

## Section 6: Performance Management and Succession Planning

In terms of the Performance Management Policy, the performance cycle of the Joburg Property Company commences on 1 July of the calendar year and ends on 30 June of the following calendar year. The 2015/2016 performance bonuses for the executive management team were paid in April 2017 after the Auditor-General's report and annual general meeting. The business scorecard was presented to the Auditor-General as part of the auditing of performance objectives with supporting evidence. The outcome of the audit and management report signed by AG for the 2015/2016 financial year indicated that no discrepancies had been identified.

Human Resource Management conducted educational sessions with respective line managers on performance management. The line managers were given an overview of the performance management process and were introduced to performance management standards. Furthermore, line managers were trained on how to cascade strategic objectives to individual work plans, linking them to performance standards. The workshops also served to highlight key elements of the job profiles and the role they play in performance management and in preparation of the contracting phase for the 2017/2018 financial year, starting on 1 July 2017.

To improve performance management adoption and compliance, a pragmatic operational implementation plan that includes an educational programmes initiative for both managers and employees have been developed. The plan is aimed at resuscitating the performance process and creating performance awareness to embed a high-performance culture and productivity. Human Resource Management and business units will collaboratively develop performance standards and align them with the business objectives. Furthermore, this initiative will help improve the understanding of performance management, and will share knowledge on how to cascade the strategic objectives to individual performance.

