



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

MR HILGARD MATTHEWS

GROUP HEAD: COMMUNICATION & MARKETING

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 **City Manager** (hereinafter referred to as the **Employer** or Supervisor)

And

Mr Hilgard Matthews, 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,

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- 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

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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 CMCs will make up the other 20% of the **Employee's** assessment score. The CMCs of the **Group Head: Communication and Marketing** are in Annexure A to this agreement

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

- (a) Each applicable CMC 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 CMC and indicator (see paragraph 6 6)
- (c) This rating will be multiplied by the weighting given to each CMC 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 CMCs.

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 CMCs) 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 CMC 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: Communication and Marketing** 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:

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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 managers directly accountable to the municipal manager (**Group Head: Communication and Marketing**), 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 **Group Head: Communication and Marketing** 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**

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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 29 day of March 2018

AS WITNESSES

1 [Signature]

2 _____

AS WITNESSES:

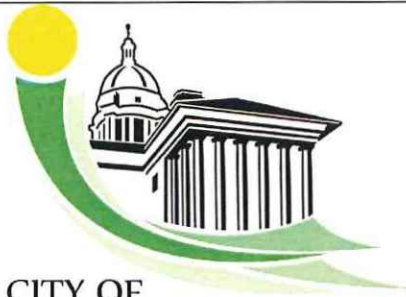
1 [Signature]

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EMPLOYEE

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EMPLOYER

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CITY OF
TSHWANE
IGNITING EXCELLENCE

ANNEXURE A PERFORMANCE PLAN

FOR

MR HILGARD MATTHEWS

**GROUP HEAD: COMMUNICATION AND
MARKETING**

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1. PURPOSE

The performance plan defines the Council's expectations of the **Group Head: Communication and Marketing**, 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: Communication and Marketing** 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: COMMUNICATION AND MARKETING

- 3 1 The City of Tshwane approved 5 development strategic pillars in the IDP of 2017 - 2021. The targets to achieve the pillars for the FY2017 - 18 are defined in the EM approved SDBIP of 2017 - 18. The **Group Head: Communication and Marketing** is to ensure that commitments made by the **City Manager** are achieved.

The scorecard of the **Group head: Communication and Marketing** is made up of the following

- Core managerial competencies of the **Group Head: Communication and Marketing** (3 2 below)
- Core service delivery targets of the **Group Head: Communication and Marketing** (3 3 below)

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3.2 CORE MANAGERIAL COMPETENCIES OF THE GROUP HEAD

The core managerial competencies form 20% of the **Group Head: Communication and Marketing** 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 	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) 	2	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

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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"> 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 	<ul style="list-style-type: none"> All tenders are submitted timeously in terms of the Procurement Plan (List of tenders submitted for advertising and approved during the period under review) 		Quarterly	Procurement Plan/List of status of all tenders submitted
			<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
			<p>Grant and subsidies management</p> <p>All external and grant funding received is spent in line with requirements of donors and approved plans Evidence of received funding</p>		Quarterly	Report on grant received and the expenditure in line with donors requirements
			<p>Risk Management</p> <p>Oversee the implementation of the risk management plan/report</p>		Quarterly	Quarterly mitigation plan/action plan on identified risk
			<p>Asset management programme</p> <ul style="list-style-type: none"> Ensure that the asset register is compliant with requirements of the Group Financial Services Department, AG and the Department Finance 	1	Quarterly	Asset Register for the department
			<p>Minimum Competency Levels</p> <ul style="list-style-type: none"> Must meet all applicable unit standards for the position of the Group Head as prescribed by the National Treasury minimum competency Regulations, R493 of 2007 	1	Quarterly	*Assessment or certificate of acquired competence

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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"> Proof of the completed Competency by the Group Head and his direct reports 			*Proof of Competency Level
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 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 	Corporate Portfolio Management Programme <ul style="list-style-type: none"> The Group Head puts in place measures to ensure that all projects are planned and scheduled 	2	Quarterly	*Quarterly reports on departmental compliance in line with the project planned and scheduled
			<ul style="list-style-type: none"> The Group Head approves all project plans 		Quarterly	*Project plans by the Group Head
			<ul style="list-style-type: none"> The Group Head ensures that all departmental project risks and issues are addressed 		Quarterly	*Risk register and signed report/memo indicating 100% implementation of mitigation measures
			<ul style="list-style-type: none"> The Group Head reports on performance of the department as required by corporate processes 		Quarterly	*QPR Report / Circular 1 Report indicating % of achievement
			<ul style="list-style-type: none"> The group Head ensures stakeholder management to unblock blockages in service delivery 	2	Quarterly	Record with attendance Register(s) and Minutes on management of unblocking blockages in the service delivery
			<ul style="list-style-type: none"> The Group Head ensures that all projects and programmes planned for a specific financial year are delivered within time, cost, quality and scope 		Quarterly	*SAP Projects cost printout *Or Completion certificate *Or Mayco close out report
			<ul style="list-style-type: none"> Measures are put in place to address reasons for project delays 		Quarterly	* Status Report on project delays with mitigation plan

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE GROUP HEAD	WEIGHT	FREQUENCY	EVIDENCE
			in previous years so that they do not recur			
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 of Mayco 	2	Quarterly	*Attendance register
			<ul style="list-style-type: none"> Attendance of Council Meetings as directed by EM/CM 		Quarterly	*Attendance register
			<ul style="list-style-type: none"> Attendance at EXCO 		Quarterly	*Attendance register
			<ul style="list-style-type: none"> MAYCO/EXCO commitments/resolution addressed 		Quarterly	*Quarterly progress Mayco report
			<ul style="list-style-type: none"> 100% achievement of Executive commitments against the plan 		Quarterly	*Status report from the OEM indicating % achievement
			Audit programme <ul style="list-style-type: none"> Resolve 100% of AG issues related to the department 	2	Quarterly	*Confirmation/Declaration from Internal audit indicating % of AG findings resolved
			<ul style="list-style-type: none"> Achieve an unqualified audit 		Annually	AG report
			<ul style="list-style-type: none"> Number of AG findings - matter of emphasis addressed 		Quarterly	*MCAM report *Progress of action plans in line with the City's AG Management letters
			<ul style="list-style-type: none"> 100% Reduction on number of internal audit findings 		Quarterly	*Confirmation/Declaration from Internal audit showing % reduction of audit findings
			<ul style="list-style-type: none"> 0% of repeat of both internal and external 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 	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 	4	Quarterly	* Approved Workplace Skills Plan * Proof of Attendance as per the identified capacity

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"> 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 Building a centre of excellence through research and development The implementation of the Tshwane Service Excellence awards is an initiative in this strategic objective 	and Report. % of staff sent for training courses			development programmes in line with the skills plan and report
			<ul style="list-style-type: none"> The Group Head ensures that grievances are addressed within policy and regulations and corporate timelines (step 1 and 2) 		Quarterly	Status Report on Grievances from Group Human Capital
			<ul style="list-style-type: none"> All funded vacancies are filled 		Quarterly	*Signed report on the filling of vacancies from Group Human Capital
			<ul style="list-style-type: none"> Ensure legal compliance, litigation and labour prosecution management within the department 		Quarterly	Report/ Declaration letter from Group Human Capital on the litigation and prosecution matters within (against 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 per the approved EE plan target 100% 		Quarterly	Status Report on implementation of EE Plan indicating % of achievement from Group Human Capital Management
			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

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE GROUP HEAD	WEIGHT	FREQUENCY	EVIDENCE
						incumbent and the supervisor
			<ul style="list-style-type: none"> Group Head to ensure that all direct reports 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"> Group Head 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 Group Head 		Quarterly	Attendance Register and Minutes
			Employee satisfaction survey <ul style="list-style-type: none"> % of Employee Satisfaction level within the Department 		Quarterly	Employee Satisfaction survey status report from Group Human Capital
Client Orientation and Customer Focus (Compulsory)	2 A City that cares for residents and promotes inclusivity	<ul style="list-style-type: none"> Improving Customer Relation Management to ensure that residents have positive and effective customer experiences when engaging with the City Communicating regularly and effectively with residents 	Customer 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
	5 A City that is open, honest and responsive		Public Protector <ul style="list-style-type: none"> Provide responses to public protector cases within timelines and requirements communicated so that 		Quarterly	*Status report from office of the City Manager on public protector cases received and responded to

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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"> Using technology like social media creatively to reach more residents in the City's communications efforts 	<ul style="list-style-type: none"> the CoT can achieve its target of responding to public protector cases within 90 days 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 PALA <ul style="list-style-type: none"> Provide responses to Promotion of Access to Information Act of 2000 (PAIA) requests within 30 days 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 Gauteng Premier Hotline <ul style="list-style-type: none"> Provide responses to Gauteng Premier Hotline with timelines and requirements communicated 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 		<ul style="list-style-type: none"> Quarterly Quarterly Quarterly Quarterly Quarterly Quarterly 	<ul style="list-style-type: none"> * Status report from Office of the City Manager Human Rights Commission responded to * Status report from Office of the City Manager on PAIA responses * Quarterly Status Reports from OEM on presidential hotline responses. * Quarterly status report from OEM on Gauteng Premier Hotline responses Status report from Office of the City Manager national consumer commission responding to compliance

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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
			achieve its target of responding to national consumer commission within 90 days			
			<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"> Provide progress on the implementation of MOU's 		Quarterly	Progress Report on the implementation of MoUs/ Declaration Letter from City strategy and organizational performance
			<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"> Implement IGR in line with corporate targets and frameworks with regard to functions 		Quarterly	*Proof of attendance from City Strategy and organizational performance
			<ul style="list-style-type: none"> Ensure attend Public Hearings related to the departments work 		Quarterly	*Proof of attendance
			<ul style="list-style-type: none"> Ensure attend relevant EIA meetings and ensure that the department complies with EIA requirements 		Quarterly	*Proof of attendance
			Customer centricity programme <ul style="list-style-type: none"> Respond to community concerns and issues raised in line with 	2	Quarterly	*Status report from Office of the Speaker to ascertain all concerns are addressed

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE GROUP HEAD	WEIGHT	FREQUENCY	EVIDENCE
			customer care guidelines and targets			
			<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"> A 72 hour customer feedback turnaround time is achieved at all times including weekends and holidays (% compliance to the 72 hour turnaround 		Quarterly	*SAP Customer Care Report of Department
			<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
SUB TOTAL				20		

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3.3 DETAILED SCORECARD OF THE GROUP HEAD: COMMUNICATION AND MARKETING

The following KPAs totalling a minimum of 80 points of the **Group Head** 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	5-Year Target (2017/2021)	Quarterly Roll Out of year-end target				Evidence Reference
						Q1	Q2	Q3	Q4	
Improved CoT identity and brand	Number of CoT brand positioning and communication strategy developed	10	0	1	1	N/A	1	0	0	MAYCO Approved CoT brand strategy report with implementation plan
	Number of internal brand promotion interventions held/conducted	5	New KPI	6	30	N/A	N/A	3	3	Attendance register and quarterly promotion report
	Number of external brand promotion interventions held/conducted	5	New KPI	4	20	N/A	1	1	2	Quarterly status report on external brand promotion intervention

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KPA	Performance Indicator	Weight	Cumulative Program Baseline (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	
	Number of City strategic projects profiled with regards to marketing and communication strategies	3	7	19	95	5	5	5	4	Quarterly report on all projects supported Detailed marketing and communications action plan
	Number of Grid communication framework developed and approved by EXCO	2	New KPI	1	1	N/A	N/A	N/A	1	Approved Communication grid framework by EXCO
	Number of integrated service delivery "I am Tshwane" strategy approved	2	New KPI	1	1	N/A	N/A	N/A	1	Approved Strategy by EXCO
	Number of substance abuse Awareness's run/funded by the city	2	New KPI	1	10	N/A	N/A	0	1	Pictures, bill boards' designs, e cards designs etc.
Enhanced City Stakeholder relations	% of multi-departmental participative stakeholder engagements coordinated against the plan	3	New KPI	100%	100%	N/A	100%	100%	100%	Quarterly report against the plan
	% of participative stakeholder engagements coordinated against the plan	3	New KPI	100%	100%	N/A	100%	100%	100%	Quarterly report against the plan

KPA	Performance Indicator	Weight	Cumulative Program Baseline (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	
Effective and Efficient Events Support and Compliance	Number of Standard Operating Procedures (SOP) on event management developed and approved	3	New KPI	1	1	N/A	1	N/A	N/A	Approved event management SOP
	engagements to educate Internal & External Stakeholders about Events Compliance *(Internal Nr of Education awareness Departments, Government Departments & Events Organizers	3	New KPI	16	80	6	2	5	3	Letters, Attendance Registers ,Agendas, Reports, photos
	% compliance to event management Standard Operating Procedures	3	New KPI	80%	100%	N/A	N/A	80%	80%	Quarterly Report
Language Services	% of documents edited for effective use of language within 3 working days of receipt	3	100%	100%	100%	100%	100%	100%	100%	Quarterly report on edited documents reflecting the number of days taken to edit documents
	% of documents translated for effective use of language within 3 working days of receipt	2	100%	100%	100%	100%	100%	100%	100%	Quarterly report on Translated documents reflecting the number of days

KPA	Performance Indicator	Weight	Cumulative Program Baseline (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	
										taken to translate documents
Reputation management and responsive government	% increase in followers on social media platforms	10	New KPI	2% increase against the previous quarter	10% increase	N/A	2% increase	2% increase	2% increase	Quarterly status Digital Report for twitter and Facebook
	Nr of Articles produced/ contributed by the department profiling the good stories and promoting the image of the City	5	50	80	400	20	30	20	10	Newspaper clippings and media release reports
Financial Management	Opex budget expenditure v/s Opex target met	5	New KPI	95%	95%	25%	50%	75%	95%	Quarterly SAP report on Opex
	% of Mscoa implemented	2	0%	100%	100%	100%	100%	100%	100%	Approved Mscoa project plan from Group Finance Services and Quarterly status report the implementation of Mscoa GFS

Handwritten initials/signature

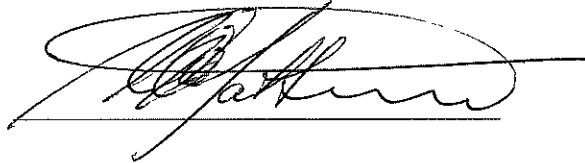
KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.01.2018)	Year-end Target	5-Year Target (2017/2021)	Quarterly Roll Out of year-end target				Evidence Reference
						Q1	Q2	Q3	Q4	
	Value of unauthorized, irregular, fruitless and wasteful expenditure incurred	2	New KPI	0	0	0	0	0	0	Section 71 report from GFS, SCM Performance report and Human Capital Governance report
	Number of days taken to finalise tender evaluation from spec to appointment within 60 days from closing	3	New KPI	60 days	60 days	60 days	60 days	60 days	60 days	SCM Report
	% reduction in tenders cancelled	2	New KPI	0	0	N/A	N/A	0%	0%	SCM Report
Job intensive economic growth through EPWP programme	Number of job opportunities created through EPWP Initiatives	2	0	50	250	10	10	10	20	Quarterly EPWP status report from Community Development Services
SUB-TOTAL FOR CORE DELIVERY PROGRAMMES		80								
SUB TOTAL FOR CORE MANAGEMENT COMPETENCIES		20								
TOTAL		100								

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4 ACCEPTANCE OF THE ADJUSTED PLAN

ADJUSTED PERFORMANCE PLAN FOR Mr Hilgard Matthews for the Period: August 2017 to June 2018

Signed and accepted by
Mr Hilgard Matthews

A handwritten signature in black ink, appearing to be 'Hilgard Matthews', written over a horizontal line.

Date

29 MARCH 2018

Signed by the incumbent's immediate supervisor

A handwritten signature in black ink, consisting of several vertical strokes followed by a cursive name, written over a horizontal line.

Date

29 MARCH 2018