

2023/2024 Executive Director Performance Scorecard: Community Services and Health Executive Director: Zukiswa Mandlana 1 July 2023 - 30 June 2024											
CORE MANAGEMENT COMPETENCIES ANNEXURE B											
	Core Managerial Competencies (CMC)	Competency Definitions	CMC requirements/actions	Weighting	Quarter 1 30 Sep 2023	Quarter 2 31 Dec 2023	Quarter 3 31 Mar 2024	Quarter 4 30 Jun 2024	Rating ED	Rating Panel	
Competency Requirements	1. Strategic Direction and Leadership	Provide, direct and lead a vision for the Directorate, and inspire and deploy others to deliver on the Strategic City Mandate. Effectively manage, inspire and encourage people, respect diversity and enable inclusivity and build and nurture relationships in order to achieve institutional objectives.	Evaluates all components/activities to determine value and alignment to strategic intent. Display in –depth knowledge and understanding of strategic planning Align strategy and objectives across all functional areas Actively define performance measures to monitor and influence- progress and effectiveness of the Directorate Deep understanding of the institutional structures, political imperatives and the consequences of actions Empowers others to follow strategic direction and deal with complex situations Guides the Directorate through complex and ambiguous situations and issues Displays a superior level of self-discipline, resilience and integrity in actions and behaviour Provides impact and influence through building and maintaining relationships Uses understanding of competing interests to successfully achieve an integrated and mutually beneficial outcome Focuses strongly on the achievement of results, and places the same expectation on others Gives people the balance of autonomy and support the need to achieve objectives Builds a cohesive and high performing management team that is characterised by team work, open discussion, strong morale and a focus on results Builds and interacts/ promotes active networking and collaborative relationships both within and across broad stakeholder groups. Manages conflict and negotiates outcomes without compromising the relationship Manages challenging stakeholders with diplomacy and tact Communicates in a way that is appropriate for the situation, and that promotes trust, respect and integrity	30%	30%	30%	30%	30%			
	2. Change Leadership and Innovation	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	Secure buy-in and ensure sponsorship for change initiatives Actively adapt current structures/processes to enable change interventions Mentor and empower team members on the effects of change, resistance factors and how to integrate change Motivate and inspire others Build and nurture relationships with various stakeholders to establish strategic partnerships to facilitate change Take calculated risks, seek new ideas, from best practice scenarios, and evaluate the potential for implementation Encourage and empower team to constantly explore new and innovative ways of working and improve on processes Positively embracing change, ensuring self and team remain focused and productive during a transitioning period/journey.	20%	20%	20%	20%	20%			

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Core Competencies	3. Governance Leadership	Able to promote, direct, apply professionalism in managing risk and compliance requirements, and apply a thorough understanding of governance practices and obligations. Able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships Models ethical behaviour, even in times of crisis, and consistently applies those ethical standards to self and others	Identify and implement comprehensive risk management systems and processes Demonstrates a high level of commitment for self and team in complying with governance requirements Able to shape, direct and drive the formulation of policies on a macro level Demonstrates a thorough understanding of risk retention plans, identify, and implement the necessary risk mitigation management strategies. Ensure a culture of both corrective action- as well as rewarding employees for behaviour associated with good governance Models the way for Team and Directorate staff to demonstrate the core City Values and Code of Conduct Provides frank and fearless advice, even in difficult or 'high stakes' situations (e.g. competing or vested interests; situations involving no precedent or going against precedent; advice that goes against strongly-held community views) Makes decisions that stand the test of time and are supported by a clear rationale Is prepared to make unpopular decisions and have 'difficult' conversations in a fair, considered and constructive manner Uses analysis, experience and judgement to make informed decisions	30%	30%	30%	30%	30%		
	4. Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure sustainable and quality service delivery, inclusive of efficient contingency plans and risk mitigation strategies.	Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for implementation. Proactively identify the required stages and actions to complete on key tasks and projects/programmes and schedule realistic timelines, objectives and milestones for achieving Ensure the necessary monitoring and evaluation systems are in place Focus on broad strategies and initiatives, focusing on forecasting the short, medium and long-term requirements and ensure these are translated into well-defined programmes and projects Consider the strengths of the team in delegating work and functions Work with team to set challenging and ambitious team goals. Focus people on critical activities that yield high impact Motivates the team and creates culture where people are motivated to go the extra mile	20%	20%	20%	20%	20%		

Executive Director:
Community Services &
Health
Zukiswa Mandlana

Date

City Manager:
Lungelo Mbandazayo

Date