

Handwritten signatures and initials at the top of the page.

1

## Competency Framework

| Cluster |  | Leading Competencies |  | Competency Name |  | Competency Definition                                                                                                            |  |
|---------|--|----------------------|--|-----------------|--|----------------------------------------------------------------------------------------------------------------------------------|--|
|         |  |                      |  |                 |  | Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |
|         |  |                      |  |                 |  |                                                                                                                                  |  |

| 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
| <ul style="list-style-type: none"><li>• Participate in team goal-setting and problem solving</li><li>• Interact and collaborate with people of diverse backgrounds</li><li>• Aware of tasks and employee guidelines for employee development, but requires support in implementing development initiatives</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                           |  | <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 optimally</li><li>• Apply relevant employee legislation fairly and consistently</li><li>• Facilitate team goal-setting and problem-solving</li><li>• Effectively identify capacity requirements to fulfill the strategic mandate</li></ul>                                                           |  |
| ADVANCED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  | SUPERIOR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
| <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 behaviour</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><li>• Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism</li><li>• Inspire a culture of performance excellence by giving positive and constructive feedback to the team</li><li>• Achieve agreement or consensus in adversarial environments</li><li>• Lead and unite diverse teams across divisions to achieve institutional objectives</li></ul> |  | <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><li>• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management</li></ul> |  |

| 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
| <ul style="list-style-type: none"><li>Initiate projects</li><li>Understand higher authorities after approval from program and project management methodology, and stakeholder implications and involvement</li><li>Understand the rational of projects in relation to the institution's strategic objectives and 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 and the deadline and the quality of deliverables</li><li>Identify appropriate project resources to facilitate the effective completion of the deliverables</li><li>Comply with statutory requirements and apply policies in a consistent manner</li><li>Monitor progress and use of resources and make adjustments to timelines, steps, and resource allocation</li></ul> |  |
| ADVANCED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  | SUPERIOR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |
| <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 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 and influence and motivate project team to deliver exceptional results</li><li>Monitor implementation and apply procedures to manage risks</li></ul> |  | <ul style="list-style-type: none"><li>Understand and conceptualise the long-term implications of desired project outcomes</li><li>Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives</li><li>Consider and initiate projects that focus on the achievement of objectives in positions of authority to implement outcomes of projects</li><li>Lead and direct translation of policy into workable actions plans</li><li>Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed</li></ul>                     |  |

| Competency Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  | Financial Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Competency Name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  | Financial Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| Cluster                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  | Leading Competencies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| ACHIEVEMENT LEVELS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| BASIC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  | COMPETENT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
| <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 implications of financial decisions and suggestions that 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> |  |
| ADVANCED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  | SUPERIOR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
| <ul style="list-style-type: none"><li>Take active ownership of planning, budgeting, and forecast 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 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>                                                                                                                       |  |

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

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

| Cluster                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Competency Name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Competency Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Core Competencies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Analysis and Innovation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"><li>• Understand the basic operation of analysis, but lack detail and thoroughness</li><li>• Able to balance independent analysis with requesting assistance from others</li><li>• Recommend new ways to perform tasks within own function</li><li>• Propose simple remedial interventions that marginally challenges the status quo</li><li>• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking</li></ul> | <ul style="list-style-type: none"><li>• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations</li><li>• Demonstrate objectivity, insight, and thoroughness when analysing problems</li><li>• Able to break down complex problems into manageable parts and identify solutions</li><li>• Consult internal and external stakeholders on opportunities to improve processes and service delivery</li><li>• Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders</li><li>• Continuously identify opportunities to enhance internal processes</li><li>• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention</li></ul> | <ul style="list-style-type: none"><li>• Coaches team members on analytical and innovative approaches and techniques</li><li>• Engage with appropriate individuals in analysing and resolving complex problems</li><li>• Identify solutions on various areas in the institution</li><li>• Formulate and implement new ideas throughout the institution</li><li>• Able to gain approval and buy-in for proposed interventions from relevant stakeholders</li><li>• Identify trends and best practices in service delivery and propose institutional application</li><li>• Continuously engage in research to identify client needs</li></ul> |
| SUPERIOR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"><li>• Demonstrate complex analytical and problem solving approaches and techniques</li><li>• Create an environment conducive to analytical and fact-based problem-solving</li><li>• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence</li><li>• Create an environment that fosters innovative thinking and follows a learning organisation approach</li><li>• Be a thought leader on innovative customer service delivery, and process optimisation</li><li>• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences</li></ul>                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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

| Cluster                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Core Competencies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Competency Name                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| BASIC                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ACHIEVEMENT LEVELS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| COMPETENT                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ADVANCED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| SUPERIOR                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <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 needs of the audience into consideration</li> <li>• Disseminate and convey information and knowledge adequately</li> </ul> | <ul style="list-style-type: none"> <li>• Express ideas to individuals and groups in formal and informal settings in an 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>• 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</li> <li>• Viewpoints on complex issues</li> <li>• Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles</li> <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>• 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 and appreciative conversations</li> <li>• Able to coordinate negotiations at different levels within local government and externally</li> </ul> |

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

## Personal Development Plan

| Skills Performance Gap | Outcomes Expected | Suggested training and /or development activity | Suggested mode of delivery | Suggested Time Frames | Work opportunity created to practice skill/development area | Support Person |
|------------------------|-------------------|-------------------------------------------------|----------------------------|-----------------------|-------------------------------------------------------------|----------------|
| 1.                     |                   |                                                 |                            |                       |                                                             |                |
| 2.                     |                   |                                                 |                            |                       |                                                             |                |
| 3.                     |                   |                                                 |                            |                       |                                                             |                |

Signed and accepted by the Municipal Manager

  
\_\_\_\_\_

Date: 08/07/2025

Signed by the Executive Mayor on behalf of the Municipality

  
\_\_\_\_\_

Date: 8/7/2025