

## DESCRIPTORS AND STANDARDS FOR RATING CMCs

The following tables provide the definition, focus of application and descriptions for rating each of the core management competencies as applicable at the level of SMS members.

### PERFORMANCE STANDARDS FOR CORE MANAGEMENT COMPETENCIES

CMC	STRATEGIC CAPABILITY AND LEADERSHIP
<b>DEFINITION OF CMC</b>	Must be able to provide a vision, give direction and inspire others in order to deliver on the organisational mandate
	FOCUS OF APPLICATION
<b>Deputy Director General (level 15)</b>	In the application of this CMC a <b>Deputy Director General (level 15)</b> must be able to exhibit the required competency of setting the strategic focus of the department and at this level provide the requisite leadership to senior managers in setting and achieving <b>departmental and Branch goals</b> .
<b>Chief Director (level 14)</b>	In the application of this CMC a <b>Chief Director (level 14)</b> must be able to exhibit the required competency of setting the strategic focus of the department and at this level provide the requisite leadership to <b>Directors</b> in setting and achieving <b>Chief Directorate goals</b> .
<b>Director (level 13)</b>	In the application of this CMC a <b>Director (level 13)</b> must be able to exhibit the required competency of setting the strategic focus of the department and at this level provide the requisite leadership to operational team in setting and achieving <b>Directorate goals</b> .

*Process competencies influence the success of the core competencies. Achievement therefore depends on connection between the process and the core competency to yield the required outcome. They explain how the function is performed by employing these competency techniques:*

- *Knowledge Management*
- *Service Delivery Innovation*
- *Problem solving and analysis*
- *Client Orientation and Customer focus*
- *Communication*

Competency level	Description
<b>1</b>	SMS is not able to provide a vision, give direction and inspire senior managers/Directors/operational team in order to deliver on the departmental and Branch / Chief Directorate/operational mandates.
<b>2</b>	SMS is partially able to provide a vision, give direction and inspire senior managers in order to deliver on the departmental and Branch / Chief Directorate/operational mandates.
<b>3</b>	SMS is fully able to provide a vision, give direction and inspire senior managers in order to deliver on the departmental and Branch / Chief Directorate/operational mandates.
<b>4</b>	SMS performs in an outstanding way to provide a vision, give direction and inspire senior managers in order to deliver on the departmental and Branch / Chief Directorate/operational mandates.

CMC	PROJECT AND PROGRAMME MANAGEMENT
<b>DEFINITION OF CMC</b>	Must be able to develop, implement, evaluate and adjust plans to achieve the desired objectives, while ensuring the optimal use of resources.
	FOCUS OF APPLICATION
<b>Deputy Director General (level 15)</b>	In the application of this CMC the <b>Deputy Director-General</b> must be able to exhibit the required competency to demonstrate understanding on the principles and practice of <b>managing programmes with various projects</b> and to successfully develop and implement programme/project plan with optimal uses of resources.
<b>Chief Director (level 14)</b>	In the application of this CMC a <b>Chief Director (level 14)</b> must exhibit the required competency to understand the principles and practices of project management and to successfully develop and implement project plans with optimal use of resources .
<b>Director (level 13)</b>	In the application of this CMC a <b>Director (level 13)</b> must exhibit the required competency to understand the principles and practices of project management and to successfully develop and implement project plans with optimal use of resources for the business units/directorate.

*Process competencies influence the success of the core competencies. Achievement therefore depends on connection between the process and the core competency to yield the required outcome. They explain how the function is performed by employing these competency techniques:*

- Knowledge Management
- Service Delivery Innovation
- Problem solving and analysis
- Client Orientation and Customer focus
- Communication

Competency level	Description
1	Manager is not able to integrate, evaluate and ensure implementation of plans for several multiple complex activities in the department/business units/ Branch/Directorate
2	Manager is partially able to integrate, evaluate and ensure implementation of plans for several multiple complex activities in the department/business units/ Branch/Directorate
3	Manager is fully able to integrate, evaluate and ensure implementation of plans for several multiple complex activities in the department/business units/ Branch/Directorate
4	SMS performs in an outstanding way to integrate, evaluate and ensure implementation of plans for several multiple complex activities in the department/business units/ Branch/Directorate

#### PERFORMANCE STANDARDS FOR CORE MANAGEMENT COMPETENCIES

CMC	FINANCIAL MANAGEMENT
<b>DEFINITION OF CMC</b>	Must be able to compile and manage budgets, control cash flow, institute risk management and administer tender procurement processes in accordance with

	generally recognised financial practices in order to ensure the achievement of organisational objectives.
	<b>FOCUS OF APPLICATION</b>
<b>Deputy Director General (level 15)</b>	In the application of this CMC the <b>Deputy Director-General</b> must be able to apply and monitor the implementation of policies and guidelines for sound financial management as well as to integrate and manage complex planning, controlling and forecasting processes in the <b>Branch</b> .
<b>Chief Director (level 14)</b>	In the application of this CMC the <b>Chief Director</b> must be able to exhibit the required competency to apply <b>advance principles</b> and practices of sound financial management and lead key planning, budgeting process. Able to monitor the budget allocated to the business unit in order to achieve the <b>Chief Directorate goals</b> .
<b>Director (level 13)</b>	In the application of this CMC the <b>Director</b> must be able to exhibit the required competency to apply <b>general principles and practices</b> of sound financial management to achieve the <b>Directorate goals</b> ..

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- *Knowledge Management*
- *Service Delivery Innovation*
- *Problem solving and analysis*
- *Client Orientation and Customer focus*
- *Communication*

<b>Competency level</b>	<b>Description</b>
<b>1</b>	Manager is not able to <b>apply policies and guideline</b> for sound financial management and is not able to integrate and manage complex planning, controlling and forecasting processes in the Branch. or is not able to <b>apply Advanced principles and practices</b> of sound financial management and leads key planning and budgeting process or is not able to <b>apply general principles and practices</b> of sound financial management to the business unit to achieve Directorate goals.
<b>2</b>	SMS is partially able to <b>apply policies and guideline</b> for sound financial management and is not able to integrate and manage complex planning, controlling and forecasting processes in the Branch or is partially able to <b>apply Advanced principles and practices</b> of sound financial management and leads key planning and budgeting process or is partially able to <b>apply general principles and practices</b> of sound financial management to the business unit to achieve Directorate goals..
<b>3</b>	SMS is fully able to <b>apply policies and guideline</b> for sound financial management and is able to integrate and manage complex planning, controlling and forecasting processes in the Branch or is fully able to <b>apply Advanced principles and practices</b> of sound financial management and leads key planning and budgeting process or is fully able to <b>apply general principles and practices</b> of sound financial management to the business unit to achieve Directorate goals.
<b>4</b>	SMS performs in an outstanding way to <b>apply policies and guideline</b> for sound financial management and is able to integrate and manage complex planning,

	controlling and forecasting processes in the Branch or is outstanding in <b>applying the Advanced principles and practices</b> of sound financial management and leads key planning and budgeting process or is outstanding in <b>applying the general principles and practices</b> of sound financial management to the business unit to achieve Directorate goals
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CMC	CHANGE MANAGEMENT
<b>DEFINITION OF CMC</b>	Must be able to initiate and support organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.
	<b>FOCUS OF APPLICATION</b>
<b>Deputy Director General (level 15)</b>	In the application of this CMC the <b>DDG</b> must exhibit the required competency of to inspire, lead and encourage change, innovation and improvement and to mentor others on the leadership of change.
<b>Chief Director (level 14)</b>	In the application of this CMC the <b>Chief Director</b> must exhibit the required competency of to develop change strategies and secure commitment to change efforts and new initiatives in support of organisational transformation and change.
<b>Director (level 13)</b>	In the application of this CMC the <b>Director</b> must exhibit the required competency of to develop change strategies and secure commitment to change efforts and new initiatives in support of organisational transformation and change.

*Process competencies influence the success of the core competencies. Achievement therefore depends on connection between the process and the core competency to yield the required outcome. They explain how the function is performed by employing these competency techniques:*

- Knowledge Management
- Service Delivery Innovation
- Problem solving and analysis
- Client Orientation and Customer focus
- Communication

Competency level	Description
1	Manager is not able to <b>inspire lead and encourage change, innovation</b> and improve and <b>to mentor others</b> on the leadership of change in the Branch/or manager is <b><u>not able to design</u></b> and <b><u>secure commitment</u></b> to change efforts and new initiatives in support of organisational transformation and change or is <b><u>not able to initiate and support</u></b> transformation in the <b>business unit/directorate</b>
2	Manager is partially able to <b>inspire lead and encourage change, innovation</b> and improve and <b>to mentor others</b> on the leadership of change in the Branch/or manager is <b><u>partially able to design</u></b> and <b><u>secure commitment</u></b> to change efforts and new initiatives in support of organisational transformation and change or is <b><u>partially able to initiate and support</u></b> transformation in the <b>business unit/directorate</b>
3	SMS is fully able to <b>inspire lead and encourage change, innovation</b> and improve and <b>to mentor others</b> on the leadership of change in the Branch/or manager is <b><u>fully able to design</u></b> and <b><u>secure commitment</u></b> to change efforts and new initiatives in support of organisational transformation and change or is <b><u>fully able to initiate and support</u></b> transformation in the <b>business unit/directorate</b> .
4	SMS performs in an outstanding way in <b>inspire lead and encourage change,</b>

	<b>innovation</b> and improve and <b>to mentor others</b> on the leadership of change in the Branch/or manager <b>perform outstanding to design</b> and <b>secure commitment</b> to change efforts and new initiatives in support of organisational transformation and change or is <b>perform outstanding to initiate and support</b> transformation in the <b>business unit/directorate</b> .
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CMC	PEOPLE MANAGEMENT AND EMPOWERMENT
<b>DEFINITION OF CMC</b>	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals.
	<b>FOCUS OF APPLICATION</b>
<b>Deputy Director General (level 15)</b>	In the application of this CMC the <b>DDG</b> must have the ability to exhibit the required competency of having to anticipate and plan for future HR requirements, equity targets, performance planning and reviews and inspire, empower and motivate people for improved performance.
<b>Chief Director (level 14)</b>	In the application of this CMC the <b>Chief Director</b> must exhibit the required competency to manage, encourage and empower people, planning and review to optimise their outputs and effectively manage relationships to identify long-term human resource implications of organisation.
<b>Director (level 13)</b>	In the application of this CMC the <b>Director</b> must exhibit the required competency of to manage and encourage people, performance planning and review to optimise their outputs and effectively manage relationship in order to achieve goals of the business unit/directorate.

*Process competencies influence the success of the core competencies. Achievement therefore depends on connection between the process and the core competency to yield the required outcome. They explain how the function is performed by employing these competency techniques:*

- Knowledge Management
- Service Delivery Innovation
- Problem solving and analysis
- Client Orientation and Customer focus
- Communication

Competency level	Description
<b>1</b>	Manager is <b>not able to anticipate</b> and plan for long-term HR requirements and to inspire, empower, conduct performance planning and reviews and motivate people to improve performance in the Branch or Manager is not able to manage, encourage and empower people, does not conduct performance planning and reviews to optimise their outputs and effectively manage relationships to identify long-term human resource implications of organisational initiatives or to achieve goals of the directorate.
<b>2</b>	Manager is <b>partially able to anticipate</b> and plan for long-term HR requirements and to inspire, empower, conduct performance planning and reviews and motivate people to improve performance in the Branch or Manager is <b>partially able to manage, encourage and empower people, does not conduct performance planning and reviews in time</b> to optimise their outputs and effectively manage relationships to identify long-term human resource implications of organisational initiatives or to achieve goals of the directorate
<b>3</b>	SMS is fully <b>able to anticipate</b> and plan for long-term HR requirements and to inspire,

	empower, conduct performance planning and reviews and motivate people to improve performance in the Branch or Manager is <b><u>fully able to manage, encourage and empower people, all performance planning and reviews are conducted within the due date</u></b> to optimise their outputs and effectively manage relationships to identify long-term human resource implications of organisational initiatives or to achieve goals of the directorate.
4	Manager performs in an <b><u>outstanding</u></b> way to anticipate and plan for long-term HR requirements and to inspire, empower, conduct performance planning and reviews and motivate people to improve performance in the Branch or Manager is <b><u>perform outstanding way to manage, encourage and empower people, performance planning and reviews</u></b> are conducted five days before the due date to optimise their outputs and effectively manage relationships to identify long-term human resource implications of organisational initiatives or to achieve goals of the directorate.