



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 STRATEGIES AND ORGANISATIONAL
PERFORMANCE**

FOR THE

**FINANCIAL YEAR: 1 JULY 2017
- 30 JUNE 2018**

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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
- 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 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 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

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- 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
- (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 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:

First quarter (July to September)	October 2017
Second quarter (October to December)	January 2018
Third quarter (January to March)	April 2018
Fourth quarter (April to June)	July 2018

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 **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 unfitnes 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 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 Pretoria.....on this the 28.. day of March..... 2018

AS WITNESSES

1 _____

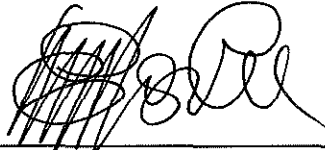


EMPLOYEE

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AS WITNESSES

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EMPLOYER

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CITY OF
TSHWANE
IGNITING EXCELLENCE

ANNEXURE A PERFORMANCE PLAN

FOR

MS. NOSIPHO HLATSHWAYO

**GROUP HEAD: CITY STRATEGIES AND
ORGANISATIONAL PERFORMANCE
MANAGEMENT**



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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

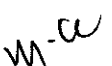
3. SCORECARD OF THE GROUP HEAD

3 1

The City of Tshwane developed the 2017/18 SDBIP responding to the 2017/21 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)



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 BY THE GROUP HEAD	WEIGHT	FREQUENCY	EVIDENCE
Financial Management (Compulsory)	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> Ensuring financial synergy (balance between where to invest, where to harvest, how to balance risk and how to ensure customers pay) Ensure financial liquidity (ability to be in a positive cash flow position, to be able to pay our short term financial obligations) 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. Re-evaluation of the financial management system An improved credit rating to, negotiate 	Expenditure Management programme <ul style="list-style-type: none"> The Group Head ensures the implementation of the capital and operational budget as per the approved cash-flows in the SDBIP (annexure B and C) and the approved targets (annexure A) 	4	Quarterly	*Approved cash flow plans *SAP report with the actuals based on the cash flow plans
			<ul style="list-style-type: none"> Measures are put in place to ensure that creditors receive payment within 30 days 		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
			Supply Chain Management <ul style="list-style-type: none"> The Group Head to ensure overall performance, monitoring and oversee the supply chain turn time (days) (R30 000 – R 200 000) and supply chain turnaround time (days) (above R 200 000) 		Quarterly	*Quarterly Status Report on the turnaround time on supply quotations and tenders
			<ul style="list-style-type: none"> All tenders are submitted timeously in terms of the Procurement Plan (List of tender submitted for advertising and approved during the period under review) 		Quarterly	Procurement Plan/List of status of all tenders submitted



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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE GROUP HEAD	WEIGHT	FREQUENCY	EVIDENCE
		better terms with regards external funding and loans, increase the level of public private partnership interventions and funding from both Provincial and National Government	<ul style="list-style-type: none"> All external and grant funding received is spent in line with requirements of donors and approved plans (including MIG) Evidence of received funding 		Quarterly	* Report on grant received and the expenditure in line with donors' requirements
			Finance and Risk Management <ul style="list-style-type: none"> Oversee the implementation of the Risk Management Plan/Report 		Quarterly	Quarterly – Mitigation/Action Plan on identified Risk
			Asset management programme <ul style="list-style-type: none"> Ensure that the department's asset register is compliant with requirements of the Department and AG and the Department Finance 		Quarterly	*Certificate from Group Finance on Asset register
			Minimum Competency Levels <ul style="list-style-type: none"> Must meet all applicable unit standards for the position of Head of Centre as prescribed by the National Treasury minimum competency Regulations, R493 of 2007 Proof of the completed Competency by Head of Centre and his/her direct reports 		Quarterly	*Assessment or certificate of acquired competence *Proof of Competency Level
			<ul style="list-style-type: none"> Measures are put in place that goods and services are procured in terms of the procure to pay principle (purchase orders are issued prior to work being performed, 		Quarterly	Quarterly report from expenditure management on PO's issued after invoice date

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE GROUP HEAD	WEIGHT	FREQUENCY	EVIDENCE
			<ul style="list-style-type: none"> Measures are put in place to ensure that any unauthorized irregular and fruitless and wasteful expenditure and any other losses are prevented 		Monthly	*Monthly Section 71 report for unauthorized expenditure *Monthly SCM performance report for irregular and fruitless and wasteful expenditure
			Revenue Management <ul style="list-style-type: none"> Measures are put in place to ensure that all revenue due to the municipality is collected in terms of Section 78 (i) (d) 		Monthly	Monthly Section 71 Report
			Asset and Liability Management <ul style="list-style-type: none"> Ensure that the department's assets are managed effectively, safeguarded and maintained to be compliant with the requirements of the asset management policy, MFMA and Standards of GRAP 		Quarterly	* Certificate from Group Finance on Asset Register
			<ul style="list-style-type: none"> Ensure that the department's liabilities are managed effectively 		Quarterly	Report from Legal on contingent liabilities
			Asset management programme <ul style="list-style-type: none"> Ensure that the department's asset register is compliant with requirements of the Department and AG and the Department Finance 		Quarterly	*Certificate from Group Finance on Asset register
Service Delivery Innovation	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> Internal control system encompassing legislation, policies, procedures and people Directing and control management activities 	<ul style="list-style-type: none"> The Group Head approves all project plans The Group Head ensures that all departmental and project risks and issues are addressed 	10	Quarterly	*Project plans (signed off by the GH)
					Quarterly	*Risk register and signed report/memo indicating 100% implementation of mitigation measures



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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE GROUP HEAD	WEIGHT	FREQUENCY	EVIDENCE
		<ul style="list-style-type: none"> with good systems and processes Focus on the integration of systems and processes Managing our processes to achieve economies of scale or value chain integration Establishment of entities in line with Section 93(F) of the Local Government Municipal Systems Act 	<ul style="list-style-type: none"> The Group Head reports on performance of the department as required by corporate processes The Group Head ensures stakeholder management to unblock blockages in service delivery The Group Head ensures that all projects and programmes planned for a specific financial year are delivered within time, cost, quality and scope Measures are put in place to address reasons for project delays in previous years so that they do not recur 		<ul style="list-style-type: none"> Quarterly Quarterly Quarterly Quarterly 	<ul style="list-style-type: none"> *QPR Report / Circular 1 Report indicating % of achievement Record with attendance Register/Minutes on management of unblocking blockages in the service delivery *SAP Projects/cost printout Completion certificate MayCo close out * Status Report on project delays with mitigation plan
Governance Leadership	5 A City that is open, honest and responsive	<ul style="list-style-type: none"> Able to promote, direct and apply professionalism in managing risk and compliance requirements of the Division and apply a thorough understanding of governance practices and obligations 	<ul style="list-style-type: none"> Attendance at MayCo for all Direct report Attendance of Council Meetings as directed by EM/CM Attendance at EXCO with maximum contribution of the matters on the agenda MAYCO/EXCO commitments/resolution addressed Audit programme <ul style="list-style-type: none"> Resolve 100% of AG issues related to the department ¹ Achieve an unqualified Audit Number of AG findings - matter of emphasis address 	2	<ul style="list-style-type: none"> Quarterly Quarterly Quarterly Quarterly Quarterly Annually Quarterly 	<ul style="list-style-type: none"> *Attendance register and certificate from Secretariat *Attendance register *Attendance register *Quarterly progress Mayco report *Confirmation/Declaration from Internal audit indicating % of AG findings resolved AG report *MCAM report *Progress of Action

¹ This refers to all AG findings for the 2015/16 FY as it relates to the processes managed and in control of CSOPM

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE GROUP HEAD	WEIGHT	FREQUENCY	EVIDENCE
			<ul style="list-style-type: none"> 50% Reduction on number of both internal and external audit findings 0% of repeat of both internal and external audit findings² 		Quarterly	Plans in line with the City's AG Management letters *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 A City that is open, honest and responsive	<ul style="list-style-type: none"> Capacitate people on business processes to be effective leaders Putting in place processes and steps to create entrepreneurship, ownership and instil a sense of pride in achieving the vision and mission of CoT Effective decision-making through empowered leaders Building continuity and sustainability of institutional arrangements Leadership taking ownership of decision and results 	Optimised human capital programme <ul style="list-style-type: none"> The Group Head ensures skills development and training as per the priorities of the workplace skills plan and Report % of staff sent for training courses The Group Head ensures that grievances are addressed within policy and regulations and corporate timelines All funded vacancies are filled Ensure legal compliance, litigation and labour prosecution management within the department Employment Equity <ul style="list-style-type: none"> Ensure the implementation of the Employment Equity Plan/Report Ensure the percentage (%) of employees from previously disadvantaged groups appointed 	2	Quarterly	* Approved Workplace Skills Plan * Proof of Attendance to divisional identified capacity development programmes in line with the skills plan and report
					Quarterly	Minutes of the Grievance meeting signed by the incumbent and the department representative
					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 within (against the department)
					Quarterly	Status EE Plan & Report from EE Section (Group Human Capital) indicating % of achievement

² This refers to findings for the 2017/18 APR



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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE GROUP HEAD	WEIGHT	FREQUENCY	EVIDENCE
		<ul style="list-style-type: none"> Building a centre of excellence through research and development The implementation of the Tshwane Service Excellence awards is an initiative in this strategic objective 	per the approved EE plan target 100%			
			Occupational Health & Safety (OHS): <ul style="list-style-type: none"> Reduction of Section 24 incidents within Division within financial year 		Annually	100% Compliance to OHS *Status Report from Group Human Capital
			Individual Performance Management <ul style="list-style-type: none"> Coaching of subordinates takes place against approved performance agreements 		Quarterly	Attendance register and coaching minutes/instruction, rating sheet signed by the incumbent and the supervisor
			<ul style="list-style-type: none"> Head of Department to ensure that all employees signed performance agreements with Plan for the FY 2017/18 		Annually	Signed Performance Agreements with performance plan
			Change Management <ul style="list-style-type: none"> Head of Department to ensure 100% implementation of change management action plans 		Quarterly	Status Report from Group Human Capital indicating the implementation status on each change management action plan
			Staff meetings <ul style="list-style-type: none"> Number of staff meetings with all levels of staff addressed by the GH 		Quarterly	Attendance Register and Minutes
			Employee satisfaction survey <ul style="list-style-type: none"> % of Employee Satisfaction level within Cluster/Department/Region 		Quarterly	Employee Satisfaction survey status report from Group Human Capital
			<ul style="list-style-type: none"> % of grievances finalized within prescribed timeframes 		Quarterly	Minutes of the Grievance meeting signed by the incumbent and the department representative



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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE GROUP HEAD	WEIGHT	FREQUENCY	EVIDENCE
Client Orientation and Customer Focus (Compulsory)	5 A City that is open, honest and responsive	<ul style="list-style-type: none"> Having satisfied customers Positive customer relationships Implement Batho Pele to ensure an accessible and accountable service 	Citizen relationship management programme Petitions <ul style="list-style-type: none"> Provide responses to petitions within timelines and requirements communicated so that the CoT can achieve its target of responding to petitions within 90 days 	2	Quarterly	*Certificate of compliance from Office of Speaker on the petitions resolved
			Public Protector 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		Quarterly	*Status report from office OCM on public protector cases responded to
			Human Rights Commission <ul style="list-style-type: none"> Provide responses to Human Rights Commission within timelines and requirements communicated so that the CoT can achieve its target of responding to Human Rights Commission within 30 days 		Quarterly	* Status report from Office of the City Manager on human rights commission responded to
			PAIA <ul style="list-style-type: none"> Provide responses to Promotion of Access to Information Act of 2000 (PAIA) requests within 30 days 		Quarterly	* Status report from Office of the City Manager on PAIA responses
			Presidential Hotline <ul style="list-style-type: none"> Provide responses to Presidential Hotline within timelines and requirements communicated so that the CoT can achieve its target of responding to 		Quarterly	* Quarterly Status Reports from OEM on presidential hotline responses
			Gauteng Premier Hotline <ul style="list-style-type: none"> Provide responses to Gauteng Premier Hotline with timelines and requirements communicated 		Quarterly	*Quarterly status report from OEM on Gauteng Premier Hotline responses

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE GROUP HEAD	WEIGHT	FREQUENCY	EVIDENCE
			so that the CoT can achieve its target of responding to			
			National Consumer Commission <ul style="list-style-type: none"> 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 		Quarterly	Status report from Office of the City Manager national consumer commission responding to compliance
			<ul style="list-style-type: none"> Provide requested information to Ward Committee Meetings as per guidelines & targets set by the Office of the Speaker 		Quarterly	Certificate of compliance from Office of the Speaker
			<ul style="list-style-type: none"> Deliver on Departmental requirements of the institutionalisation of Batho Pele as per guidelines and targets set by Group Human Capital 		Quarterly	*Batho Pele Report with corrective action to address compliance from Group Human Capital
			<ul style="list-style-type: none"> Attend Public Hearings to the office's work 		Quarterly	*Proof of attendance
			Customer centricity programme <ul style="list-style-type: none"> Respond to community concerns and issues raised in line with customer care guidelines and targets 		Quarterly	*Status report from Office of the Speaker to proof all Concern are addressed
			<ul style="list-style-type: none"> % of unresolved CoT related issues in the Hotline are escalated against the received complaints/inquiry 		Quarterly	*Status report from OEM
			<ul style="list-style-type: none"> Progress report on the implementation of the Customer Satisfaction Survey Action Plan 		Quarterly	*Quarterly Progress Report submitted to CRM
			<ul style="list-style-type: none"> Reduction of all backlogs on all inquiry or complaints 		Quarterly	*status report on the reduction of all backlogs on all inquiry and complains from CRM

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE GROUP HEAD	WEIGHT	FREQUENCY	EVIDENCE
				20		

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 01.01.2018)	Year end Target	Quarterly Roll Out of year-end target				Evidence Reference
					Q1	Q2	Q3	Q4	
Development of Corporate Strategies and Plans	Nr of IDP reviews completed	10	Approved 2017/18 IDP	1 Approved reviewed IDP	Develop strategic actions based on long term vision to inform the IDP	Confirmation of IDP Outreach Conceptual Approach by EXCO	IDP inclusive of draft SDBIP Approved by Council for public participation	Final IDP review tabled at Council for approval	Approved IDP by Council
Improving Maturity for Organisational Performance Management	Nr of legislated quarterly performance reports submitted to Council	10	5 legislated reports ³	5 legislated performance reports	Quarter 4 (2016/17) organisational performance report	Quarter 1 (2017/18) organisational performance report	Quarter 2 and mid-year (2017/18) organisational performance reports	Quarter 3(2016/17) organisational performance report	Approved performance reports by council

³ The 5 legislated reports include the 4 quarterly and the APR

KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.01.2018)	Year end Target	Quarterly Roll Out of year-end target				Evidence Reference
					Q1	Q2	Q3	Q4	
	Annual Performance Report submitted to Council	5	2015/16 approved APR	1 APR submitted to Council	Submit the draft APR to AG	Response to MLAP issues from the AG	Approval of APR by Council	Process plan for 2018/19 AOPO	Council reports on APR
Improving Maturity for Organisational Performance Management	Number of performance management frameworks reviewed	5	Performance management framework approved by Council in November 2014	2 nd draft of the reviewed Performance Management Framework to Mayco for approval	Process plan for the review of the framework tabled to EXCO	First draft reviewed framework tabled at EXCO	First draft reviewed framework submitted for consultation	Reviewed framework tabled finalised and tabled to EXCO	Report on the performance management reviewed framework tabled at EXCO
Encouraging a culture of research based decision making and delivery	Nr of City wide Integrated Research Framework developed	5	Ad-hoc research initiatives	Draft Research framework presented at EXCO	Process plan tabled at EXCO	First draft research framework submitted for consultation	N/A	1 Research framework approved by presented at EXCO	Approved research framework Implementation Plan for the Research Strategy
Facilitating Innovation driven solutions to developmental challenges	Nr of young people benefiting from innovation programmes in the City	5	60	Callout and subsequent induction of young people (120) to an innovation programme	Approval of external innovation programme at EXCO	Callout for young people to participate in 2 Innovation Programmes	Conclude Induction 120 young people into the innovation programmes	Project assessment report tabled to EXCO	Project assessment report inclusive of the attendance register
	<i>Innovation Programme</i>	10	New	2 evaluation reports ⁴	Develop Scope and terms of reference	Appointment of an evaluator and field work	Appointment of an evaluator and field work	First draft of evaluation reports completed	2 Evaluation Reports considered by EXCO
Strategic Relations Management	Develop COT Strategic Relations SOPs	10	1	1	Terms of Reference finalised	Draft policy developed together with draft SOPs	Final draft communicated with stakeholders	Tabling of SOPs to EXCO	Approved IGR policy

⁴ The two projects to be evaluated are FabLab and EkasiLab

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KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.01.2018)	Year end Target	Quarterly Roll Out of year-end target				Evidence Reference
					Q1	Q2	Q3	Q4	
	Develop quarterly assessment reports on the COT MOUs	5	New	4 reports	1 st quarter assessment report developed	2 nd quarter assessment report developed	3 rd quarter assessment report developed	4 th quarter assessment report developed	EXCO MOU assessment report tabled
	Develop Report on COT IGR activities	5	New	4 reports	Develop a framework for monitoring IGR matters in COT ⁵	1 st IGR report developed-midyear IGR assessment report	2 nd IGR assessment report presented to EXCO	3 rd IGR assessment report presented to EXCO	IGR report tabled at EXCO
Job Creation	Number of EPWP jobs created	2	None	10	0	4	N/A	6	EPWP Report from Community and Social Development
Ensure efficacy departmental budgeting in line with relevant legislative prescripts	Value of unauthorised, irregular, fruitless and wasteful expenditure incurred	8 ⁶	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		100%	100%	100%	100%	100%	100%	Monthly approved MSCOA project plan Quarterly status report on the implementation of MSCOA
Financial Management	%revenue collected based on YTD projections		95%	95%	95%	95%	N/A	N/A	Quarterly performance report
To ensure the delivery the corporate service delivery programmes	%of overall opex budget vs opex targets achieved for the department		98%	98%	98%	98%	98%	98%	Quarterly Mayco report on opex and revenue targets/SAP extract report
	Number of days taken to finalise tender evaluation from spec to		60 days	90 days (100%)	100%	100%	90 days (100%)	90 days (100%)	Monthly SCM report/stats

⁵ Q1 will establish IGR activities in the departments and set systems for reporting to take place

⁶ Each KPI under this weight will constitute a weighting of 1

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KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.01.2018)	Year end Target	Quarterly Roll Out of year-end target				Evidence Reference
					Q1	Q2	Q3	Q4	
	appointment within 90 days from closing								
	% of quarterly planned capital projects milestones reached on the approved corporate 2017/18 SDBIP)		New KPI	100%	N/A	N/A	100%	100%	Quarterly capital programme reports listing actual vs planned milestones as per the quarterly performance report signed off by the direct report
	% reduction in tenders cancelled		New KPI	0%	N/A	N/A	0%	0%	SCM report on tender cancellation
SUB-TOTAL FOR CORE DELIVERY PROGRAMMES		80							
SUB TOTAL FOR CORE MANAGEMENT COMPETENCIES		20							
TOTAL		100							

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ANNEXURE B

PERSONAL DEVELOPMENT PLAN

Learning and Development Need <i>Provide a specific description of the desired change (e.g. skills to be gained, knowledge acquired, topics/themes/content covered)</i>	Type of Development <i>E.g. Course, workshop, conference, self-development (researcher, reading, etc.)</i>	Time-frame <i>E.g. Within a specific performance cycle. (July – June)</i>	Who is responsible <i>E.g. Incumbent or his/her Manager. Also specify the accredited Service Provider</i>	Further comments <i>E.g. Resource requirements, additional notes.</i>
Change management	Research and Reading	One year	Incumbent	None
Governance	Conflict resolution and Labour Relations	6 months	COT Provider OR University of Witwatersrand	None if done internally If through WITS, COT will have to pay for the course
Managenal	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 THE ADJUSTED PLAN

ADJUSTED PERFORMANCE PLAN FOR Ms. Nosipho P. Hlatshwayo for the Period: July 2017 to June 2018

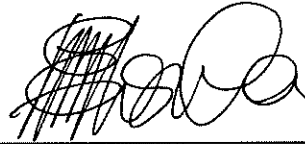
Signed and accepted by
Ms Nosipho P Hlatshwayo



Date

28/03/2018

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



Date

28/03/2018



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