



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 E MOSOLA**

AND

**CHIEF OF EMERGENCY SERVICES  
PREVIN DEVALINGAM GOVENDER**

FOR THE

FINANCIAL YEAR: 1 JULY 2017 - 30 JUNE 2018

Handwritten signature and initials in the bottom right corner.

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The City of Tshwane (CoT) herein represented by the **City Manager, Dr Moeketsi E Mosola** (hereinafter referred to as the **Employer** or Supervisor)

and

**Chief of Emergency Services, Mr Previn Devalingam Govender**, 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
- 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 01 August 2017 and will remain in force until 30 June 2018. 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**
- 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 Chief of Emergency Services 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

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- 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
- (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      |

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| Description              |   | Rating |
|--------------------------|---|--------|
| 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      |

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 Chief of Emergency Services, 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 2017</b> |
| <b>Second quarter (October to December)</b> | <b>January 2018</b> |
| <b>Third quarter (January to March)</b>     | <b>April 2018</b>   |
| <b>Fourth quarter (April to June)</b>       | <b>July 2018</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.

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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,

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 **Employer** 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

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 Chief of Emergency Services, the Executive Mayor or Mayor within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties

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 the Chief of Emergency Services 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 whose decision shall be final and binding on both

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 Perugia on this the 27 day of MARCH 2018

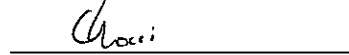
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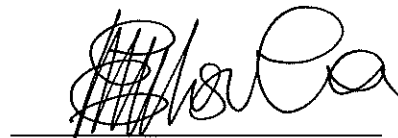
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EMPLOYEE

2 \_\_\_\_\_

AS WITNESSES

1 

  
EMPLOYER

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

  
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# **ANNEXURE A PERFORMANCE PLAN**

**FOR**

**PREVIN DEVALINGAM GOVENDER**

**CHIEF OF EMERGENCY SERVICES**

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## **1. PURPOSE**

The performance plan defines the Council's expectations of the Chief of Emergency Services, 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 Chief of Emergency Services 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 CHIEF OF EMERGENCY SERVICES**

- 3 1 The City of Tshwane approved 5 strategic pillars in the IDP of 2017-2021. The targets to achieve the objectives for the FY 2017-18 are defined in the EM approved SDBIP of 2017-18. The Chief of Emergency Services is to ensure that commitments made by the City Manager are achieved

The scorecard of the Chief of Emergency Services is made up of the following

- Core managerial competencies of the Chief of Emergency Services (3 2 below)
- Core service delivery targets of the Chief of Emergency Services (3 3 below)

### 3.2 CORE MANAGERIAL COMPETENCIES OF THE CHIEF OF EMERGENCY SERVICES


The core managerial competencies form 20% of the Chief of Emergency Services 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 BY THE CHIEF OF EMERGENCY SERVICES   | WEIGHT | FREQUENCY | EVIDENCE   |
|------------------------------------|---|--|--|--------|-----------|--|
| Financial Management (Compulsory)  | 5<br>A city that is open, honest and responsive | <ul style="list-style-type: none"> <li>Ensuring financial synergy (balance 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> | Expenditure Management Programme <ul style="list-style-type: none"> <li>Ensures the implementation of capital and operational budget as per the approved cash flows in the SDBIP (Annexure B and C) and the approved targets (Annexure A)</li> </ul> | 2      | Quarterly | <ul style="list-style-type: none"> <li>Approved cash flow plans</li> <li>SAP report with the actuals based on the cash flow plans</li> </ul>                                 |
|                                    |   |  | <ul style="list-style-type: none"> <li>Measures are put in place to ensure that goods and service are procured in terms of the procure to pay principle, i.e. Purchase orders are issued prior to work being performed</li> </ul>                    |        | Quarterly | Quarterly corporate report from Expenditure Management on PO's issued after invoice date   |
|                                    |   |  | <ul style="list-style-type: none"> <li>Measures are put in place to ensure that creditors receive payment within 30 days</li> </ul>  |        | Quarterly | *Excel spreadsheet that outlines:<br>Name of the service provider, vendor number, date of receipt of invoice, date of payment and the days taken to pay the service provider |

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| CORE<br>MANAGERIAL<br>COMPETENCIES<br>(CMC) | CoT STRATEGIC<br>PILLAR | INTENTION OF STRATEGIC<br>PILLAR  | DESCRIPTION OF WHAT IS REQUIRED<br>BY THE CHIEF OF EMERGENCY<br>SERVICES   | WEIGHT | 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 private partnership interventions and funding from both Provincial and National Government</li> </ul> | <ul style="list-style-type: none"> <li>Chief of Emergency Services to ensure overall performance, monitoring and oversee the supply chain turn time (days) (R30 000-R200 000) and supply chain turnaround time (days) (above R200 000)</li> </ul>                |        | Quarterly | *Quarterly Status Report on the turnaround time on supply quotations and tenders  |
|   |                         |   | <ul style="list-style-type: none"> <li>All tenders are submitted timeously in terms of the Procurement Plan (List of tender submitted for advertising and approved during the period under review</li> </ul>   |        | Quarterly | *Procurement Plan/ List of status of all tenders submitted  |
|   |                         |   | <ul style="list-style-type: none"> <li>Draft procurement plans are submitted to Group Financial Services – Supply Chain Management by 30 April of each year and final procurement plans are submitted by 30 June of each year in line with the budget</li> </ul> |        | Quarterly | *Consolidated procurement plans report submitted to CM  |
|   |                         |   | <ul style="list-style-type: none"> <li>Measures are put in place to ensure that any Unauthorised, irregular and fruitless and wasteful expenditure and any other losses are prevented</li> </ul>   |        | Quarterly | *Monthly Section 71 report for Unauthorised expenditure<br>*Monthly SCM performance report for irregular and fruitless and wasteful expenditure |

| CORE MANAGERIAL COMPETENCIES (CMC) | CoT STRATEGIC PILLAR | INTENTION OF STRATEGIC PILLAR | DESCRIPTION OF WHAT IS REQUIRED BY THE CHIEF OF EMERGENCY SERVICES   | WEIGHT | FREQUENCY | EVIDENCE   |
|------------------------------------|----------------------|-------------------------------|--|--------|-----------|--|
|                                    |                      |                               | <b>Revenue Management</b><br>Measures are put in place to ensure that all revenue due to the municipality is collected in terms of Section 78(1)(d)  |        | Quarterly | *Monthly Section 71 report   |
|                                    |                      |                               | <b>Grant and subsidies management</b> <ul style="list-style-type: none"> <li>All external and grant funding received is spent in line with requirements of donors and approved plans Evidence of received funding</li> </ul>   |        | Quarterly | * Report on grant received and the expenditure in line with donors' requirements |
|                                    |                      |                               | <ul style="list-style-type: none"> <li>Value for money invested in the Emergency Services</li> </ul>   |        | Quarterly | * Report on Revenue Enhancement  |
|                                    |                      |                               | <b>Risk Management</b> <ul style="list-style-type: none"> <li>Oversee the implementation of the Risk Management Plan/Report</li> </ul>   |        | Quarterly | Quarterly – Mitigation/Action Plan on identified Risk                            |
|                                    |                      |                               | <b>Asset management programme</b> <ul style="list-style-type: none"> <li>Ensure that the department's assets are managed effectively, safeguard and maintained to be compliant with requirements of the asset management policy, AG and the Department of Finance</li> </ul> | 1      | Quarterly | *Certificate from Group Finance on Asset register                                |

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| CORE MANAGERIAL COMPETENCIES (CMC) | CoT STRATEGIC PILLAR                            | INTENTION OF STRATEGIC PILLAR   | DESCRIPTION OF WHAT IS REQUIRED BY THE CHIEF OF EMERGENCY SERVICES  | WEIGHT | FREQUENCY | EVIDENCE  |
|------------------------------------|---|---|---|--------|-----------|---|
|                                    |   |   | <b>Minimum Competency Levels</b> <ul style="list-style-type: none"> <li>Must meet all applicable unit standards for the position of the CoE as prescribed by the National Treasury minimum competency Regulations, R493 of 2007</li> <li>Proof of the completed Competency by the CoE and his/her direct reports</li> </ul> | 1      | Quarterly | *Assessment or certificate of acquired competence<br><br>*Proof of Competency Level                   |
| Service Delivery Innovation        | 5<br>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> <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> | <b>Corporate Portfolio Management Programme</b> <ul style="list-style-type: none"> <li>The Chief of Emergency Services puts in place measures to ensure that all projects are planned and scheduled</li> </ul>  | 6      | Quarterly | *Quarterly reports on departmental compliance in line with the project planned and scheduled          |
|                                    |   |   | <ul style="list-style-type: none"> <li>The Chief of Emergency Services approves all project plans</li> </ul>  |        | Quarterly | *Project plans (signed off by the Chief of Emergency Services)  |
|                                    |   |   | <ul style="list-style-type: none"> <li>The Chief of Emergency Services ensures that all departmental and project risks and issues are addressed</li> </ul>  |        | Quarterly | *Risk register and signed report/memo indicating 100% implementation of mitigation measures           |
|                                    |   |   | <ul style="list-style-type: none"> <li>The Chief of Emergency Services reports on performance of the department as required by corporate processes</li> </ul>   |        | Quarterly | *QPR Report / Circular 1 Report indicating % of achievement   |
|                                    |   |   | <ul style="list-style-type: none"> <li>The Chief of Emergency Services ensures stakeholder management to unblock blockages in service delivery</li> </ul>   | 4      | Quarterly | Record with attendance Register/Minutes on management of unblocking blockages in the service delivery |



| CORE MANAGERIAL COMPETENCIES (CMC) | CoT STRATEGIC PILLAR                            | INTENTION OF STRATEGIC PILLAR   | DESCRIPTION OF WHAT IS REQUIRED BY THE CHIEF OF EMERGENCY SERVICES   | WEIGHT    | FREQUENCY | EVIDENCE   |
|------------------------------------|---|---|--|-----------|-----------|--|
|                                    |   |   | <ul style="list-style-type: none"> <li>The Chief of Emergency Services ensures that all projects and programmes planned for a specific financial year are delivered within time, cost, quality and scope</li> <li>Measures are put in place to address reasons for project delays in previous years so that they do not recur</li> </ul> |           | Quarterly | *SAP Projects/cost printout<br>Completion certificate<br>Mayco close out |
|                                    |   |   |  |           | Quarterly | * Status Report on project delays with mitigation plan                   |
| Governance Leadership              | 5<br>A City that is open, honest and responsive | Able to promote, direct, apply professionalism in managing risk and compliance requirements of the Division, and apply a thorough understanding of governance practices and obligations | • Attendance of Mayco for all CMs direct reports   | 1         | Quarterly | *Attendance register from Secretariat                                    |
|                                    |   |   | • Attendance of Council Meetings   |           | Quarterly | *Attendance register   |
|                                    |   |   | • Attendance at EXCO   |           | Quarterly | *Attendance register   |
|                                    |   |   | • MAYCO/EXCO commitments/resolution addressed  |           | Quarterly | *Quarterly progress Mayco report   |
|                                    |   |   | • MMC Commitment Departmental in terms of the scorecard  |           | Quarterly | *Status report   |
|                                    |   |   | • 100% achievement of Executive commitments against the plan   |           | Quarterly | *Status report from the OEM indicating % achievement                     |
|                                    |   |   | <b>Audit programme</b>   |           | 1         | Quarterly  |
|                                    |   |   | • Resolve 100% of AG issues related to the department.   | Annually  |           | AG report  |
|                                    |   |   | • Achieve an unqualified Audit   | Quarterly |           | *MLAP report<br>*Progress of Action                                      |
|                                    |   |   | • Number of AG findings - matter of emphasis address   |           |           |  |

| CORE MANAGERIAL COMPETENCIES (CMC) | CoT STRATEGIC PILLAR                            | INTENTION OF STRATEGIC PILLAR   | DESCRIPTION OF WHAT IS REQUIRED BY THE CHIEF OF EMERGENCY SERVICES  | WEIGHT | FREQUENCY | EVIDENCE   |
|------------------------------------|---|---|---|--------|-----------|--|
|                                    |   |   | <ul style="list-style-type: none"> <li>100% Reduction on number of internal audit findings</li> <li>0% of repeat of both internal and external audit findings</li> </ul>  |        | Quarterly | Plans in line with the City's AG Management letters<br>*Confirmation/Declaration from Internal audit showing % reduction of audit findings                 |
|                                    |   |   |   |        | Quarterly | *Confirmation/Declaration from Internal audit showing 0% of repeat findings  |
| Human Capital Management           | 5<br>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 instil 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 institutional arrangements</li> </ul> | <b>Optimised human capital programme</b> <ul style="list-style-type: none"> <li>The Chief of Emergency Services ensures skills development and training as per the priorities of the workplace skills plan and Report % of staff sent for training courses</li> <li>The Chief of Emergency Services ensures that grievances (Step 1 and 2) are addressed within policy and regulations and corporate timelines</li> <li>All funded vacancies are filled</li> <li>Ensure legal compliance, litigation and labour prosecution management within the department</li> </ul> | 2      | Quarterly | * Approved Workplace Skills Plan<br>* Proof of Attendance to divisional identified capacity development programmes in line with the skills plan and report |
|                                    |   |   |   |        | Quarterly | Status Report on Grievances from Group Human Capital   |
|                                    |   |   |   |        | Quarterly | *Signed report on the filling of vacancies from Group Human Capital  |
|                                    |   |   |   |        | Quarterly | Report/ Declaration letter from Group Human Capital on the litigation and prosecution matters  |

| CORE MANAGERIAL COMPETENCIES (CMC) | CoT STRATEGIC PILLAR | INTENTION OF STRATEGIC PILLAR  | DESCRIPTION OF WHAT IS REQUIRED BY THE CHIEF OF EMERGENCY SERVICES   | WEIGHT | FREQUENCY | EVIDENCE  |
|------------------------------------|----------------------|--|--|--------|-----------|---|
|                                    |                      | <ul style="list-style-type: none"> <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> </ul> |  |        |           | within (against the department  |
|                                    |                      |  | <b>Employment Equity</b> <ul style="list-style-type: none"> <li>Ensure the implementation of the Employment Equity Plan/Report</li> <li>Ensure the percentage (%) of employees from under presented groups appointed per the approved EE plan target 100%</li> </ul> |        | Quarterly | Status EE Plan & Report from EE Section (Group Human Capital) indicating % of achievement                     |
|                                    |                      |  | <b>Occupational Health &amp; Safety (OHS):</b> <ul style="list-style-type: none"> <li>Reduction of Section 24 incidents within Division within financial year</li> </ul>   |        | Annually  | 100% Compliance to OHS<br>*Status Report from Group Human Capital   |
|                                    |                      |  | <ul style="list-style-type: none"> <li>% compliance to OHS requirements (based on the audit indicators)</li> </ul>   |        | Quarterly | Quarterly OHS Audit report  |
|                                    |                      |  | <b>Individual Performance Management</b> <ul style="list-style-type: none"> <li>Coaching of subordinates takes place against approved performance agreements</li> </ul>  |        | Quarterly | Attendance register and coaching minutes/instruction, rating sheet signed by the incumbent and the supervisor |
|                                    |                      |  | <ul style="list-style-type: none"> <li>Chief of Emergency Services to ensure that all employees signed performance agreements with Plan for the FY 2017/18</li> </ul>  |        | Annually  | Signed Performance Agreements with performance plan   |
|                                    |                      |  | <b>Change Management</b> <ul style="list-style-type: none"> <li>The CoE to ensure 100% implementation of change</li> </ul>   |        | Quarterly | Status Report from Group Human Capital indicating the implementation status on                                |

| CORE MANAGERIAL COMPETENCIES (CMC)                 | CoT STRATEGIC PILLAR                            | INTENTION OF STRATEGIC PILLAR   | DESCRIPTION OF WHAT IS REQUIRED BY THE CHIEF OF EMERGENCY SERVICES   | WEIGHT | FREQUENCY | EVIDENCE  |
|--|---|---|--|--------|-----------|---|
|  |   |   | management action plans (Change from political to professional)  |        |           | each change management action plan  |
|  |   |   | <b>Staff meetings</b> <ul style="list-style-type: none"> <li>Number of staff meetings with all levels of staff addressed by the CoE</li> </ul>   |        | Quarterly | Attendance Register and/or Minutes  |
|  |   |   | <b>Employee satisfaction survey</b> <ul style="list-style-type: none"> <li>% of Employee Satisfaction level within Cluster/Department/Region</li> </ul>  |        | Quarterly | Employee Satisfaction survey status report from Group Human Capital         |
| Client Orientation and Customer Focus (Compulsory) | 5<br>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> | <b>Customer relationship management programme</b>  | 2      | Quarterly | *Certificate of compliance from Office of Speaker on the petitions resolved |
|  |   |   | <b>Petitions</b> <ul style="list-style-type: none"> <li>Provide responses to petitions within timelines and requirements communicated so that the CoT can achieve its target of responding to petitions within 90 days</li> </ul>                                  |        |           |   |
|  |   |   | <b>Public Protector</b> <ul style="list-style-type: none"> <li>Provide responses to public protector cases within timelines and requirements communicated so that the CoT can achieve its target of responding to public protector cases within 90 days</li> </ul> |        |           |   |
|  |   |   | <b>Human Rights Commission</b> <ul style="list-style-type: none"> <li>Provide responses to Human Rights Commission within timelines and requirements communicated so that the CoT can achieve its target of</li> </ul>   |        | Quarterly | * Status report from OCM - human rights commission matters responded to     |

| CORE MANAGERIAL COMPETENCIES (CMC) | CoT STRATEGIC PILLAR | INTENTION OF STRATEGIC PILLAR | DESCRIPTION OF WHAT IS REQUIRED BY THE CHIEF OF EMERGENCY SERVICES   | WEIGHT | FREQUENCY | EVIDENCE   |
|------------------------------------|----------------------|-------------------------------|--|--------|-----------|--|
|                                    |                      |                               | responding to Human Rights Commission within 30 days   |        |           |  |
|                                    |                      |                               | <b>PAIA</b> <ul style="list-style-type: none"> <li>Provide responses to Promotion of Access to Information Act of 2000 (PAIA) requests within 30 days</li> </ul>   |        | Quarterly | * Status report from Office of the City Manager on PAIA responses  |
|                                    |                      |                               | <b>Presidential Hotline</b> <ul style="list-style-type: none"> <li>Provide responses to Presidential Hotline within timelines and requirements communicated so that the CoT can achieve its target of responding to</li> </ul>   |        | Quarterly | * Quarterly Status Reports from OEM on presidential hotline responses                                      |
|                                    |                      |                               | <b>Gauteng Premier Hotline</b> <ul style="list-style-type: none"> <li>Provide responses to Gauteng Premier Hotline with timelines and requirements communicated so that the CoT can achieve its target of responding to</li> </ul>   |        | Quarterly | *Quarterly status report from OEM on Gauteng Premier Hotline responses                                     |
|                                    |                      |                               | <b>National Consumer Commission</b> <ul style="list-style-type: none"> <li>Provide responses to National Consumer Commission within timelines and requirements communicated so that the CoT can achieve its target of responding to National Consumer Commission within 90 days</li> </ul> |        | Quarterly | Status report from Office of the City Manager on the National Consumer Commission responding to compliance |
|                                    |                      |                               | <ul style="list-style-type: none"> <li>Provide requested information to Ward Committee Meetings as per guidelines &amp; targets set by the Office of the Speaker</li> </ul>  |        | Quarterly | Certificate of compliance from Office of the Speaker   |

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| CORE MANAGERIAL COMPETENCIES (CMC) | CoT STRATEGIC PILLAR | INTENTION OF STRATEGIC PILLAR | DESCRIPTION OF WHAT IS REQUIRED BY THE CHIEF OF EMERGENCY SERVICES  | WEIGHT | FREQUENCY | EVIDENCE   |
|------------------------------------|----------------------|-------------------------------|---|--------|-----------|--|
|                                    |                      |                               | <ul style="list-style-type: none"> <li>Provide progress on the implementation of MOU's</li> </ul>   |        | Quarterly | Progress report on the implantation of MoUs / Declaration Letter from CSOP               |
|                                    |                      |                               | <ul style="list-style-type: none"> <li>Deliver on Departmental requirements of the institutionalisation of Batho Pele as per guidelines and targets set by Group Human Capital</li> </ul> |        | Quarterly | *Batho Pele Report with corrective action to address compliance from Group Human Capital |
|                                    |                      |                               | <ul style="list-style-type: none"> <li>Ensure implementation of IGR in line with corporate targets and frameworks with regard to functions</li> </ul>                                     |        | Quarterly | Proof of attendance from CSOP  |
|                                    |                      |                               | <ul style="list-style-type: none"> <li>Ensure attendance to Public Hearings to the office's work</li> </ul>   |        | Quarterly | *Proof of attendance   |
|                                    |                      |                               | <ul style="list-style-type: none"> <li>Ensure attendance to relevant EIA meetings and ensure that the department complies with EIA requirements</li> </ul>                                |        | Quarterly | *Proof of attendance   |
|                                    |                      |                               | <b>Customer centricity programme</b> <ul style="list-style-type: none"> <li>Respond to community concerns and issues raised in line with customer care guidelines and targets</li> </ul>  |        | Quarterly | *Status report from Office of the Speaker to proof all Concerns are addressed            |
|                                    |                      |                               | <ul style="list-style-type: none"> <li>% of unresolved CoT related issues in the Hotline are escalated against the received complaints/inquiry</li> </ul>                                 |        | Quarterly | *Status report from OEM  |
|                                    |                      |                               | <ul style="list-style-type: none"> <li>A 72-hour customer feedback turnaround time is achieved at all times including weekends and</li> </ul>   |        | Quarterly | *SAP Customer Care Report of Department  |

| CORE MANAGERIAL COMPETENCIES (CMC) | CoT STRATEGIC PILLAR | INTENTION OF STRATEGIC PILLAR | DESCRIPTION OF WHAT IS REQUIRED BY THE CHIEF OF EMERGENCY SERVICES  | WEIGHT    | FREQUENCY | EVIDENCE  |
|------------------------------------|----------------------|-------------------------------|---|-----------|-----------|---|
|                                    |                      |                               | holidays (% compliance to the 72-hour turnaround  |           |           |   |
|                                    |                      |                               | <ul style="list-style-type: none"> <li>Ensure that the resolution of all escalated service delivery issues as set out in the CoT Norms and Standards</li> </ul> |           | Quarterly | *Signed MMC report  |
|                                    |                      |                               | <ul style="list-style-type: none"> <li>Reduction of all backlogs on all inquiry or complaints</li> </ul>  |           | Quarterly | *status report on the reduction of all backlogs on all inquiry and complains from CRM |
| <b>SUB TOTAL</b>                   |                      |                               |   | <b>20</b> |           |   |

### 3.3 DETAILED SCORECARD OF THE CHIEF OF EMERGENCY SERVICES

The following KPAs totalling a minimum of 80 points of the Chief of Emergency Services 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

*M-C*

| KPA                                      | Performance Indicator   | Weight | Cumulative Program Baseline<br>(with effect from 01.01.2018) | Year-end Target | 5-Year Target (2017/2021) | Quarterly Roll Out of year-end target |                      |                 |                  | Evidence Reference   |
|--|---|--------|--|-----------------|---------------------------|---------------------------------------|----------------------|-----------------|------------------|--|
|  |   |        |  |                 |                           | Q1                                    | Q2                   | Q3              | Q4               |  |
| Ensure departmental strategy development | Nr of departmental strategy developed for 2017/18 FY            | 2      | New KPI  | 1               | 5                         | Draft                                 | 1 Approval processes | N/A             | N/A              | Approved departmental strategy with implementation plan approved   |
|  | % of departmental strategy implemented                          | 2      | New KPI  | 100%            | 100%                      | N/A                                   | N/A                  | 100%            | 100%             | Approved departmental strategy with implementation plan approved<br>Quarterly implementation status report |
| Ensure efficacy planning                 | Nr of disaster management plan reviewed (2 yearly - 2016/18/20) | 2      | New KPI  | 1               | 3                         | -                                     | -                    | Initiate Review | 1 Mayco Approval | Reviewed disaster management plan  |
| Ensure relevant policy formulation       | Nr of emergency services QMS policies and procedures reviewed   | 3      | New KPI  | 10              | 74                        | 1                                     | 1                    | 4               | 4                | Approved policies / procedures   |
| Ensure efficacy reporting                | % compilation and timely submission of departmental activity    | 2      | New KPI  | 100%            | 100%                      | 100%                                  | 100%                 | 100%            | 100%             | Monthly status reports indicating submissions to CM 3 days prior to EXCO                                   |

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| KPA   | Performance Indicator  | Weight | Cumulative Program Baseline<br>(with effect from 01.01.2018) | Year-end Target | 5-Year Target (2017/2021) | Quarterly Roll Out of year-end target |          |              |              | Evidence Reference   |
|---|--|--------|--|-----------------|---------------------------|---------------------------------------|----------|--------------|--------------|--|
|   |  |        |  |                 |                           | Q1                                    | Q2       | Q3           | Q4           |  |
|   | feedback reports in accordance with prescribed standards and formats, as requested for |        |  |                 |                           |                                       |          |              |              |  |
| Ensure efficacy departmental budgeting in line with relevant legislative prescripts | Value of unauthorised, irregular, fruitless and wasteful expenditure incurred          | 2      | Zero (0)   | Zero (0)        | Zero (0)                  | Zero (0)                              | Zero (0) | Zero (0)     | Zero (0)     | Section 71 report from GFS, SCM Performance report and Human Capital Governance report           |
| Implementation of mSCOA   | % of mSCOA events implemented as per implementation plan                               | 2      | 100%   | 100%            | 100%                      | 100%                                  | 100%     | 100%         | 100%         | Monthly approved mSCOA project plan<br>Bi-Quarterly status report on the implementation of mSCOA |
| Financial Management  | % revenue collected based on YTD projections   | 2      | 95%  | 95%             | 95%                       | 95%                                   | 95%      | 95%          | 95%          | Quarterly performance report   |
|   | % Reduction in tender cancelled  | 2      | 0% cancelled   | 0% cancelled    | 0% cancelled              | -                                     | -        | 0% cancelled | 0% cancelled | Quarterly performance report   |

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| KPA  | Performance Indicator   | Weight | Cumulative Program Baseline<br>(with effect from 01.01.2018) | Year-end Target | 5-Year Target (2017/2021) | Quarterly Roll Out of year-end target |         |         |         | Evidence Reference   |
|--|---|--------|--|-----------------|---------------------------|---------------------------------------|---------|---------|---------|--|
|  |   |        |  |                 |                           | Q1                                    | Q2      | Q3      | Q4      |  |
| To ensure the delivery the financial management programmes       | % of overall Opex budget vs Opex targets achieved for the department  | 5      | 98%  | 98%             | 98%                       | 98%                                   | 98%     | 98%     | 98%     | Quarterly Mayco report on Opex and revenue targets / SAP extract report                  |
|  | % of revenue billed against YTD projections   | 2      | 98%  | 98%             | 98%                       | 98%                                   | 98%     | 98%     | 98%     | *Quarterly Mayco Report on Opex and Revenue Targets / SAP extract report                 |
| To ensure the delivery the corporate service delivery programmes | % of overall capital budget spent for the department against YTD projections                                      | 4      | 98%  | 98%             | 98%                       | 98%                                   | 98%     | 98%     | 98%     | *Quarterly Mayco report on capital budget spent against expenditure / SAP extract report |
| To ensure the delivery the corporate service delivery programmes | Number of days taken to finalise tender evaluation from spec to appointment within 90 days from closing of advert | 2      | 60 days  | 90 days         | 60 days                   | 60 days                               | 60 days | 90 days | 90 days | *Monthly SCM report/stats  |

| KPA   | Performance Indicator  | Weight | Cumulative Program Baseline<br>(with effect from 01.01.2018) | Year-end Target | 5-Year Target (2017/2021)  | Quarterly Roll Out of year-end target |       |       |       | Evidence Reference   |
|---|--|--------|--|-----------------|--|---------------------------------------|-------|-------|-------|--|
|   |  |        |  |                 |  | Q1                                    | Q2    | Q3    | Q4    |  |
| Revenue enhancement   | % achievement on departmental financial recovery plan against approved plans | 2      | 100%   | 100%            | 100%   | 100%                                  | 100%  | 100%  | 100%  | *Approved citywide implementation plan and quarterly status report from GFS for 2017/18 FY |
| To deliver the core service delivery programmes of the SDBIP<br>Pillar 4 Public Safety<br>Annual % reduction in safety incidents<br>(Decrease safety incidents from 13688 to 13003 -<br>2017/18 – 13 517<br>2018/19 – 13 346<br>2019/20 – 13 175<br>2020/21 – 13 003) | Nr of Fire incidents reported and responded to                               | 5      | 4 640  | 4 582           | 5% decrease between 2016 and 2021 (1 % per Annum)<br>(Decrease nr of fire incidents from 4 640 to 4 408<br>2017/18 – 4 582<br>2018/19 – 4 524<br>2019/20 – 4 466<br>2020/21 – 4 408) | ≤1410                                 | ≤1105 | ≤824  | ≤1267 | ESS Electronic System – Summary of incident source documents and SDBIP Performance report  |
|   | Nr of rescue incidents reported and responded to                             | 5      | 7 892  | 7 793           | 5% decrease between 2016 and 2021 (1 % per Annum) (Decrease nr of rescue incidents from 7 892 to 7 496<br>2017/18 – 7 793<br>2018/19 – 7 694<br>2019/20 – 7 595<br>2020/21 – 7 496)  | ≤2108                                 | ≤1953 | ≤1816 | ≤1952 | ESS Electronic System – Summary of incident source documents and SDBIP Performance report  |

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| KPA   | Performance Indicator  | Weight | Cumulative Program Baseline<br>(with effect from 01.01.2018) | Year-end Target | 5-Year Target (2017/2021)  | Quarterly Roll Out of year-end target |      |      |      | Evidence Reference   |
|---|--|--------|--|-----------------|--|---------------------------------------|------|------|------|--|
|   |  |        |  |                 |  | Q1                                    | Q2   | Q3   | Q4   |  |
|   | Nr of specialised and humanitarian incidents reported and responded to   | 5      | 1 019  | 1 006           | 5% decrease between 2016 and 2021 1 % per Annum)<br>(Decrease S & H related incidents from 1 019 to 968<br>2017/18 – 1 006<br>2018/19 – 993<br>2019/20 – 980<br>2020/21 – 968) | ≤225                                  | ≤278 | ≤255 | ≤254 | ESS Electronic System – Summary of incident source documents and SDBIP Performance report  |
| Timeous response to fire incidents  | % compliance with the City Norms and Standards relating to fire incidents - time taken to respond vs time calls received   | 3      | 80%  | 80%             | 80%  | 80%                                   | 80%  | 80%  | 80%  | Status report on fire incidents attended according to risk categories                      |
| Timeous response to rescue incidents  | % compliance with the City Norms and Standards relating to rescue incidents - time taken to respond vs time calls received | 3      | 80%  | 80%             | 80%  | 80%                                   | 80%  | 80%  | 80%  | Status report on rescue incidents attended according to risk categories                    |
| Timeous response to emergency medical Priority 1 incidents according to CoT Norms and Standards | Average time taken to respond to an EMS Priority 1 incidents (total number of priority 1 calls                             | 4      | 80%  | 80%             | 80%  | 80%                                   | 80%  | 80%  | 80%  | SDBIP performance report Summary of incident source documents and SDBIP Performance report |

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| KPA  | Performance Indicator   | Weight | Cumulative Program Baseline<br>(with effect from 01.01.2018) | Year-end Target | 5-Year Target (2017/2021) | Quarterly Roll Out of year-end target |      |      |      | Evidence Reference   |
|--|---|--------|--|-----------------|---------------------------|---------------------------------------|------|------|------|--|
|  |   |        |  |                 |                           | Q1                                    | Q2   | Q3   | Q4   |  |
|  | as % of the target reported and responded to  |        |  |                 |                           |                                       |      |      |      |  |
| Integrated institutional capacity for disaster risk management   | Number of interventions executed to support and strengthen integrated institutional capacity for disaster risk management (DRM)           | 5      | 196  | 216             | 1 080                     | 54                                    | 54   | 54   | 54   | DMO Feedback reports, attendance registers, minutes                      |
| To ensure the delivery the corporate service delivery programmes | % of quarterly planned <b>capital milestone projections</b> reached for <b>strategic Pillar 4</b> on the approved Corporate 2017/18 SDBIP | 5      | 98%  | 100%            | 100%                      | 7%                                    | 44%  | 100% | 100% | SAP print out / Status report from Group Financial Services (S71 report) |
|  | % of Internal Audit risk based findings resolved  | 3      | 100%   | 100%            | 100%                      | 100%                                  | 100% | 100% | 100% | Status report/certificate from Group Audit and Risk                      |
|  | # of work opportunities created through the implementation of EPWP projects using Opex or Capex budget                                    | 2      | 220  | 80              | 400                       | 20                                    | 20   | 20   | 20   | Quarterly EPWP status report from Economic Development                   |
| Training   | Delivery of a report regarding a Training   | 2      | New indicator  | 1               | 1                         | 0                                     | 0    | 0    | 1    | Training Academy report  |

| KPA   | Performance Indicator  | Weight     | Cumulative Program Baseline<br>(with effect from 01.01.2018) | Year-end Target | 5-Year Target (2017/2021) | Quarterly Roll Out of year-end target |      |      |      | Evidence Reference  |
|---|--|------------|--|-----------------|---------------------------|---------------------------------------|------|------|------|---|
|   |  |            |  |                 |                           | Q1                                    | Q2   | Q3   | Q4   |   |
|   | Academy for Emergency Services   |            |  |                 |                           |                                       |      |      |      |   |
| Customer Satisfaction                             | % of resolved issues emanating from 2015 customer satisfaction survey within Cluster/ Department/Region  | 2          | New indicator  | 100%            | 100%                      | 100%                                  | 100% | 100% | 100% | *Approved action plan for the cluster/department/region<br>*Status report on the resolved issues emanating from 2015 customer satisfaction from CRM |
| Public Relations                                  | % of awareness campaigns/articles and media releases presented as the need arises by seasonal influence (i.e PIER, Fire Safety / Safety Education) | 2          | New indicator  | 100%            | 100%                      | 100%                                  | 100% | 100% | 100% | QPR print out of performance report to be submitted   |
| <b>SUB-TOTAL FOR CORE DELIVERY PROGRAMMES</b>     |  | <b>80</b>  |  |                 |                           |                                       |      |      |      |   |
| <b>SUB TOTAL FOR CORE MANAGEMENT COMPETENCIES</b> |  | <b>20</b>  |  |                 |                           |                                       |      |      |      |   |
| <b>TOTAL</b>                                      |  | <b>100</b> |  |                 |                           |                                       |      |      |      |   |

W.C.

# ANNEXURE B

## PERSONAL DEVELOPMENT PLAN

| <b>Learning and Development Need</b><br><br><i>Provide a specific description of the desired change (e.g. skills to be gained, knowledge acquired, topics themes/content covered)</i> | <b>Type of Development</b><br><br><i>E.g. Course, workshop, conference, self-development (researcher, reading, etc.)</i> | <b>Time-frame</b><br><br><i>E.g. Within a specific performance cycle. (July – June)</i> | <b>Who is responsible</b><br><br><i>E.g. Incumbent or his/her Manager. Also specify the accredited Service Provider</i> | <b>Further comments</b><br><br><i>E.g. Resource requirements, additional notes.</i> |
|---|--|---|---|---|
| Senior Executive Manager Course   | 18 month course  | From start of the 2018 1 <sup>st</sup> semester   | Accredited Service Provider. i.e University of Pta / Unisa  | Internal TLMA Financial resources   |
| Sign language   | Unknown  | From Qtr 1 2018/19 Fye  | Accredited Service Provider   | Internal TLMA Financial resources   |
|   |  |   |   |   |
|   |  |   |   |   |

*M.S.*

#### 4 ACCEPTANCE OF THE ADJUSTED PLAN

**ADJUSTED PERFORMANCE PLAN FOR Mr Previn Devalingam Govender, Chief:  
Emergency Services for the Period: 1 August 2017 to 30 June 2018**

Signed and accepted by  
Mr PD Govender Chief Emergency Services



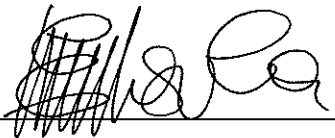
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Date

29 MARCH 2018

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Signed by the incumbent's immediate supervisor



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Date

29 MARCH 2018

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