



Competency Framework

CITY MANAGER

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LEADING COMPETENCIES		ACHIEVEMENT LEVELS		
CLUSTER :	COMPETENCY NAME :	COMPETENT	ADVANCED	SUPERIOR
	Strategic Direction and Leadership Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.			
	COMPETENCY DEFINITION :			
	BASIC			
<ul style="list-style-type: none"> Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate. Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy. Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. Demonstrate basic understanding of key decision makers. 	<ul style="list-style-type: none"> Give direction to a team in realizing the institution's strategic mandate and set objectives. Has a positive impact and influence on the morale, engagement and participation of team members. Develop action plans to execute and guide strategy. Assist in defining performance measures to monitor the progress and effectiveness of the institution. Displays an awareness of institutional structures and political factors. Effectively communicate barriers to execution to relevant parties. Provide guidance to all stakeholders in the achievement of the strategic mandate. Understand the aim and objectives of the institution and relate it to own work. 	<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent. Display in-depth knowledge and understanding of strategic planning. Align strategy and goals across all functional areas. Actively define performance measures to monitor the progress and effectiveness of the institution. Consistently challenge strategic plans to ensure relevance. Understand institutional structures and political factors, and the consequences of actions. Empower others to follow the strategic direction and deal with complex situations. Guide the institution through complex and ambiguous concern. Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances. 	<ul style="list-style-type: none"> Structure and position the institution to local government priorities. Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework. Hold self-accountable for strategy execution and results. Provide impact and influence through building and maintaining strategic relationships. Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions. Integrate various systems into a collective whole to optimize institutional performance management. Uses understanding of competing interests to maneuver successfully to a win/win outcome. 	

LEADING COMPETENCIES		ACHIEVEMENT LEVELS		
CLUSTER :	COMPETENCY NAME :	COMPETENT	ADVANCED	SUPERIOR
	<p>People Management Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.</p>			
	<p>COMPETENCY DEFINITION :</p> <p>BASIC</p> <ul style="list-style-type: none"> • Participate in team goalsetting and problem solving. • Interact and collaborate with people of diverse backgrounds. • Aware of guidelines for employee development, but requires support in implementing development initiatives. 	<ul style="list-style-type: none"> • Seek opportunities to increase team contribution and responsibility. • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach. • Effectively delegate tasks and empower others to increase contribution and execute functions optimally. • Apply relevant employee legislation fairly and consistently. • Effectively identify capacity requirements to fulfill the strategic mandate. 	<ul style="list-style-type: none"> • Identify ineffective team and work processes and recommend remedial interventions. • Recognize and reward effective and desired behavior. • Provide mentoring and guidance to others in order to increase personal effectiveness. • Identify development and learning needs within the team. • Inspire a culture of performance excellence by giving positive and constructive feedback to the team. • Achieve agreement or consensus in adversarial environments. • Lead and unite diverse teams across divisions to achieve institutional objectives. 	<ul style="list-style-type: none"> • Develop and incorporate best practice people management processes, approaches and tools across the institution. • Foster a culture of discipline, responsibility and accountability. • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution. • Develop comprehensive integrated strategies and approaches to human capital development and management. • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

LEADING COMPETENCIES		ACHIEVEMENT LEVELS		
CLUSTER :	COMPETENCY NAME :	COMPETENT	ADVANCED	SUPERIOR
	Financial Management Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner			
		<ul style="list-style-type: none"> Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate Assess, identify and manage financial risks. Assume a cost-saving approach to financial management. Prepare financial reports based on specified formats. Consider and understand the financial implications of decisions and suggestions. Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated. Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget. 	<ul style="list-style-type: none"> Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility. Prepare budgets that are aligned to the strategic objectives of the institution. Address complex budgeting and financial management concerns. Put systems and processes in place to enhance the quality and integrity of financial management practices. Advise on policies and procedures regarding asset control. Promote National Treasury's regulatory framework for Financial Management. 	<ul style="list-style-type: none"> Develop planning tools to assist in evaluating and monitoring future expenditure trends. Set budget frameworks for the institution. Set strategic direction for the institution on expenditure and other financial processes. Build and nurture partnerships to improve financial management and achieve financial savings. Actively identify and implement new methods to improve asset control. Display professionalism in dealing with financial data and processes.
		<ul style="list-style-type: none"> Understand basic financial concepts and methods as they relate to institutional processes and activities Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems Understand the importance of financial accountability Understand the importance of asset control. 		

CORE COMPETENCIES		ACHIEVEMENT LEVELS			
Planning and Organizing		COMPETENT	ADVANCED	SUPERIOR	
Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.					
CLUSTER :	COMPETENCY NAME :	COMPETENCY DEFINITION :	BASIC		
		<ul style="list-style-type: none"> • Able to follow basic plans and organise tasks around set objectives. • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans. • Able to follow existing plans and ensure that objectives are met. • Focus on short-term objectives in developing plans and action.s 	<ul style="list-style-type: none"> • Actively and appropriately organise information and resources required for a task. • Recognise the urgency and importance of tasks. • Balance short and long-term plans and goals and incorporate into the team's performance objectives. • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources. • Measures progress and monitor performance results. 	<ul style="list-style-type: none"> • Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation. • Identify in advance required stages and actions to complete tasks. • Schedule realistic timelines, objectives and milestones for tasks and projects. • Produce clear, detailed and comprehensive plans to achieve institutional objectives. • Identify possible risk factors and design and implement appropriate contingency plans. • Adapt plans in light of changing circumstances. • Prioritise tasks and projects according to their relevant urgency and importance. 	<ul style="list-style-type: none"> • Focus on broad strategies and initiatives when developing plans and actions. • Able to protect and forecast short, medium and long term requirements of the institution and local government. • Translate policy into relevant projects to facilitate the achievement of institutional objectives.
		<ul style="list-style-type: none"> • Arrange information and resources required for a task, but require further structure and organization. 			

CORE COMPETENCIES	
Communication	
Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	
ACHIEVEMENT LEVELS	
BASIC	SUPERIOR
<p>CLUSTER :</p> <p>COMPETENCY NAME :</p> <p>COMPETENCY DEFINITION :</p> <ul style="list-style-type: none"> • Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools. • Express ideas in a clear and focused manner, but does not always take the audience into consideration. • Disseminate and convey information and knowledge adequately. 	<p>COMPETENT</p> <ul style="list-style-type: none"> • Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating. • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs. • Adapt communication content and style to suit the audience and facilitate optimal information transfer. • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders. • Compile clear, focused, concise and well-structured written documents.
	<p>ADVANCED</p> <ul style="list-style-type: none"> • Effectively communicate high-risk and sensitive matters to relevant stakeholders. • Develop a well-defined communication strategy. • Balance political perspectives with institutional needs when communicating viewpoints on complex issues. • Able to effectively direct negotiations around complex. • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution. • Able to communicate with the media with high levels of moral competence and discipline.
	<p>SUPERIOR</p> <ul style="list-style-type: none"> • Regarded as a specialist in negotiations and representing the institution. • Able to inspire and motivate others through positive communication that is impactful and relevant. • Creates an environment conducive to transparent and productive communication and critical appreciate conversations. • Able to coordinate negotiations at different levels within local government and externally.