



# Competency Framework

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

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

LEADING COMPETENCIES		ACHIEVEMENT LEVELS		
CLUSTER :	COMPETENCY NAME :	COMPETENT	ADVANCED	SUPERIOR
	<p><b>Program and Project Management</b></p> <p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.</p>			
	<p><b>BASIC</b></p> <ul style="list-style-type: none"> <li>Initiate projects after approval from higher authorities.</li> <li>Understand procedures of program and project management methodology, implications and stakeholder involvement.</li> <li>Understand the rational of projects in relation to the institution's strategic objectives.</li> <li>Document and communicate factors and risk associated with own work.</li> <li>Use results and approaches of successful project implementation as guide.</li> </ul>	<ul style="list-style-type: none"> <li>Establish broad stakeholder involvement and communicate the project status and key milestones.</li> <li>Define the roles and responsibilities of the project team and create clarity around expectations.</li> <li>Find a balance between project deadline and the quality of deliverables.</li> <li>Identify appropriate project resources to facilitate the effective completion of the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Manage multiple programs and balance priorities and conflicts according to institutional goals.</li> <li>Apply effective risk management strategies through impact assessment and resource requirements.</li> <li>Modify project scope and budget when required without compromising the quality and objectives of the project.</li> <li>Involve top-level authorities and relevant stakeholders in seeking project buy-in.</li> <li>Identify and apply contemporary project management methodology</li> <li>Influence and motivate project team to deliver exceptional results.</li> <li>Monitor policy implementation and apply procedures to manage risks.</li> </ul>	<ul style="list-style-type: none"> <li>Understand and conceptualize the long-term implications of desired project outcomes.</li> <li>Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.</li> <li>Influence people in positions of authority to implement outcomes of projects</li> <li>Lead and direct translation of policy into workable action plans</li> <li>Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.</li> </ul>

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



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