPR Report /Circular 1 Report indicating % of achievement

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED OF THE GROUP HEAD: CSOP	Weight	Target	Frequency	Evidence
		<ul style="list-style-type: none"> <li>Focus on the integration of systems and processes.</li> <li>Managing our processes to achieve economies of scale or value chain integration.</li> <li>Establishment of entities in line with Section 93(F) of the Local Government Municipal Systems Act</li> </ul>	% achievement of executive commitments against the plan		100%	Quarterly	*Status report from OEM
Human Capital Management	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> <li>Capacitate people on business processes to be effective leaders.</li> <li>Putting in place processes and steps to create entrepreneurship, ownership and instill a sense of pride in achieving the vision and mission of CoT.</li> <li>Effective decision-making through empowered leaders.</li> <li>Building continuity and sustainability of</li> </ul>	<p><b>Optimised human capital programme</b></p> <p>Number of work skills plan developed</p> <p>% of staff sent for training courses.</p> <p>% of step 1 and 2 grievances addressed within the policy and regulations and corporate timelines</p>	2	1 consolidated plan per cluster/department	Quarter 1	*Approved work skills plan
					100% against the plan	Quarterly	*Training report from Departments against approved work skills plan and proof of attendance from TLMA
					100%	Quarterly	* Status report of grievances from Group Human Capital Management

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED OF THE GROUP HEAD: CSOP	Weight	Target	Frequency	Evidence
		<ul style="list-style-type: none"> <li>institutional arrangements.</li> <li>Leadership taking ownership of decision and results.</li> <li>Building a centre of excellence through research and development.</li> <li>The implementation of the Tshwane Service Excellence awards is an initiative in this strategic objective</li> <li>To implement effective Change Management initiatives in department or region</li> </ul>	<p>% of litigations matters handled within the courts prescribed time- frame)</p>		100%	Quarterly	*Report/Declaration letter from Group Legal and Secretariat Services on litigation and prosecution matters within (against) the department.
			<p>% compliance to the approved EE plan target within Departments, cluster/ regions.</p>		100%	Quarterly	*EE Plan & status Report from EE Section (Group Human Capital ) indicating % of achievement to be submitted.
			<p><b>Occupational Health and safety (OHS):</b>  % compliance to Occupational Health and Safety (OHS) requirements/ procedures within each Dept/Division/Section within the financial year</p>		100%	Quarterly	*100% Compliance to OHS (Status Report from Group Human Capital)
			<p><b>Individual Performance Management</b>  % of quarterly coaching sessions of subordinates takes place against approved performance agreements.</p>		100%	Quarterly	*Attendance register and coaching minutes / instruction, rating sheet signed by the incumbent and the supervisor
			<p>% of employees (direct reports) signed Performance Agreement with Plan for the FY 2018/19</p>		100%	Quarter 1 and Quarter 3	*Signed Performance Agreements with performance plan



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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED OF THE GROUP HEAD: CSOP	Weight	Target	Frequency	Evidence
Governance Leadership	5 A city that is open, honest and responsive	Able to promote, direct and apply professionalism in managing risk and compliance requirements of the Department and apply a thorough understanding of governance practices and obligations.	% implementation of change management action plans	2	100%	Quarterly	*Status Report from Group Human Capital indicating the implementation status on each change management action plan
			<b>Staff meetings</b> Number of staff meetings with all levels of staff		2	Quarter1 and Quarter 4	*Attendance register and minutes
			<b>Employee satisfaction survey</b> % implementation of Employee Satisfaction results against the implementation plan		100%	Quarterly	* status report on implementation of Employee satisfaction survey from Group Human Capital Management
			<b>Governance Leadership</b> % of all legislated meetings (MAYCO, EXCO, APC and COUNCIL) attended	2	100%	Quarterly	*Attendance Register
			% of MAYCO, EXCO, APC and Council commitments/resolution implemented		100%	Quarterly	*Quarterly progress report
			<b>Audit programme</b> % of AG issues related to the department resolved.		100%	Quarterly	*MCAM/MLOG progress report from internal audit indicating % of AG findings resolved
			% of qualified Audit opinions achieved		0%	Annually	*AG report

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED OF THE GROUP HEAD: CSOP	Weight	Target	Frequency	Evidence
Client Orientation and Customer Focus (Compulsory)	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> <li>Having satisfied customers.</li> <li>Positive customer relationships.</li> <li>Implement Batho Pele to ensure an accessible and accountable service.</li> </ul>	% of internal audit findings resolved	2	100%	Quarterly	*MCAM/MLOG progress report from Internal audit showing % of resolved internal audit findings
			% of repeat findings (both internal and external audit)		0%	Quarterly for internal audit and annually for external audit	*MCAM/MLOG progress report from Internal audit showing % of repeat findings
			<b>Customer relationship management programme</b>	2	100%	Quarterly	*Certificate of compliance or report from the Office of Speaker on the petitions resolved.
			% responses to petitions within the stipulated timelines		100%	Quarterly	*Status report from office OCM on public protector cases responded to.
			% of public protector cases responded to within the stipulated timelines		100%	Quarterly	*Status report from office of the OCM human rights commission responded to.
			% of Human Rights Commission cases responded to within the stipulated timelines		100%	Quarterly	*Status report from office of the City Manager on PAIA response
% of Promotion of Access to Information (PAIA) requests within the stipulated timelines							

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CORE MANAGERIAL COMPETENCIES (CMC)	GoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED OF THE GROUP HEAD: CSOP	Weight	Target	Frequency	Evidence
			% of Presidential Hotline cases responded to within the stipulated timelines		100%	Quarterly	*Quarterly status reports from OEM on presidential hotline responses.
			% of Gauteng Premier Hotline cases responded to within the stipulated timelines		100%	Quarterly	*Quarterly status reports from OEM on Gauteng Premier hotline responses.
			% of National Consumer Commission cases responded to within the stipulated timelines		100%	Quarterly	*status report from Office of the City manager on national commission responding compliance.
			% compliance to EIA requirements		100%	Quarterly	* status report on EIA compliance from Environmental Management



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**3.3 DETAILED SCORECARD OF THE GROUP HEAD**

The following KPAs totalling a minimum of 80 points of the Group Head's scorecard apply.

The following dependencies apply:

- 1 Timeous approvals of relevant authorities
- 2 Cooperation to all communicated requirements by relevant stakeholders
- 3 Provision of required resources (human and financial) as requested
- 4 Timeous resolution of escalated risks by relevant decision makers

KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.07.2018)	Year-end Target	Quarterly Roll Out of year-end target				Evidence Reference
					Q1	Q2	Q3	Q4	
Development of Corporate Strategies and Plans	% of long term strategies reviewed	10	Tshwane Vision 2055	100%	15% (Conceptual framework developed)	40% (Presentation of the draft strategy to EXCO)	65% (Presentation of draft strategy to MayCo)	100% (Approved strategy)	<ol style="list-style-type: none"> <li>1. Q1- Conceptual framework on Long term strategy</li> <li>2. Q2 - Long term strategy presentation and EXCO agenda</li> <li>3. Q3 - Long term strategy and Mayco Agenda</li> <li>4. Q4 - Approved strategy</li> </ol>
	% of IDP review completed	15	Approved 2018/19 Reviewed IDP	100% of approved reviewed IDP	25% (12.5% Approved 2019/20 IDP and MTREF process plan. 12.5% Develop strategic actions based on latest	50% (12.5% Confirmation of IDP Outreach Conceptual Approach by EXCO 12.5% Draft socio economic	75% (IDP inclusive of draft SDBIP scorecard tabled to Council for public participation)	100% (Final IDP review tabled at Council for approval)	<ol style="list-style-type: none"> <li>1. Approved 2019/20 IDP and MTREF Process Plan</li> <li>2. Strategic actions based on latest socio economic data</li> <li>3. IDP Outreach Conceptual Approach by EXCO</li> <li>4. IDP inclusive of draft SDBIP scorecard tabled to Council for public participation</li> <li>5. Approved IDP by Council</li> </ol>

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KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.07.2018)	Year-end Target	Quarterly Roll Out of year-end target				Evidence Reference
					Q1	Q2	Q3	Q4	
Development of Corporate Strategies and Plans	% of approved 2019/20 SDBIP and Adjusted 2018/19 SDBIP	5	Approved 2018/19 SDBIP and adjusted 2017/18 SDBIP	100% Approved 2019/20 SDBIP and Approved Adjusted 2018/19 SDBIP	25% (Finalisation of the 2018/19 system descriptions)	50% (initiate an adjustment process for 2018/19 SDBIP)	75% (Approval of the 2018/19 SDBIP adjustment and initiate 2019/20 SDBIP development)	100% (Approval of the 2019/20 SDBIP)	1. adjustment process for 2018/19 SDBIP 2. Approved 2018/19 SDBIP adjustment 3. Approved 2019/20 SDBIP
Improving Maturity for Organisational Performance Management	Nr of legislated quarterly performance reports submitted to Council	10	5 legislated reports <sup>1</sup>	5 legislated performance reports	1 (Quarter 4 (2017/18) organisational performance report)	1 (Quarter 1 (2018/19) organisational performance report)	2 (Quarter 2 and mid-year (2018/19) organisational performance reports)	1 (Quarter 3 (2018/19) organisational performance report)	Approved performance reports by council
Organisational performance	% of Annual Report and process submitted to MAYCO	5	2016/17 approved APR	100% Annual report and processes for 2017/18	25% (Submit draft APR to AG)	50% (Response to 2017/18 AG matters)	75% (Annual report to MAYCO)	100% (Process plan for 2018/19 AR tabled to Council)	1. Response to AG Matter 2. MayCo reports on APR 3. Process Plan 2018/19
Organisational performance	% of the draft Mid-term performance assessment report for 2016/2021 term of office submit to MayCo	5	New KPI	100% (Draft Mid-term performance assessment report for the city)	25% (initiate evaluation for 1 strategic programmes of the city)	50% (Draft mid-term performance assessment)	75% (Final evaluation report on 1 strategic programmes)	100% (Submit for approval the Mid Term)	Draft Mid-term performance assessment report for 2016/2021 term of office

<sup>1</sup> The 5 legislated reports include the 4 quarterly and the Mid-Term.

  
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KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.07.2018)	Year-end Target	Quarterly Roll Out of year-end target				Evidence Reference
					Q1	Q2	Q3	Q4	
				2016/2021 term of office)	report for 2016/2018 <sup>2</sup> )	assessment report)			
Improving Maturity for Organisational Performance Management	% of Performance management framework reviewed	5	Reviewed Performance management framework	100% (of the 2 <sup>nd</sup> draft of the reviewed Performance management framework to MayoCo for approval )	50% (Finalising the performance management framework <sup>3</sup> )	100% (Reviewed framework tabled at MayoCo)	N/A	N/A	Reviewed framework tabled at MayoCo
Increase Innovation Capability of the City	% on Review of Innovation Strategy and establishment of innovation steering committee	5	Innovation Strategy Innovation capability index External innovation programme evaluation	100% (Approved innovation strategy and Established innovation steering committee)	25% (12.5% = Gap analysis of existing innovation strategy)	50% (12.5% = Draft innovation strategy)	75% (12.5% = Consultation of the draft innovation strategy)	100% (12.5% = Approval of the innovation strategy)	1. Draft innovation strategy 2. Attendance registers, minutes of innovation steering committee 3. Approved innovation Strategy
					12.5% = Submit Report for establishment of innovation steering committee for approval)	12.5% = Induction of innovation steering committee)	12.5% = Convene innovation steering committee meeting)	12.5% = Convene innovation steering committee meeting)	

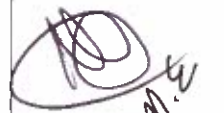
<sup>2</sup> This assessment is based on SDBIP performance for 2016/17 up to mid-year 2018/19

<sup>3</sup> This is the continuation of the 2017/18 activity



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KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.07.2018)	Year-end Target	Quarterly Roll Out of year-end target				Evidence Reference
					Q1	Q2	Q3	Q4	
Inculcate a culture of learning and knowledge sharing	% of Knowledge e-Publication developed and case studies profiled	2	New KPI	100% (Knowledge e-Publication developed and 4 case studies profiled)	25% (Identification and approval of projects & critical knowledge to be profiled)	50% (Profiling of 4 Case Studies on Knowledge e-Publication)	75% (Drafting and Review of Case Studies on Knowledge e-Publication)	100% (Production of e-Publication)	1. List of Projects and Knowledge for profiling 2. 4 Case studies profiled 3. Drafted and Reviewed Case Studies 4. e-Publication
	Nr of assessments Reports on CoT IR MoU implementation projects	2	New KPI	2 reports	N/A	1 <sup>st</sup> assessment report on CoT IR MoUs	N/A	2 <sup>nd</sup> assessment report on CoT IR MoUs	2 assessment reports on CoT IR MoUs
Enterprise Program Management Unit	% of project management stage gate workflow process approved and implemented	5	New KPI	100% (Approval and Implementation of the Project management Stage Gate workflow process)	25% (Finalise Project management Stage Gate workflow process)	50% (Approved Project management Stage Gate workflow process)	75% (Implementation of the Project management Stage Gate workflow process)	100% (Implementation of the Project management Stage Gate workflow process)	1. Approved Project management Stage Gate workflow process 2. Implementation of the Project management Stage Gate workflow process
	Nr of developed and implemented standards, guidelines and templates	2	New KPI	4 approved ePMU standards	1 approved ePMU standards	1 approved ePMU standards	1 approved ePMU standards	1 approved ePMU standards	4 approved ePMU standards
Ensure efficacy departmental budgeting in line with relevant legislative prescripts	Nr of monthly detailed projects reports/ presentations submitted to CM	2	New KPI	10 presentations of detailed projects reports (monthly)	1	3	3	3	10 presentations/ detailed projects reports to CM (monthly)
	Value of unauthorised, irregular, fruitless and wasteful expenditure incurred	1	0	0	0	0	0	0	Section 71 report from GFS, SCM Performance report and Human Capital Governance Report
Implementation of MSCOA	% of MSCOA implemented as per implementation plans	1	100%	100%	100%	100%	100%	100%	Monthly approved MSCOA project plan.

  
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KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.07.2018)	Year-end Target	Quarterly Roll Out of year-end target				Evidence Reference
					Q1	Q2	Q3	Q4	
									Quarterly status report on the implementation of MSCOA
To ensure the delivery the financial management programmes	%of overall opex budget vs opex targets achieved for the department	1	74%	98%	98%	98%	98%	98%	Quarterly Mayoq report on opex and revenue targets/SAP extract report
Job inclusive economic growth	Number of new income earning opportunities facilitated by the City.	2	0	5	N/A	N/A	5	N/A	Quarterly EPWP status report from Community and Social Development Services Department
Build a good image of the City and manage reputational risk	% timeous response to media queries within 3 days from receipts Nr of Articles produced/contributed by the department to profiling the good stories and promoting the image of the City	1	100%	100%	100%	100%	100%	100%	Certification from Group Communication and Marketing
		1	New KPI	4	1	1	1	1	Proof of published articles (Publication on intranet, internet and /or newspapers
<b>SUB-TOTAL FOR CORE DELIVERY PROGRAMMES</b>		80							
<b>SUB TOTAL FOR CORE MANAGEMENT COMPETENCIES</b>		20							
<b>TOTAL</b>		100							

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# ANNEXURE B PERSONAL DEVELOPMENT PLAN

Learning and Development Need	Type of Development	Time-frame	Who is responsible	Further comments
Provide a specific description of the desired change (e.g. skills to be gained, knowledge acquired, topics/themes/content covered)	E.g. Course, workshop, conference, self-development (researcher, reading, etc.)	E.g. Within a specific performance cycle. (July - June)	E.g. Incumbent or his/her Manager. Also specify the accredited Service Provider	E.g. Resource requirements, additional notes.
Change management Governance	Research and Reading Conflict resolution and Labour Relations	One year 6 months	Incumbent COT Provider OR University of Witwatersrand	None None if done internally if through WITS, COT will have to pay for the course
Managerial	Leadership Development	One year	Combination of COT and Incumbent UP/GIBS (course chosen dependant)	This will need to be funded by either the City provided that the type of a course will largely benefit the City based on the incumbent's type of the work.  Should the leadership course chosen cater for the above 2 learning areas, such will be the only requirement for the incumbent



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#### 4 ACCEPTANCE OF PLAN

PERFORMANCE PLAN FOR Ms. Nosipho P. Hlatshwayo for the Period: July 2018 to June 2019

Signed and accepted by the incumbent:  
Ms Nosipho P. Hlatshwayo



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Date:

27/07/18

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Signed by the incumbent's immediate supervisor:  
Dr, Moeketsi Mosola



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Date:

27/07/2018

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