



Competency Framework

EXECUTIVE DIRECTOR: ENGINEERING SERVICES

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

LEADING COMPETENCIES		ACHIEVEMENT LEVELS		
CLUSTER :	Financial Management	COMPETENT	ADVANCED	SUPERIOR
COMPETENCY NAME :	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			
COMPETENCY DEFINITION :				
BASIC				
<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. 	<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. 	

LEADING COMPETENCIES			
COMPETENCY NAME :	Change Leadership		
COMPETENCY DEFINITION :	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.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Display an awareness of change interventions and the benefits of transformation initiatives. • Able to identify basic needs for change. • Identify gaps between the current and desired state. • Identify potential risk and challenges to transformation, including resistance to change factors. • Participate in change programs and piloting change interventions. • Understand the impact of change interventions on the institution within the broader scope of local government. 	<ul style="list-style-type: none"> • Perform an analysis of the change impact on the social, political and economic environment. • Maintain calm and focus during change. • Able to assist team members during change and keep them focused on the deliverables. • Volunteer to lead change efforts outside of own work team. • Able to gain buy-in and approval for change from relevant stakeholders. • Identify change readiness levels and assist in resolving resistance to change factors. 	<ul style="list-style-type: none"> • Actively monitor change impact and results and convey progress to relevant stakeholders. • Secure buy-in and sponsorship for change initiatives. • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness. • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change. • Take the lead in impactful change programs. • Benchmark change interventions against best change practices. 	<ul style="list-style-type: none"> • Sponsor change agents and create a network of change leaders who support the interventions. • Actively adapt current structures and processes to incorporate the change interventions. • Mentor and guide team members on the effects of change, resistance factors and how to integrate change. • Motivate and inspire others around change initiatives.
	<ul style="list-style-type: none"> • Design change interventions that are aligned with the institution's strategic objectives and goals. 	<ul style="list-style-type: none"> • Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation. • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation. 	

LEADING COMPETENCIES			
COMPETENCY NAME :	Governance Leadership		
COMPETENCY DEFINITION:	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 conceptualization of relevant policies and enhance cooperative governance relationships.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements. • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders. • Provide input into policy formulation. 	<ul style="list-style-type: none"> • Display a thorough understanding of governance and risk and compliance factors and implement plans to address these. • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution. • Actively drive policy formulation within the institution to ensure the achievement of objectives. 	<ul style="list-style-type: none"> • Able to link risk initiatives into key institutional objectives and drivers. • Identify, analyse and measure risk, create valid risk forecasts and map risk profiles. • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives. • Demonstrate a thorough understanding of risk retention plans. • Identify and implement comprehensive risk management systems and processes. • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement. 	<ul style="list-style-type: none"> • Demonstrate a high level of commitment in complying with governance requirements. • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework. • Able to advise local government on risk management, best practice interventions and compliance management. • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government. • Able to shape, direct and drive the formulation of policies on a macro level.

CORE COMPETENCIES		ACHIEVEMENT LEVELS		
CLUSTER :	COMPETENCY NAME :	COMPETENT	ADVANCED	SUPERIOR
	<p>Planning and Organising</p> <p>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.</p>			
	<p>COMPETENCY DEFINITION :</p> <p>BASIC</p> <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 	<p>COMPETENT</p> <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. 	<p>ADVANCED</p> <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. 	<p>SUPERIOR</p> <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. 	<ul style="list-style-type: none"> • Measures progress and monitor performance results. 	<ul style="list-style-type: none"> • 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. 	

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
<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. 	<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.
COMPETENT	ADVANCED
<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. 	<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.
<ul style="list-style-type: none"> • Compile clear, focused, concise and well-structured written documents. 	

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CORE COMPETENCIES		ACHIEVEMENT LEVELS		
CLUSTER :	Results and Quality Focus	COMPETENT	ADVANCED	SUPERIOR
COMPETENCY NAME :	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 objectives.			
COMPETENCY DEFINITION :				
BASIC				
<ul style="list-style-type: none"> Understand quality of work but requires guidance in attending to important matters. Show a basic commitment to achieving the correct results. Produce the minimum level of results required in the role. Produce outcomes that is of a good standard. 	<ul style="list-style-type: none"> Focus on high-priority actions and does not become distracted by lower-priority activities. Display firm commitment and pride in achieving the correct results. Set quality standards and design processes and tasks around achieving set standards. Produce output of high quality. 	<ul style="list-style-type: none"> Consistently verify own standards and outcomes to ensure quality output. Focus on the end result and avoids being distracted Demonstrate a determined and committed approach to achieving results and quality standards. Follow task and projects through to completion. Set challenging goals and objectives to self and team and display commitment to achieving expectations. 	<ul style="list-style-type: none"> Coach and guide others to exceed quality standards and results. Develop challenging, client-focused goals and sets high standards for personal performance. Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required. Work with team to set ambitious and challenging team goals, communicating long- and short term expectations. Take appropriate risks to accomplish goals. 	
<ul style="list-style-type: none"> Focus on the quantity of output but requires development in incorporating the quality of work. Produce quality work in general circumstances, but fails to meet expectation when under pressure. 	<ul style="list-style-type: none"> Able to balance the quantity and quality and quality of results in order to achieve objectives. Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed. 	<ul style="list-style-type: none"> Maintain a focus on quality outputs when placed under pressure. Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution. 	<ul style="list-style-type: none"> Overcome setbacks and adjust action plans to realise goals. Focus people on critical activities that yield a high impact. 	