

GENERIC CORE MANAGEMENT CRITERIA (CMC) AND STANDARDS

	Description	Generic Standards for “Fully Effective” Performance
1. Strategic Capability and Leadership	Provides a vision, sets the direction for the organisation and/or unit and inspires others to deliver on the organisational mandate	<ul style="list-style-type: none"> ◇ Gives direction to team in realising the organisation’s strategic objectives; ◇ Impacts positively on team morale, sense of belonging and participation; ◇ Develops detailed action plans to execute strategic initiatives; ◇ Assists in defining performance measures to evaluate the success of strategies; ◇ Achieves strategic objectives against specified performance measures; ◇ Translates strategies into action plans; ◇ Secures co-operation from colleagues and team members; ◇ Seeks mutual benefit/win-win outcomes for all concerned; ◇ Supports stakeholders in achieving their goals; ◇ Inspires staff with own behaviour – “walks the talk”; ◇ Manages and calculates risks; ◇ Communicates strategic plan to the organisation; and ◇ Utilises strategic planning methods and tools.
2. Programme and Project Management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> ◇ Establishes broad stakeholder involvement and communicates the project status and key milestones; ◇ Defines roles and responsibilities for project team members and clearly communicates expectations; ◇ Balances quality of work with deadlines and budget; ◇ Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan; ◇ Uses computer software programmes to help manage project; and ◇ Sets and manages service level agreements with contractors.
3. Financial Management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender	<ul style="list-style-type: none"> ◇ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; ◇ Manages and monitors financial risk; ◇ Continuously looks for new opportunities to obtain and save funds; ◇ Prepares financial reports and guidelines based on prescribed format;

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	procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives.	<ul style="list-style-type: none"> ◇ Understands and weighs up financial implications of propositions; ◇ Understands, analyses and monitors financial reports; ◇ Allocates resources to established goals and objectives; ◇ Aligns expenditure to cash flow projections; ◇ Ensures effective utilisation of financial resources; ◇ Develops corrective measures/actions to ensure alignment of budget to financial resources; and ◇ Prepares own budget in line with the strategic objectives of the organisation.
4. Change Management	Initiates, supports and champions organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	<ul style="list-style-type: none"> ◇ Performs analysis to determine the impact of changes in the social, political and economic environment; ◇ Keeps self and others calm and focused during times of change or ambiguity; ◇ Initiates, supports and encourages new ideas; ◇ Volunteers to lead change efforts outside of own work team; ◇ Consults and persuades all the relevant stakeholders of the need for change; ◇ Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change; ◇ Coaches colleagues on how to manage change; ◇ Proactively seeks new opportunities for change; ◇ Identifies and assists in resolving resistance to change with stakeholders; ◇ Designs specific projects to enable change that are aligned to the organisational objectives; and ◇ Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
5. Knowledge Management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation.	<ul style="list-style-type: none"> ◇ Uses appropriate information systems to manage organisational knowledge; ◇ Uses modern technology to stay abreast of world trends and information; ◇ Evaluates information from multiple sources and uses information to influence decisions; ◇ Creates mechanisms and structures for sharing of knowledge in the organisation; ◇ Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency;

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		<ul style="list-style-type: none"> ◇ Promotes the importance of knowledge sharing within own area; ◇ Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and ◇ Nurtures a knowledge-enabling environment.
6. Service Delivery Innovation	Champions new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals.	<ul style="list-style-type: none"> ◇ Consults clients and stakeholders on ways to improve the delivery of services; ◇ Communicates the benefits of service delivery improvement opportunities to stakeholders; ◇ Identifies internal process improvement opportunities to SDI; ◇ Demonstrates full knowledge of principles on service delivery innovations; ◇ Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; ◇ Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and ◇ Implements innovative service delivery options in own department/organisation.
7. Problem Solving and Analysis	Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	<ul style="list-style-type: none"> ◇ Explains potential impact of problems to own working environment; ◇ Demonstrates logical problem solving approach and provides rationale for proposed solutions; ◇ Determines root causes of problems and evaluates whether solutions address root causes; ◇ Demonstrates objectivity, thoroughness, insight fullness, and probing behaviours when approaching problems; and ◇ Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
8. People Management and Empowerment	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.	<ul style="list-style-type: none"> ◇ Seeks opportunities to increase personal contribution and level of responsibility; ◇ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches; ◇ Delegates and empowers others to increase contribution and level of responsibility; ◇ Applies labour and employment legislation and regulations consistently; ◇ Facilitates team goal setting and problem solving;

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		<ul style="list-style-type: none"> ◇ Recognises individuals and teams and provides developmental feedback in accordance with performance management principles; ◇ Adheres to internal and national standards with regards to HR practices; ◇ Deals with labour matters; ◇ Identifies competencies required and suitable resources for specific tasks; ◇ Displays personal interest in the well-being of colleagues; ◇ Able to manage own time as well as time of colleagues and other stakeholders; and ◇ Manages conflict through a participatory transparent approach.
9. Client Orientation and Customer Focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> ◇ Develops clear and implementable service delivery improvement programmes; ◇ Identifies opportunities to exceed the expectations of customers; ◇ Designs internal work processes to improve customer service; ◇ Adds value to the organisation by providing exemplary customer service; and ◇ Applies customer rights in own work environment.
10. Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> ◇ Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way; ◇ Receptive to alternative viewpoints; ◇ Adapts communication content and style according to the audience including managing body language effectively; ◇ Delivers messages in a manner that gains support, commitment and agreement; ◇ Writes well structured complex documents; ◇ Communicates controversial sensitive messages to stakeholders tactfully; ◇ Listens well and is receptive; and ◇ Encourages participation and mutual understanding.
11. Honesty and Integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	<ul style="list-style-type: none"> ◇ Conducts self in accordance with organisational code of conduct; ◇ Admits own mistakes and weaknesses and seeks help from others where unable to deliver; ◇ Reports fraud, corruption, nepotism and maladministration; ◇ Honours the confidentiality of matters and does not use it for personal gain or the gain of others;

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	<ul style="list-style-type: none"> ◇ Discloses conflict of interests issues; ◇ Establishes trust and shows confidence in others; ◇ Treats all employees with equal respect; ◇ Undertakes roles and responsibilities in a sincere and honest manner; ◇ Incorporates organisational values and beliefs into daily work; ◇ Uses work time for organisational matters and not for personal matters; and ◇ Shares information openly, whilst respecting the principle of confidentiality.