

2024/2025 Executive Director Performance Scorecard template Executive Director: Rob McGaffin 1 July 2024 - 30 June 2025		CORE MANAGEMENT COMPETENCIES ANNEXURE B
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Core Competency Requirements									
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%		

Core Competency Requirements	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
R. McGaffin

Date

City Manager
Lungelo Mbandazayo

Date