

| 2020/2021 Individual Performance Scorecard<br>Executive Director: Ernest Sass<br>1 July 2021 - 30 June 2022 |                                      |                                                                                                                                                                                                                                                                                     |           |                          |                          |                          |                          |              |                 |
|-------------------------------------------------------------------------------------------------------------|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------|--------------------------|--------------------------|--------------------------|--------------|-----------------|
| CORE MANAGEMENT COMPETENCIES                                                                                |                                      |                                                                                                                                                                                                                                                                                     |           |                          |                          |                          |                          |              |                 |
| Core Competency Requirements                                                                                | Core Managerial Competencies         | Competency Definitions                                                                                                                                                                                                                                                              | Weighting | Quarter 1<br>30 Sep 2021 | Quarter 2<br>31 Dec 2021 | Quarter 3<br>31 Mar 2022 | Quarter 4<br>30 Jun 2022 | Rating<br>ED | Rating<br>Panel |
|                                                                                                             | Strategic Development and Leadership | Provide and direct vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate                                                                                                                                                      | 30%       |                          |                          |                          |                          |              |                 |
|                                                                                                             | Governance Leadership                | Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative relationships | 20%       |                          |                          |                          |                          |              |                 |
|                                                                                                             | Planning and Organising              | Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and built efficient contingency plans to manage risk.                                                                                                         | 10%       |                          |                          |                          |                          |              |                 |
|                                                                                                             | Analysis and Innovation              | Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.                                                                  | 10%       |                          |                          |                          |                          |              |                 |
|                                                                                                             | Knowledge and Information Management | Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.                                                                                                 | 10%       |                          |                          |                          |                          |              |                 |
|                                                                                                             | Results and Quality Focus            | Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified outcomes.     | 20%       |                          |                          |                          |                          |              |                 |

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**Executive Director**  
Ernest Sass

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**Date**

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**City Manager**  
Lungelo Mbandazayo

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**Date**

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