



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. MARIETHA AUCAMP

CHIEF OF STAFF

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

Ms. Marietha Aucamp, 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 Chief of Staff are in Annexure A to this agreement.

CORE MANAGERIAL COMPETENCIES (CMC)	WEIGHT
Financial Management (compulsory)	2
Service Delivery Innovation	4
Governance Leadership	4
Client Orientation and Customer focus (compulsory)	6
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.

- 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

Description		Rating
Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	2
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	1

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

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

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

6.8 For purposes of evaluating the annual performance of the Chief of Staff 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 unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or salary increment in the agreement, must be mediated by -

(a) In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and

(b) In case of the Chief of Staff, 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 the Chief of Staff 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 Perth on this the 28 day of March 2018

AS WITNESSES:

1. _____




EMPLOYEE

2. _____

AS WITNESSES:

1. _____



EMPLOYER

2. _____

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CITY OF
TSHWANE
IGNITING EXCELLENCE

ANNEXURE A PERFORMANCE PLAN

FOR

MS. MARIETHA AUCAMP

CHIEF OF STAFF

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1. PURPOSE

The performance plan defines the Council's expectations of the Chief of Staff'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 Chief of Staff'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 CHIEF OF STAFF

- 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 Chief of Staff is to ensure that commitments made by the City Manager are achieved.

The scorecard of the Chief of Staff is made up of the following:

- Core managerial competencies of the Chief of Staff (3.2 below)
- Core service delivery targets of the Chief of Staff (3.3 below)



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3.2 CORE MANAGERIAL COMPETENCIES OF THE CHIEF OF STAFF

The core managerial competencies form 20% of the Chief of Staff'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 Chief of Staff (CoS)	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 CoS 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) 	1	Quarterly	*Approved cash flow plans. *SAP report with the actuals based on the cash flow plans
			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.
			<ul style="list-style-type: none"> Measures are put in place to ensure that goods and services are procured in terms of the procure to pay principle .i.e. Purchase orders are issued prior to work being performed. 		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.

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief of Staff (CoS)	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"> Draft procurement plans are submitted to Group Financial Services – Supply Chain Management by 30 April of each year and final procurement plans are submitted by 30 June of each financial year in line with the budget 		30 April and 30 June	Consolidated procurement plans report submitted to CM
			Supply Chain Management <ul style="list-style-type: none"> The CoS 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
			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(1)(d). 			Section 71 Report
			<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 Section 71 report for Unauthorized expenditure *Monthly SCM performance report for irregular and fruitless and wasteful expenditure.
			<ul style="list-style-type: none"> All external and grant funding received is spent in line with requirements of 			Quarterly

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief of Staff (CoS)	WEIGHT	FREQUENCY	EVIDENCE
			donors and approved plans (including MIG). Evidence of received funding.			
			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 	1	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
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. 	Corporate Portfolio Management Programme <ul style="list-style-type: none"> The CoS puts in place measures to ensure that all projects are planned and scheduled The CoS approves all project plans The CoS ensures that all departmental and project risks and issues are addressed 	2	Quarterly	*Quarterly reports on departmental compliance in line with the project planned and scheduled.
					Quarterly	*Project plans (signed off by the Cos
					Quarterly	*Risk register and signed report/memo indicating

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief of Staff (CoS)	WEIGHT	FREQUENCY	EVIDENCE
		<ul style="list-style-type: none"> 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 				100% implementation of mitigation measures
			<ul style="list-style-type: none"> The CoS 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 CoS ensures stakeholder management to unblock blockages in service delivery 	2	Quarterly	Record with attendance Register/Minutes on management of unblocking blockages in the service delivery
			<ul style="list-style-type: none"> The CoS 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 Completion certificate Mayco close out
			<ul style="list-style-type: none"> Measures are put in place to address reasons for project delays in previous years so that they do not recur 		Quarterly	* 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 of Mayco for all direct reports as directed by EM or the CM 	4	Quarterly	*Attendance register and certificate from Secretariat
			<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 of 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

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief of Staff (CoS)	WEIGHT	FREQUENCY	EVIDENCE
			Audit programme <ul style="list-style-type: none"> Resolve 100% of AG issues related to the department. 		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. Putting in place processes and steps to create entrepreneurship, ownership and instil a sense of pride in achieving the vision and mission of CoT. 	Optimised human capital programme <ul style="list-style-type: none"> The CoS ensures skills development and training as per the priorities of the workplace skills plan and Report: % of staff sent for training courses 	4	Quarterly	* Approved Workplace Skills Plan * Proof of Attendance to divisional identified capacity development programmes in line with the skills plan and report
			<ul style="list-style-type: none"> The CoS ensures that step 1 and 2 grievances are addressed within policy and regulations and corporate timelines 		Quarterly	Status Report on Grievances from Group Human Capital.

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief of Staff (CoS)	WEIGHT	FREQUENCY	EVIDENCE
		<ul style="list-style-type: none"> 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 	<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 EE Plan & Report from EE Section (Group Human Capital) indicating % of achievement
			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 direct reports 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"> CoS to ensure that all direct reports signed performance agreements with Plan for the FY 2017/18 		Annually	Signed Performance Agreements with performance plan

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief of Staff (CoS)	WEIGHT	FREQUENCY	EVIDENCE
			Change Management <ul style="list-style-type: none"> CoS 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 CoS 		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
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. 	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 	6	Quarterly	*Certificate of compliance from Office of Speaker on the petitions resolved
			Public Protector <ul style="list-style-type: none"> 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 		Quarterly	* Status report from City Strategies and

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief of Staff (CoS)	WEIGHT	FREQUENCY	EVIDENCE
			requirements communicated so that the CoT can achieve its target of responding to Human Rights Commission within 30 days			Organisational Performance (CSOP) 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 so that the CoT can achieve its target of responding to 		Quarterly	*Quarterly status report from OEM on Gauteng Premier Hotline responses
			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 CSOP on national consumer commission responding to compliance
			<ul style="list-style-type: none"> Provide requested information to Ward Committee Meetings as per 		Quarterly	Certificate of compliance from Office of the Speaker

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief of Staff (CoS)	WEIGHT	FREQUENCY	EVIDENCE
			guidelines & targets set by the Office of the Speaker			
			<ul style="list-style-type: none"> Provide progress on the implementation of MOU's 		Quarterly	Progress Report on the implantation of MoUs/ Declaration Letter from CSOP
			<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
			<ul style="list-style-type: none"> Attend Public Hearings to the office's work 		Quarterly	*Proof of attendance
			<ul style="list-style-type: none"> Attend relevant EIA meetings and ensure that the departments 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 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"> A 72 hour customer feedback turnaround time is achieved at all 		Quarterly	*SAP Customer Care Report of Department

W-E

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief of Staff (CoS)	WEIGHT	FREQUENCY	EVIDENCE
			times including weekends and holidays (% compliance to the 72 hour turnaround			
			<ul style="list-style-type: none"> Ensure that the resolution of all escalated service delivery issues as set out in the CoT Norms and Standards 		Quarterly	*Signed MMC report
			<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 complaints from CRM
SUB TOTAL				20		

3.3 DETAILED SCORECARD OF THE CHIEF OF STAFF

The following KPAs totalling a minimum of 80 points of the CHIEF OF STAFF'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	5-Year Target (2017/2021)	Quarterly Roll Out of year-end target				Evidence Reference
						Q1	Q2	Q3	Q4	
Oversight	Number of CM and MMC Performance Reviews conducted	5	1	44	176	11 (Q4 FY 2016/17)	11 (Q1FY 2017/18)	11 (Q2 FY 2017/18)	11 (Q3 FY 2017/18)	Attendance registers, rating sheets / minutes (10 x MMCs performance reviews and 1 x CMs performance review)
	Number of Executive Commitments Reports compiled	5	2	12	60	3	3	3	3	Executive Commitments Reports
	Number of in-loco inspections conducted	5	14	30	120	0	10	10	10	In-loco inspection Reports and Pictures
Research	Number of Better Life Index Study publications	5	New KPI	1	N/A	0	0	0	1	Annual Index Publication
Customer Satisfaction	% resolved issues emanating from Customer Satisfaction Survey	5	100%	100%	N/A	25%	50%	75%	100%	Approved Action Plan and Status Quo Report on resolved issues
Mayoral Outreach/Community Participation	Number of Mayoral public meetings held in the various communities	5	15	16	80	4	4	4	4	Attendance Register, Agenda/ Programme Report
	Number of Engagements held with organized groups	5	12	40	200	10	10	10	10	Attendance Register Agenda/ Programme Report
Mayoral Committee	Number of Mayoral Committee Meetings held		22	22	110	6	5	5	6	Approved Mayoral Committee Plan and Attendance Registers

M-C 

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 Mayoral Strategic Planning Sessions held	6 ¹	2	2	10	1	0	1	0	Agenda and Attendance Registers
	Number of Resolution Tracking Reports compiled		New KPI	2	14	0	0	1	1	Resolution Tracking Reports from OEM
Sustainability Reporting	% Implementation of the Sustainability Reporting Process Plan	5	New KPI	100% - Alignment of sustainability indicators to overall city strategy	N/A	0	0	Development of indicators for sustainability reporting (50%)	Alignment of sustainability indicators to overall city strategy (100%)	Approved Process Plan and draft KPIs (Q3) Sustainability KPIs on the approved 2018/19 SDIBP Scorecard (Q4)
Wonder-boom Airport	% Implementation of Wonder-boom Transaction Process Plan	5	New KPI	100% - Stage 2 Phase 8	N/A	0	0	Completion of Stage 1 Phase 6 and 7 (50%)	Stage 2 Phase 8 (up to receiving of proposals) (100%)	Approved Process Plan and Request for Qualification Advert

¹ Each indicator will constitute a weight of 2

W-E
MA

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	
Mayoral Advisory	% of policy, economic international and legal briefs or opinions completed as requested from the Mayoral Advisory Unit within 30 days of receipt	5	New KPI	100%	100%	100%	100%	100%	100%	Requests or briefs and quarterly status report on opinions done
Ensure efficacy departmental budgeting in line with relevant legislative prescripts	Value of unauthorised, irregular, fruitless and wasteful expenditure incurred	6 ²	0	0	0	0	0	0	0	Section 71 report from GFS, SCM Performance report and Human Capital Governance report (GFS evidence to all departments)
	% of overall opex budget vs opex targets achieved for the City.		78%	98%	98%	98%	98%	98%	98%	Quarterly opex SAP extract report
OEM Business Plan	% of OEM business plan targets on track	5	100%	100%	100%	100%	100%	100%	100%	Signed circular 1 reports
Job Intensive Economic Growth	# of work opportunities created through the implementation of EPWP projects using Opex or Capex budget	2	N/A	70	N/A	0	0	0	70	EPWP Report from Community and Social Development

² Each indicator will constitute a weight of 3

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	
Promote Good Governance and Active Citizenry	Number of articles produced/contributed by the department profiling the good stories and promoting the image of the City	6 ³	New KPI	New indicator	New Indicator	N/A	N/A	0	1	Proof of published articles (Publication on intranet, internet and/or newspapers)
	% of media queries responded to within 3 days of appearing in the media and/or newspapers		New KPI	100%	100%	N/A	N/A	100%	100%	Certification from Head: Group Communications and Marketing
Efficient Procurement	% reduction in tenders cancelled	2	New KPI	0%	0%	N/A	N/A	0%	0%	SCM Report
Mayoral Committee Resolutions	100% finalization of the Mayoral Committee Minutes within 7 days	3	Draft minutes circulated within 4 working days	100%	100%	0	0	100%	100%	Copy of email with draft minutes and action list
SUB-TOTAL FOR CORE DELIVERY PROGRAMMES		80								
SUB TOTAL FOR CORE MANAGEMENT COMPETENCIES		20								
TOTAL		100								

³ Each KPI will constitute a weight of 3

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>
MFMA Compliance	Course – MFMA	6 months	Chief of Staff will acquire approval to enroll from supervisor	Financial resources
Governance	Local Government Governance	18 months (already commenced)	N/A	N/A
Local Government Law	Course – Local Government Law	TBC	Chief of Staff will acquire approval to enroll from supervisor	Financial resources

4 ACCEPTANCE OF THE ADJUSTED PLAN

ADJUSTED PERFORMANCE PLAN FOR Ms Marietha Aucamp for the Period: July 2017 to June 2018

Signed and accepted by
Ms Marietha Aucamp



Date:

28/03/2018

Signed by the incumbent's immediate supervisor:



Date:

28/03/2018

M-A