Competency Framework

Director: Civil Engineering Service

Director Civil Engineering: _____

Municipal Manager: _____

COMPETENCY NAME:	Strategic Direction and Leadership		
COMPETENCY DEFINITION:	**Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate.**		
ACHIEVEMENT LEVELS			
BASIC (2)	**COMPETENT (3)**	**ADVANCED (4)**	**SUPERIOR (5)**
• Understand Institutional and departmental strategic objectives, but • lacks the ability to inspire others to achieve set mandate.	• Give direction to a team in realising the institution's strategic mandate and set objectives.	• Evaluate all activities to determine value and alignment to strategic intent.	• Structure and position the institution to local government priorities.
• Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	• Has a positive impact and influence on the morale, engagement and participation of team members.	• Display in-depth knowledge and understanding of strategic planning.	• Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.
• Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	• Develop action plans to execute and guide strategy.	• Align strategy and goals across all functional areas.	• Hold self-accountable for strategy execution and results.
• Demonstrate basic understanding of key decision makers.	• Assist in defining performance measures to monitor the progress and effectiveness of the institution.	• Actively define performance measures to monitor the progress and effectiveness of the institution.	• Provide impact and influence through building and maintaining strategic relationships.
	• Displays an awareness of institutional structures and political factors.	• Consistently challenge strategic plans to ensure relevance.	• Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.
	• Effectively communicate barriers to execution to relevant parties.	• Understand institutional structures and political factors, and the consequences of actions.	• Integrate various systems into a collective whole to optimize institutional performance management.
	• Provide guidance to all stakeholders in the achievement of the strategic mandate.	• Empower others to follow the strategic direction and deal with complex situations.	• Uses understanding of competing interests to maneuver successfully to a win/win outcome.

Director Civil Engineering: _____

Municipal Manager: _____

COMPETENCY NAME:	Strategic Direction and Leadership		
COMPETENCY DEFINITION:	Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC (2)	COMPETENT (3)	ADVANCED (4)	SUPERIOR (5)
	• Understand the aim and objectives of the institution and relate it to own work.	• 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.	

Director Civil Engineering: _____

Municipal Manager: _____

COMPETENCY NAME:	People Management		
COMPETENCY DEFINITION :	**Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.**		
ACHIEVEMENT LEVELS			
BASIC (2)	**COMPETENT (3)**	**ADVANCED (4)**	**SUPERIOR (5)**
• Participate in team goalsetting and problem solving.	• Seek opportunities to increase team contribution and responsibility.	• Identify ineffective team and work processes and recommend remedial interventions.	• Develop and incorporate best practice people management processes, approaches and tools across the institution.
• Interact and collaborate with people of diverse backgrounds.	• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	• Recognise and reward effective and desired behavior.	• Foster a culture of discipline, responsibility and accountability.
• Aware of guidelines for employee development, but requires support in implementing development initiatives.	• Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	• Provide mentoring and guidance to others in order to increase personal effectiveness.	• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	• Apply relevant employee legislation fairly and consistently.	• Identify development and learning needs within the team.	• Develop comprehensive integrated strategies and approaches to human capital development and management.
	• Effectively identify capacity requirements to fulfill the strategic mandate.	• 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.	• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

Director Civil Engineering: _____

Municipal Manager: _____

COMPETENCY NAME:	Program and Project Management		
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.		
ACHIEVEMENT LEVELS			
BASIC (2)	COMPETENT (3)	ADVANCED (4)	SUPERIOR (5)
• Initiate projects after approval from higher authorities.	• Establish broad stakeholder involvement and communicate the project status and key milestones.	• Manage multiple programs and balance priorities and conflicts according to institutional goals.	• Understand and conceptualize the long-term implications of desired project outcomes.
• Understand procedures of program and project management methodology, implications and stakeholder involvement.	• Define the roles and responsibilities of the project team and create clarity around expectations.	• Apply effective risk management strategies through impact assessment and resource requirements.	• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.
• Understand the rational of projects in relation to the institution's strategic objectives.	• Find a balance between project deadline and the quality of deliverables.	• Modify project scope and budget when required without compromising the quality and objectives of the project.	• Influence people in positions of authority to implement outcomes of projects
• Document and communicate factors and risk associated with own work.	• Identify appropriate project resources to facilitate the effective completion of the deliverables.	• Involve top-level authorities and relevant stakeholders in seeking project buy-in.	• Lead and direct translation of policy into workable action plans
• Use results and approaches of successful project implementation as guide.	• 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.	• 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.	• Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.

Director Civil Engineering: _____

Municipal Manager: _____

COMPETENCY NAME:	Financial Management		
COMPETENCY DEFINITION :	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		
ACHIEVEMENT LEVELS			
BASIC (2)	COMPETENT (3)	ADVANCED (4)	SUPERIOR (5)
• Understand basic financial concepts and methods as they relate to institutional processes and activities	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	• Develop planning tools to assist in evaluating and monitoring future expenditure trends.
• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	• Assess, identify and manage financial risks.	• Prepare budgets that are aligned to the strategic objectives of the institution.	• Set budget frameworks for the institution.
• Understand the importance of financial accountability	• Assume a cost-saving approach to financial management.	• Address complex budgeting and financial management concerns.	• Set strategic direction for the institution on expenditure and other financial processes.
• Understand the importance of asset control.	• Prepare financial reports based on specified formats.	• Put systems and processes in place to enhance the quality and integrity of financial management practices.	• Build and nurture partnerships to improve financial management and achieve financial savings.
	• Consider and understand the financial implications of decisions and suggestions.	• Advise on policies and procedures regarding asset control.	• Actively identify and implement new methods to improve asset control.
	• 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.	• Promote National Treasury's regulatory framework for Financial Management.	• Display professionalism in dealing with financial data and processes.

Director Civil Engineering: _____

Municipal Manager: _____

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 (2)	**COMPETENT (3)**	**ADVANCED (4)**	**SUPERIOR (5)**
• Display an awareness of change interventions and the benefits of transformation initiatives.	• Perform an analysis of the change impact on the social, political and economic environment.	• Actively monitor change impact and results and convey progress to relevant stakeholders.	• Sponsor change agents and create a network of change leaders who support the interventions.
• Able to identify basic needs for change.	• Maintain calm and focus during change.	• Secure buy-in and sponsorship for change initiatives.	• Actively adapt current structures and processes to incorporate the change interventions.
• Identify gaps between the current and desired state.	• Able to assist team members during change and keep them focused on the deliverables.	• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
• Identify potential risk and challenges to transformation, including resistance to change factors.	• Volunteer to lead change efforts outside of own work team.	• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	• Motivate and inspire others around change initiatives.
• Participate in change programs and piloting change interventions.	• Able to gain buy-in and approval for change from relevant stakeholders.	• Take the lead in impactful change programs.	
• Understand the impact of change interventions on the institution within the broader scope of local government.	• Identify change readiness levels and assist in resolving resistance to change factors.	• Benchmark change interventions against best change practices.	
	• Design change interventions that are aligned with the institution's strategic objectives and goals.	• 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.	

Director Civil Engineering: _____

Municipal Manager: _____

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 (2)	**COMPETENT (3)**	**ADVANCED (4)**	**SUPERIOR (5)**
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	• Able to link risk initiatives into key institutional objectives and drivers.	• Demonstrate a high level of commitment in complying with governance requirements.
• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.
• Provide input into policy formulation.	• Actively drive policy formulation within the institution to ensure the achievement of objectives.	• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	• Able to advise local government on risk management, best practice interventions and compliance management.
		• Demonstrate a thorough understanding of risk retention plans.	• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t
		• 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.	• Able to shape, direct and drive the formulation of policies on a macro level.

Director Civil Engineering: _____

Municipal Manager: _____

COMPETENCY NAME:	Moral Competence		
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC (2)	COMPETENT (3)	ADVANCED (4)	SUPERIOR (5)
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	• Conduct self in alignment with the values of local government and the institution.	• Identify, develop and apply measures of self-correction.	• Create an environment conducive of moral practices.
• Follow basic rules and regulations of the institution.	• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	• Able to gain trust and respect through aligning actions with commitments.	• Actively develop and implement measures to combat fraud and corruption.
• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	• Actively report fraudulent activity and corruption with local government.	• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	• Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	• Understand and honor the confidential nature of matters without seeking personal gain.	• Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	• Take responsibility for own actions and decisions, even if the consequences are unfavorable.
	• Able to deal with situations of conflict of interest promptly and in the best interest of local government.	• Takes an active stance against corruption and dishonesty when noted. • Actively promote the value of the institution to internal and external stakeholders. • Able to work in unity with a team and not seek personal gain. • Apply universal moral principles consistently to achieve moral decisions.	

Director Civil Engineering: _____

Municipal Manager: _____

COMPETENCY NAME:	Planning and Organising		
COMPETENCY DEFINITION :	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.		
ACHIEVEMENT LEVELS			
BASIC (2)	COMPETENT (3)	ADVANCED (4)	SUPERIOR (5)
• Able to follow basic plans and organise tasks around set objectives.	• Actively and appropriately organise information and resources required for a task.	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	• Focus on broad strategies and initiatives when developing plans and actions.
• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	• Recognise the urgency and importance of tasks.	• Identify in advance required stages and actions to complete tasks.	• Able to protect and forecast short, medium- and long-term requirements of the institution and local government.
• Able to follow existing plans and ensure that objectives are met.	• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	• Schedule realistic timelines, objectives and milestones for tasks and projects.	• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
• Focus on short-term objectives in developing plans and action.s	• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
• Arrange information and resources required for a task, but require further structure and organization.	• Measures progress and monitor performance results.	• 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.	

Director Civil Engineering: _____

Municipal Manager: _____

COMPETENCY NAME:	Analysis and Innovation		
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC (2)	COMPETENT (3)	ADVANCED (4)	SUPERIOR (5)
• Understand the basic operation of analysis, but lack detail and thoroughness.	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	• Coaches team members on analytical and innovative approaches and techniques.	• Demonstrate complex analytical and problem solving approaches and techniques.
• Able to balance independent analysis with requesting assistance from others.	• Demonstrate objectivity, insight and thoroughness when analysing problems.	• Engage with appropriate individuals in analysing and resolving complex problems.	• Create an environment conducive to analytical and fact-based problem solving.
• Recommend new ways to perform tasks within own function.	• Able to break down complex problems into manageable parts and identify solutions.	• Identify solutions on various areas in the institution.	• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
• Propose simple remedial interventions that marginally challenges the status quo.	• Consult internal and external stakeholders on opportunities to improve processes and service delivery.	• Formulate and implement new ideas throughout the institution.	• Create an environment that fosters innovative thinking and follows a learning organisation approach.
• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	• Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	• Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	• Be a thought leader on innovative customer service delivery and process optimization.
	• Continuously identify opportunities to enhance internal processes.	• Identify trends and best practices in process and service delivery and propose institutional application.	• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	• Continuously engage in research to identify client needs.	

Director Civil Engineering: _____

Municipal Manager: _____

COMPETENCY NAME:	Knowledge and Information Management		
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
ACHIEVEMENT LEVELS			
BASIC (2)	COMPETENT (3)	ADVANCED (4)	SUPERIOR (5)
• Collect, categorise and track relevant information required for specific tasks and projects.	• Use appropriate information systems and technology to manage institutional knowledge and information sharing.	• Effectively predict future information and knowledge management requirements and systems.	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
• Analyse and interpret information to draw conclusions.	• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	• Develop standards and processes to meet future knowledge management needs.	• Establish partnerships across local government to facilitate knowledge management.
• Seek new sources of information to increase the knowledge base.	• Actively create mechanisms and structures for sharing information.	• Share and promote best-practice knowledge management across various institutions.	• Demonstrate a mature approach.
• Regularly share information and knowledge with internal stakeholders and team members.	• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	• Establish accurate measures and monitoring systems for knowledge and information management. • Create a culture conducive of learning and knowledge sharing. • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	• Recognise and exploit knowledge points in interactions with internal and external stakeholders.

Director Civil Engineering: _____

Municipal Manager: _____

COMPETENCY NAME:	Communication		
COMPETENCY DEFINITION :	**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 (2)	**COMPETENT (3)**	**ADVANCED (4)**	**SUPERIOR (5)**
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	• Regarded as a specialist in negotiations and representing the institution.
• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	• Develop a well-defined communication strategy.	• Able to inspire and motivate others through positive communication that is impactful and relevant.
• Disseminate and convey information and knowledge adequately.	• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
	• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	• Able to effectively direct negotiations around complex.	• Able to coordinate negotiations at different levels within local government and externally.
	• Compile clear, focused, concise and well-structured written documents.	• 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.	

Director Civil Engineering: _____

Municipal Manager: _____

COMPETENCY NAME:	Results and Quality Focus		
COMPETENCY DEFINITION :	**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.**		
ACHIEVEMENT LEVELS			
BASIC (2)	**COMPETENT (3)**	**ADVANCED (4)**	**SUPERIOR (5)**
• Understand quality of work but requires guidance in attending to important matters.	• Focus on high-priority actions and does not become distracted by lower-priority activities.	• Consistently verify own standards and outcomes to ensure quality output.	• Coach and guide others to exceed quality standards and results.
• Show a basic commitment to achieving the correct results.	• Display firm commitment and pride in achieving the correct results.	• Focus on the end result and avoids being distracted	• Develop challenging, client-focused goals and sets high standards for personal performance.
• Produce the minimum level of results required in the role.	• Set quality standards and design processes and tasks around achieving set standards.	• Demonstrate a determined and committed approach to achieving results and quality standards.	• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
• Produce outcomes that is of a good standard.	• Produce output of high quality.	• Follow task and projects through to completion.	• Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations.
• Focus on the quantity of output but requires development in incorporating the quality of work.	• Able to balance the quantity and quality and quality of results in order to achieve objectives.	• Set challenging goals and objectives to self and team and display commitment to achieving expectations.	• Take appropriate risks to accomplish goals.
• Produce quality work in general circumstances, but fails to meet expectation when under pressure.	• Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	• Maintain a focus on quality outputs when placed under pressure.	• Overcome setbacks and adjust action plans to realise goals.
		• Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	• Focus people on critical activities that yield a high impact.

Director Civil Engineering: _____

Municipal Manager: _____