CHAPTER 5

CHAPTER 5

COMPETENCY FRAMEWORK

1. INTRODUCTION

1.1 The introduction of the SMS Competency Framework is key in ensuring that the Public Service achieves its objective of professionalising the Public Service, especially at the Senior Management level. The SMS Competency Framework will assist in ensuring a consistent approach to human performance throughout the Public Service from National to Provincial levels, and thus help to drive and support all human performance initiatives.

1.2 In developing the SMS Competency Framework focus was placed on critical generic competencies, which senior managers would be expected to possess, rather than functional/technical competencies, which are essential to a specific department or a specific job. The SMS Competency Framework consists of a set of eleven (11) generic competencies that communicate what is expected of Senior Managers. In addition, this Framework seeks to establish a shared understanding of the critical success factors for performance in the Senior Management Service. This Framework does not describe the functions or responsibilities of particular senior management levels for example manager, senior manager or director, chief director, etc. However, they are based on the requirements for the whole of the Senior Management Service in both its current and emerging form.

2. SCOPE OF APPLICABILITY

2.1 The SMS Competency Framework applies to members of the SMS as defined in the Public Service Regulations, 2001.

3. ESTABLISHING THE NEED FOR COMPETENCY PROFILING

3.1 Developing the SMS Competency Framework

(1)   There are various definitions that are used to define a competency, even though the terminology and concepts in use do vary somewhat, there is general consensus that competency refers to the set of behaviour patterns an individual needs to **display** in order to **perform** effectively and efficiently **in his or her position**. The Public Service Regulations, 2001 defines 'competence' as "… the blend of knowledge, skills, behaviour and aptitude that a person can apply in the work environment, which indicates a person's ability to meet the requirements of a specific post."

(2)   The SMS Competency Framework has emerged from an exhaustive process of interviews, desktop studies, surveys, focus group sessions and analysis.   The data gathering exercise spanned across the Senior Management Service and culminated in a wealth of raw data on behaviours. In the process a wide range of stakeholders, subject matter experts and senior managers were consulted.   These competencies will have to be reviewed in the future to ensure currency and ongoing relevance within the Public Service.

3.2 Why Competency Modeling

(1)   A Competency Framework defines the competencies that are important for the Public Service to be successful, and ensures that Senior Managers have the requisite competencies and associated proficiency levels to succeed at the strategic level.

(2)   A Competency Framework is the foundation for, and a key driver of effective Human Resource Management. It describes the activities and behaviours of employees using a common set of terms and scales, thus creating a common language across HR processes. Having the knowledge, skills, behaviours and attitudes described in one place in a competency model is a helpful tool that allows both the individual and the organisation to know what knowledge and skills are needed to be effective in a given role.

4.   STRUCTURE OF THE COMPETENCY FRAMEWORK

4.1   How to use the SMS Competency Framework

(1)   The components of the SMS Competency Framework are: -

COMPETENCY NAME	Name used to identify the Senior Manager's behaviour or groupings of behaviours;
COMPETENCY DEFINITION	General description of behaviours and activities that must be demonstrated by Senior Managers to achieve the desired competency; and
PROFICIENCY LEVEL	Description of the degree to which a Senior Manager has mastered the criteria of a competency. The competency scale classifies observable and measurable behaviours (behavioural indicators) sequentially. Individual progresses through the hierarchy by mastering the knowledge, skills, behaviours, or outcomes required at the level below.

Table 1: Components of the SMS Competency Framework

(2)   The competencies that appear in the SMS Competency Framework are in **no** order of importance to the role of senior managers in the Public Service. All the following competencies are viewed as being critical for high performance in the senior manager's role:

(a)   Strategic Capability and Leadership;

(b)   Programme and Project Management;

(c)   Financial Management;

(d)   Change Management;

(e)   Knowledge Management;

(f)   Service Delivery Innovation (SDI);

(g)   Problem Solving and Analysis;

(h)   People Management and Empowerment;

(i)   Client Orientation and Customer Focus;

(j)   Communication; and

(k)   Honesty and Integrity.

(3)   The SMS Competency Framework has four proficiency levels that consist of specific behavioural indicators that noticeably reflect different expected levels of performance/expertise. The following guide reflected in Table 2 should be used to interpret the different proficiency levels as depicted in the SMS Competency Framework. Note that these behaviours are only indicators and are not intended to be a definitive set.

Proficiency Level	Description
Basic	APPLIES BASIC CONCEPTS AND METHODS BUT REQUIRES SUPERVISION AND COACHING.
Competent	INDEPENDENTLY DEVELOPS AND APPLIES MORE ADVANCED CONCEPTS AND METHODS. PLANS AND GUIDES THE WORK OF OTHERS. PERFORMS ANALYSIS.
Advanced	UNDERSTANDS AND APPLIES MORE COMPLEX CONCEPTS AND METHODS. LEADS AND DIRECTS PEOPLE OR GROUPS OF RECOGNISED SPECIALISTS. ABLE TO PERFORM IN-DEPTH ANALYSIS.
Expert	SOUGHT OUT FOR DEEP, SPECIALISED EXPERTISE. LEADS THE DIRECTION OF THE ORGANISATION. DEFINES MODEL/THEORY.

Table 2: SMS Competency Framework Proficiency Level Guide

4.2   **How to use the SMS Competency Dictionary**

(1)   There are several benefits of establishing a competency-based approach to human resources, among them:

4.3   **Strategic Alignment**

(1)   A competency model will enable the Public Service to bring strategic vision, values and capabilities "down to earth" so they can be linked to daily operations, and have a motivating impact on all staff. A competency model can be a key tool used to create effective alignment between people and the organisation's strategic requirements as it strives to reform itself.

4.4   **Common Performance Expectations**

(1)   The competency model provides the Public Service with a description of the key skills, knowledge, behaviours and attitudes that are expected of its Senior Management cadre. It helps to establish a common set of performance expectations that can be consistently applied throughout the Public Service.

4.5   **Certainty and Clarity**

(1)   The development of competencies provides Senior Managers with more certainty and clarity of expectations of their performance. Competencies involve a common language, revealing the "rules of the game". This provides the opportunity to do an objective comparison and to identify and analyse a competency gap.

(2)   The competency model empowers senior managers to proactively manage their own careers. For example, employees are able to view profiles of their individual competencies, compare them with current or desired job requirements, and determine where competencies match and where gaps exist. They then are able to work and train towards meeting their own career goals.

4.6   **Human Resources**

(1)   Analysing individual competencies gives a profound understanding of the available human resources. By paying attention to the organisation's workforce in a structured way using competency management, the investments in the workforce lead to the creation of human capital as a major resource/asset aligned with the strategies of the Public Service.

The Public Service will then be more flexible in using and adjusting its human resources, and will have a powerful tool to adjust their human resources to match the requirements of organisational processes and activities.

(2)   The competency methodology provides consistency across all human resource processes (e.g. recruitment, selection, performance management and training/development). This helps to prepare a common base for all human resource systems.

5.   APPLICATION OF THE COMPETENCY FRAMEWORK

5.1   As mentioned above, the competency framework should underpin all key human resource management and development practices for the SMS. As an example, a competency assessment battery has been developed based on these competencies. Similarly, a performance management system that has been developed is based on these competencies.

5.2   Details on the integration of the competency framework into key human resource systems will therefore still be made available to departments. This includes issues such as measurement instruments to be utilised for selection and performance management purposes.

6.   COMPETENCY FRAMEWORK

COMPETENCY NAME	STRATEGIC CAPABILITY AND LEADERSHIP
COMPETENCY DEFINITION	Must be able to provide a vision, set the direction for the organisation and inspire others in order to deliver on the organisational mandate.

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
Understands organisational and departmental strategic initiatives, but weak in inspiring others to achieve the set objectives; Describes how specific tasks link to organisation's strategies, but experiences difficulty in putting the links into practice; Aligns and prioritises own action plans to organisational strategies but has limited influence in determining the strategic direction; and Demonstrates commitment through actions.	Gives direction to team in realising the organisation's strategic objectives; Impacts positively on team morale, sense of belonging and participation; Develops action plans to execute strategic initiatives; Assists in defining performance measures to evaluate the success of strategies; Identifies and communicates obstacles to executing specific strategies; Supports stakeholders in achieving their goals; Inspires staff with own behaviour - "walks, the talk";	Evaluates all activities to determine value added and alignment with the organisation's strategic goals. Displays and contributes in-depth knowledge to strategic planning at the organisational level; Ensures alignment of strategies across various functional areas to the organisation strategy; Defines performance measures to evaluate the success of organisation's strategy; Monitors and reviews strategic plans consistently and takes corrective action to keep plans on track in light of new challenges in the environment; Promotes organisation's mission and vision to all relevant stakeholders; Empowers others to deal with complex and ambiguous situations;	Structures and positions the organisation to Government priorities; Develops and implements strategies for the organisation utilising in-depth knowledge of customers and clients, the conventions, changing trends, processes and constitutional framework of the Government; Holds self accountable for executing the strategy; Builds and maintains a wide network of internal and external relationships to gain confidence, trust and respect from others; Sought out as a leader who can motivate others to achieve a common goal;

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
	Manages and takes calculated risks; Communicates strategic plan to the organisation; and Utilises strategic planning methods and tools.	Achieves agreement or consensus in an adversarial environment; Guides the organisation through complexity and uncertainty of vision; Leads and unites diverse workgroups across divisions to achieve organisational objectives; and Develops and implements risk management.	Creates loyalty, comradeship and an organisation environment that permits innovative thinking; and Develops strategic planning methods and tools.

COMPETENCY NAME	PROGRAMME AND PROJECT MANAGEMENT
COMPETENCY DEFINITION	Must be able to plan, manage, monitor and evaluate specific activities in order to deliver the desired outputs.

PROFICIENCY LEVELS

BASIC	COMPETENT	ADVANCED	EXPERT
Commences project after go-ahead from higher authority; Understands procedures of project management, its implications and the importance of stakeholder involvement; Understands the outcome of the project in relation to organisation's goals. Displays basic project management skills; Documents and communicates issues and risks associated with own work; Uses results of other successfully completed projects as points of reference; and Applies existing policies in own field of work.	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; Sets and manages service level agreements with contractors; Provides advice and guidance on policies; and Complies with statutory requirements and apply policies consistently.	Manages multiple projects and balances priorities and conflicts between projects based on broader organisational goals; Manages risks across multiple projects by examining total resource requirements and assessing impact of projects on the day-to-day operations; Modifies project approach and budget without compromising the quality of outcomes and the desired results; Involves top-level political authority and other relevant stakeholders in the buy-in process; Keeps abreast and applies international trends in project management; Motivates and coaches project teams to achieve highest project results; and Monitors policy implementation and puts in place procedures to manage risks.	Conceptualises the long term effects of the desired outcomes of project; Initiates several projects after conducting strategic analyses of organisation on the micro and macro levels; Persuades political heads to adopt and implement results/outcomes of project; Initiates projects that lead to the achievement of the long-term strategic objectives of the organisation; and Sponsors multiple projects by allocating resources and supports the goals of these projects; and Leads and coordinates the translation of policy into action plans.

COMPETENCY NAME	FINANCIAL MANAGEMENT
COMPETENCY DEFINITION	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 strategic organisational objectives.

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
Articulates basic financial concepts and techniques as they relate to organisational/departmental processes and tasks (e.g. performance budgeting and value for money); Displays awareness of the different sources of financial data, reporting mechanisms and financial processes and systems; Understands importance of financial accountability; Understands the necessity for asset control;	Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; Assesses, manages and monitors financial risks; Continuously looks for new opportunities to obtain and save funds; Prepares financial reports based on prescribed format; Understands and weighs up financial implications of propositions; Controls assets according to prescribed policies and procedures;	Takes ownership of key planning, budgeting and forecasting processes and answers questions related to topics within own responsibility; Manages financial planning, forecasting and reporting processes; Prepares budgets that are aligned to the strategic objectives of the organisation\department; Addresses complex budgeting and financial management issues; Formulates long term financial plans and resource allocations; Develops and implements systems, procedures and processes in order to improve financial management; Advises on policies and procedures regarding asset control;	Develops planning tools that assist with evaluating and monitoring future expenditure trends; Sets budgeting guidelines for the department/organisation; Recognised internally and externally as a financial expert; Sets strategic direction for the organisation/department in relation to expenditure and other financial processes; Identifies and implements partnerships and explores other avenues to achieve financial savings and improved service delivery; Identifies and implement new techniques to improve asset control;

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
Recognises key expenditure and financial accounting and reporting concepts; Performs key financial management processes (expenditure, accounting and reporting) with guidance/direction; Tracks and measures actual expenditure against budget; and Understands the role of an audit function.	Understands, analyses and monitors financial reports; Allocates resources to established goals and objectives; Manages expenditure in relation to cash flow projections; Ensures effective utilisation of financial resources; Develops corrective measures/ actions to ensure alignment of budget to financial resources; Prepares and manages own budget in line with the strategic objectives of the organisation; and Makes realistic projections in routine reports.	Dynamically allocates resources according to internal and external objectives (broader government objectives); Develops expenditure Key Performance Indicators (KPI's); Succeeds in achieving maximum results with limited resources; Assists others with financial accounting\reporting tasks; Coaches and teaches others on key financial concepts; and Analyses projections in reports.	Evaluates financial impact of strategic decisions across the organisation; Develops long-term plans, performance measures and budgets that are aligned with strategic objectives; and Possesses in-depth financial acumen and understanding and runs the finances according to sound principles.

COMPETENCY NAME	CHANGE MANAGEMENT
COMPETENCY DEFINITION	Must be able to initiate and support organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
Communicates status, benefits and issues relating to change; Identifies gaps between the current and the desired situation and reasons for resistance to change; Accepts and successfully performs a supporting role in the change effort; Identifies the need for change; Participates in change programmes and piloting of change initiatives; and Understands the impact of change initiatives on the organisation within the broader political and social context.	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; Proactively seeks new opportunities for change; Identifies and assists in resolving resistance to change with stakeholders; and Designs activities to enable change that are aligned to the organisational objectives.	Monitors results of change; Secures buy-in and sponsorship for change efforts; Designs, develops, evaluates and continuously improves the overall change strategy after wide consultation with the relevant stakeholders; Customises and applies approaches to facilitate change; Capitalises on relationships with various stakeholders in establishing strategic alliances in facilitating change efforts; Leads major change programmes; Benchmarks change initiatives and strategies against best practice; Exhibits sensitivity to dynamics within the organisation which affect how quickly change is accepted; Takes calculated risks and is constantly seeking new ideas from leading edge organisations and external sources;	Sponsors "change agents" (responsible for implementing the change) and creates a network of leaders who support and own the change; Adapts current infrastructure to change initiatives; Mentors others on the leadership of change; Viewed as a thought leader in change management; and Inspires change that has impact even wider than the organisation.

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
		Defines outcomes and measurement criteria for change programmes; and Creates innovative ways of reinforcing change, rewarding change acceptance and discouraging change resistance.	

COMPETENCY NAME	KNOWLEDGE MANAGEMENT
COMPETENCY DEFINITION	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation.

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
Collects, categorises and tracks relevant information required for specific tasks and projects; Analyses and interprets information to draw conclusions; Seeks new sources of information to increase own knowledge base; and Shares information and knowledge with co-workers.	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;	Anticipates future knowledge management requirements and systems; Develops standards and processes to meet future knowledge management requirements; Shares and promotes best practices across the organisation; Coaches others on knowledge management techniques; Monitors and measures knowledge management capability in organisation; Creates a culture of a learning organisation; and Holds motivational sessions with colleagues to share information and new ideas.	Consulted by others for expert knowledge management capability; Creates and supports a vision and culture where staff feel empowered to seek and share knowledge; Establishes partnerships across organisational boundaries to facilitate knowledge management; Recognises and exploits knowledge nodes in interactions with clients; Strives to ensure that there is a correlation between the organisational and the knowledge strategies; and

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
	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.		Works across organisations to identify and share critical knowledge.

COMPETENCY NAME	SERVICE DELIVERY INNOVATION (SDI)
COMPETENCY DEFINITION	Must be able to explore and implement new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals.

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
Recommends new ways of performing tasks within own function; Identifies and seeks potential sources of new ideas and approaches to enhance service delivery; Proposes simple remedial solutions to simple service delivery orientated problems; and Listens to the ideas and perspectives of others and explores opportunities to enhance these ideas.	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; Identifies and analyses opportunities where innovative ideas can lead to improved service delivery;	Formulates and implements new ideas throughout the organisation; Ensures buy-in from key stakeholders; Consults and utilises international best practices on SDI; Aligns the SDI initiatives with the latest technology; Researches needs of clients; Coaches others on innovation techniques; and Inspires service providers to improve delivery of services.	Creates and supports a non-threatening environment where individuals feel empowered to come forward with new and unconventional ideas; Plays an active role in international seminars/work-shops/conferences on SDI; Highly regarded by the private, the public and the international community on SDI; and Integrates processes, policies and structures across the organisation to achieve improved efficiency and effectiveness on SDI.

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
	Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and Implements innovative service delivery options in own department/organisation.		

COMPETENCY NAME	PROBLEM SOLVING AND ANALYSIS
COMPETENCY DEFINITION	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
Understands the basic steps in problem solving and analysis and solves basic problems using organisation guidelines; Identifies when to solve problems independently and when to consult others for resolution beyond own authority; Participates actively and constructively in problem solving discussions; and Identifies and documents issues associated with problems.	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, insightfulness, and probing behaviours when approaching problems; and Demonstrates the ability to break down complex problems into manageable parts and identify solutions. .	Coaches others on the analytical techniques and problem solving methods; Anticipates organisational problems and strategises to counteract potential impact; Involves the appropriate people, to resolve complex, inter-departmental problems; Generates various solutions/ options and contingency plans for problems; Identifies the impact of solutions on multiple areas within the organisation; and Develops contingency measures and explores various problem solving options.	Designs complex problem solving tools and methods; Establishes and fosters an environment which encourages analytical and fact-based problem solving; Puts preventative measure in place to ensure that problems do not recur in the future; Identifies, solves and monitors unique issues or problems that have total organisational impact in consultation with the stakeholders; Sought after by other organisations as a thought leader in problem solving; and Establishes completely new approaches to solving complex inter-departmental problems.

COMPETENCY NAME	PEOPLE MANAGEMENT AND EMPOWERMENT
COMPETENCY DEFINITION	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals.

PROFICIENCY LEVELS

BASIC	COMPETENT	ADVANCED	EXPERT
Participates in team goal setting and problem solving; Interacts and collaborates with diverse groups of people; Understands team strengths, weaknesses and preferences; and Is aware of the appropriate steps and guidelines for employee development and feedback, but not yet fully able to implement these.	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;	Analyses ineffective team and work processes and recommends improvement; Recognises and rewards desired behaviours and results; Mentors and counsels others; Addresses balance between individual career expectations and organisational needs; Considers developmental needs of personnel when building teams and assigning tasks; Establishes an environment in which personnel can maximise their potential; Guides others on managing people; Inspires a culture of performance excellence by giving positive and constructive feedback to the team;	Develops and incorporates best practice people management processes, approaches and tools across the organisation; Creates processes to ensure accountability for people management and development; Exceeds set goals for employment equity and affirmative action; Has a reputation as a leader in fostering professional growth; Sought after as a mentor; Develops comprehensive, integrated strategies and approaches to managing human resources;

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
	Recognises differences between individuals, cultures and teams and provides developmental feedback in accordance with performance management principles; Adheres to internal and national standards with regards to human resource practices; 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 approach.	Creates links among various individuals, cultures and teams and instils a common sense of identity towards the achievement of goals by various team members and stakeholders; Shares knowledge of the big picture to help others understand their role; and Creates a culture of continuous learning and development.	Develops systems and processes to recruit and retain high quality staff; and Adapts leadership style to different people, cultures and situations .

COMPETENCY NAME	CLIENT ORIENTATION AND CUSTOMER FOCUS
COMPETENCY DEFINITION	Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.

PROFICIENCY LEVELS

BASIC	COMPETENT	ADVANCED	EXPERT
Acknowledges customers rights; Applies customer knowledge to improve own organisation or department; Maintains good relationship with customers and understands their priorities; and Redirects queries to the most appropriate person/ solution provider and follows through to ensure customer needs are met.	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.	Coaches others about the importance and application of customer and client knowledge; Fosters an environment in which customer satisfaction is valued and delivered; Addresses and resolves high-risk, high-profile stakeholder issues; and Takes advantage of opportunities to learn about stakeholders and brings this information to own functional area.	Coordinates the implementation of service delivery improvements within budget, time, quality and targets set by the department; Establishes guidelines to balance cost-consciousness and service delivery; Establishes the organisation's strategic direction for managing services towards stakeholders; Demands broad and deeper knowledge of clients and customers to ensure better service delivery; and Utilises long term, collaborative and strategic relationships with clients and customers to better service delivery.

COMPETENCY NAME	COMMUNICATION
COMPETENCY DEFINITION	Must be able to exchange 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.

PROFICIENCY LEVELS

BASIC	COMPETENT	ADVANCED	EXPERT
Shows understanding for communication tools appropriate for the audience but needs assistance in utilising them; Expresses ideas in a clear and coherent manner but not always taking into account the needs of the audience; and Assimilates information reasonably well.	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; Compiles documents on complex matters that are clear, concise and well structured;	Communicates high risk sensitive matters to all relevant stakeholders; Develops well defined communication strategy; Balances political views with organisational needs when communicating differing viewpoints on complex issues; Steers negotiations around complex issues and arrive at a win/win situation; Markets and promotes the organisation to external stakeholders; and Communicates with the media without compromising the integrity of the organisation.	Consulted as an expert in communication both externally and internally; Is sought after to lead negotiations and represent the organisation; Inspires people with use of language; Creates an environment that is conducive to productive communication; and Coordinates negotiations at different levels within the organisation and externally.

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
	Communicates controversial sensitive messages to stakeholders tactfully; Listens well and is receptive; and Encourages participation and mutual understanding.		

COMPETENCY NAME	HONESTY AND INTEGRITY
COMPETENCY DEFINITION	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
Realises the implications of not speaking and acting with integrity, but needs guidance in implementing these principles; Follows through on commitments under supervision; and Follows the rules and regulations of the organisation.	Conducts self in accordance with organisational values; Admits own mistakes and weaknesses and seeks help from others where unable to deliver; Reports fraud, corruption, nepotism and malad-ministration; Honours the confidentiality of matters and does not use it for personal gain or the gain of others; Deals promptly, and in the interest of the State, with situations where conflict of interest arises;	Develops and applies self-corrective measures; Makes proposals and recommendations in a way that wins the trust and support of others; Promotes transparent and accountable administration; Presents ideas and beliefs in a manner which is consistent with the rules and regulations of the organisation/department; Acts decisively against corrupt and dishonest conduct; Promotes the values and beliefs of the organisation internally and externally; Co-operates with others and works as a team and not for personal benefit; and	Creates an environment where integrity, honesty and accountability flourish; Develops and implements anti corruption measures; Is widely recognised as an expert in fighting fraud, corruption and other acts of dishonesty; Sets shared accountabilities and integrity standards across the organisation in support of organisational objectives; Is fully responsible for own actions even if it reflects negatively on self or organisation; and

PROFICIENCY LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**EXPERT**
	Establishes trust and shows confidence in others; Treats all employees with equal respect; Takes responsibility for own actions; Undertakes roles and responsibilities in a sincere and honest manner; Uses work time for organisational matters and not for personal matters; and Shares information openly, whilst respecting the principle of confidentiality.	Oversees the acceptance of responsibility and accountability in the organisation .	Creates a culture of accountability .