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TO: HEADS OF DEPARTMENTS AND PROVINCIAL ADMINISTRATIONS

**COMPETENCY FRAMEWORK FOR MIDDLE MANAGERS ON SALARY LEVELS
11 AND 12**

1. The Department of Public Service and Administration (DPSA) developed a competency framework for middle managers to establish a shared understanding of the critical success factors for performance of middle managers on salary levels 11 and 12. The framework and guide on the middle management competency framework (MMCF) were circulated for final inputs during August 2005.
2. The Minister for Public Service and Administration approved that departments may utilise the MMCF on a voluntary basis to enhance recruitment and selection, as well as training and development in the Public Service. Please find attached the amended guide and MMCF.
3. To assist with the implementation, the DPSA will be conducting further workshops on the framework during 2006.

L. Pretorius

DIRECTOR-GENERAL

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