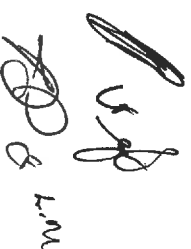


Competency Framework

CLUSTER :		LEADING COMPETENCIES		
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	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandateDescribe how specific tasks link to institutional strategies but has limited influence in directing a strategyHas a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective wholeDemonstrate basic understanding of key decision makers	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectivesHas a positive impact and influence on the morale, engagement and participation of team membersDevelop action plans to execute and guide strategyAssist in defining performance measures to monitor the progress and effectiveness of the institutionDisplays an awareness of institutional structures and political factors	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intentDisplay in-depth knowledge and understanding of strategic planningAlign strategy and goals across all functional areasActively define performance measures to monitor the progress and effectiveness of the institutionConsistently challenge strategic plans to ensure relevanceUnderstand institutional structures and political factors, and the consequences of actionsEmpower others to follow the strategic direction and deal with complex situationsGuide the institution through complex and ambiguous concernUse 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 prioritiesActively use in-depth knowledge and understanding to develop and implement a comprehensive institutional frameworkHold self-accountable for strategy execution and resultsProvide impact and influence through building and maintaining strategic relationshipsCreate an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actionsIntegrate various systems into a collective whole to optimise institutional performance managementUses understanding of compelling interests to maneuver successfully to a win/win outcome	

CLUSTER :	LEADING COMPETENCIES			
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	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Participate in team goalsetting and problem solvingInteract and collaborate with people of diverse backgroundsAware 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 responsibilityRespect and support the diverse nature of others and be aware of the benefits of a diverse approachEffectively delegate tasks and empower others to increase contribution and execute functions optimallyApply relevant employee legislation fairly and consistentlyEffectively identify capacity requirements to fulfill the strategic mandate	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventionsRecognise and reward effective and desired behaviorProvide mentoring and guidance to others in order to increase personal effectivenessIdentify development and learning needs within the teamInspire a culture of performance excellence by giving positive and constructive feedback to the teamAchieve agreement or consensus in adversarial environmentsLead 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 institutionFoster a culture of discipline, responsibility and accountabilityUnderstand the impact of diversity in performance and actively incorporate a diversity strategy in the institutionDevelop comprehensive integrated strategies and approaches to human capital development and managementActively identify trends and predict capacity requirements to facilitate unified transition and performance management	



CLUSTER :		LEADING COMPETENCIES		
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	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Initiate projects after approval from higher authoritiesUnderstand procedures of program and project management methodology, implications and stakeholder involvementUnderstand the rational of projects in relation to the institution's strategic objectivesDocument and communicate factors and risk associated with own workUse results and approaches of successful project implementation as guide	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestonesDefine the roles and responsibilities of the project team and create clarity around expectationsFind a balance between project deadline and the quality of deliverablesIdentify appropriate project resources to facilitate the effective completion of the deliverablesComply with statutory requirements and apply policies in a consistent mannerMonitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation	<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goalsApply effective risk management strategies through impact assessment and resource requirementsModify project scope and budget when required without compromising the quality and objectives of the projectInvolve top-level authorities and relevant stakeholders in seeking project buy-inIdentify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional resultsMonitor policy implementation and apply procedures to manage risks	<ul style="list-style-type: none">Understand and conceptualise the long-term implications of desired project outcomesDirect a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectivesInfluence people in positions of authority to implement outcomes of projectsLead and direct translation of policy into workable action plansEnsures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed	

CLUSTER :		LEADING COMPETENCIES		
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 recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activitiesDisplay awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systemsUnderstand the importance of financial accountabilityUnderstand the importance of asset control	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelateAssess, identify and manage financial risksAssume a cost-saving approach to financial managementPrepare financial reports based on specified formatsConsider and understand the financial implications of decisions and suggestionsEnsure that delegation and instructions as required by National Treasury guidelines are reviewed and updatedIdentify 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 responsibilityPrepare budgets that are aligned to the strategic objectives of the institutionAddress complex budgeting and financial management concernsPut systems and processes in place to enhance the quality and integrity of financial management practicesAdvise on policies and procedures regarding asset controlPromote 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 trendsSet budget frameworks for the institutionSet strategic direction for the institution on expenditure and other financial processesBuild and nurture partnerships to improve financial management and achieve financial savingsActively identify and implement new methods to improve asset controlDisplay professionalism in dealing with financial data and processes	

CLUSTER :		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• Design change interventions that are aligned with the institution's strategic objectives and goals	<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• 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	<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	

CLUSTER :		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 conceptualisation 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	



CLUSTER :	CORE COMPETENCIES			
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	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principlesFollow basic rules and regulations of the institutionAble to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institutionAble to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliverActively report fraudulent activity and corruption with local governmentUnderstand and honor the confidential nature of matters without seeking personal gainAble to deal with situations of conflict of interest promptly and in the best interest of local government	<ul style="list-style-type: none">Identify, develop and apply measures of self-correctionAble to gain trust and respect through aligning actions with commitmentsMake proposals and recommendations that are transparent and gain the approval of relevant stakeholdersPresent values, beliefs and ideas that are congruent with the institution's rules and regulationsTakes an active stance against corruption and dishonesty when notedActively promote the value of the institution to internal and external stakeholdersAble to work in unity with a team and not seek personal gainApply universal moral principles consistently to achieve moral decisions	<ul style="list-style-type: none">Create an environment conducive of moral practicesActively develop and implement measures to combat fraud and corruptionSet integrity standards and shared accountability measures across the institution to support the objectives of local governmentTake responsibility for own actions and decisions, even if the consequences are unfavorable	

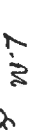


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CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<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 actions• Arrange information and resources required for a task, but require further structure and organisation	<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 project 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

CLUSTER :		CORE COMPETENCIES		
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	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughnessAble to balance independent analysis with requesting assistance from othersRecommend new ways to perform tasks within own functionPropose simple remedial interventions that marginally challenges the status quoListen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendationsDemonstrate objectivity, insight and thoroughness when analysing problemsAble to break down complex problems into manageable parts and identify solutionsConsult internal and external stakeholders on opportunities to improve processes and service deliveryClearly communicate the benefits of new opportunities and innovative solutions and stakeholdersContinuously identify opportunities to enhance internal processesIdentify and analyse opportunities conducive to innovative approaches and propose remedial intervention	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniquesEngage with appropriate individuals in analysing and resolving complex problemsIdentify solutions on various areas in the institutionFormulate and implement new ideas throughout the institutionAble to gain approval and buy-in for proposed interventions from relevant stakeholdersIdentify trends and best practices in process and service delivery and propose institutional applicationContinuously engage in research to identify client needs	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniquesCreate an environment conducive to analytical and fact-based problem solvingAnalyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrenceCreate an environment that fosters innovative thinking and follows a learning organisation approachBe a thought leader on innovative customer service delivery and process optimisationPlay an active role in sharing best practice solutions and engage in national and international local government seminars and conferences	





CLUSTER :		CORE COMPETENCIES		
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	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Collect, categorise and track relevant information required for specific tasks and projects• Analyse and interpret information to draw conclusions• Seek new sources of information to increase the knowledge base• Regularly share information and knowledge with internal stakeholders and team members	<ul style="list-style-type: none">• Use appropriate information systems and technology to manage institutional knowledge and information sharing• Evaluate data from various sources and use information effectively to influence decisions and provide solutions• Actively create mechanisms and structures for sharing information• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	<ul style="list-style-type: none">• Effectively predict future information and knowledge management requirements and systems• Develop standards and processes to meet future knowledge management needs• Share and promote best-practice knowledge management across various institutions• 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	<ul style="list-style-type: none">• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information• Establish partnerships across local government to facilitate knowledge management• Demonstrate a mature approach• Recognise and exploit knowledge points in interactions with internal and external stakeholders	



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CLUSTER :		CORE COMPETENCIES		
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		COMPETENT		ADVANCED
<ul style="list-style-type: none">Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such toolsExpress ideas in a clear and focused manner, but does not always take the audience into considerationDisseminate and convey information and knowledge adequately		<ul style="list-style-type: none">Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivatingAble to understand, tolerate and appreciate diverse perspectives, attitudes and beliefsAdapt communication content and style to suit the audience and facilitate optimal information transferDeliver content in a manner that gains support, commitment and agreement from relevant stakeholdersCompile clear, focused, concise and well-structured written documents		<ul style="list-style-type: none">Effectively communicate high-risk and sensitive matters to relevant stakeholdersDevelop a well-defined communication strategyBalance political perspectives with institutional needs when communicating viewpoints on complex issues
				<ul style="list-style-type: none">Regarded as a specialist in negotiations and representing the institutionAble to inspire and motivate others through positive communication that is impactful and relevantCreates an environment conducive to transparent and productive communication and critical appreciate conversationsAble to coordinate negotiations at different levels within local government and externally
SUPERIOR				



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CLUSTER :		CORE COMPETENCIES		
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	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important mattersShow a basic commitment to achieving the correct resultsProduce the minimum level of results required in the roleProduce outcomes that is of a good standardFocus on the quantity of output but requires development in incorporating the quality of workProduce quality work in general circumstances, but fails to meet expectation when under pressure	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activitiesDisplay firm commitment and pride in achieving the correct resultsSet quality standards and design processes and tasks around achieving set standardsProduce output of high qualityAble to balance the quantity and quality and quality of results in order to achieve objectivesMonitors progress, quality of work and use of resources; provide status updates and make adjustments as needed	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality outputFocus on the end result and avoids being distractedDemonstrate a determined and committed approach to achieving results and quality standardsFollow task and projects through to completionSet challenging goals and objectives to self and team and display commitment to achieving expectationsMaintain a focus on quality outputs when placed under pressureEstablishing 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">Coach and guide others to exceed quality standards and resultsDevelop challenging, client-focused goals and sets high standards for personal performanceCommit to exceed the results and quality standards, monitor own performance and implement remedial interventions when requiredWork with team to set ambitious and challenging team goals, communicating long- and short term expectationsTake appropriate risks to accomplish goalsOvercome setbacks and adjust action plans to realise goalsFocus people on critical activities that yield a high impact	

