

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 HOD.

PERFORMANCE STANDARDS FOR CORE MANAGEMENT COMPETENCIES

CMC	STRATEGIC CAPABILITY AND LEADERSHIP
DEFINITION OF CMC	Must be able to provide a vision, give direction and inspire others in order to deliver on the organisational mandate
FOCUS OF APPLICATION	In the application of this CMC the HOD 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 departmental goals.

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

Rating	Description
1	HOD is not able to provide a vision, give direction and inspire senior managers in order to deliver on the departmental and specific mandates.
2	HOD is partially able to provide a vision, give direction and inspire senior managers in order to deliver on the departmental and specific mandates.
3	HOD is fully able to provide a vision, give direction and inspire senior managers in order to deliver on the departmental and specific mandates.
4	HOD performs in an outstanding way to provide a vision, give direction and inspire senior managers in order to deliver on the departmental and specific mandates.

CMC	PROJECT AND PROGRAMME MANAGEMENT
DEFINITION OF CMC	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	In the application of this CMC the HOD must be able to exhibit the required competency to translate the vision into action and to understand the principles and practice of managing various programmes with various projects, including infrastructure projects (if applicable) and the maintenance thereof, and to successfully ensure integration in order to deliver on departmental mandates.

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*

Rating	Description
1	HOD is not able to translate vision into action and is not able to integrate, evaluate and ensure implementation of plans for several programmes/business units or multiple complex activities.
2	HOD is partially able to translate vision into action and is partially able to integrate, evaluate and ensure implementation of plans for several programmes/business units or multiple complex activities.
3	HOD is fully able to translate vision into action and is able to integrate, evaluate and ensure implementation of plans for several business units or multiple complex activities.
4	HOD performs in an outstanding way in integrating vision into action and to integrate, evaluate and ensure implementation of plans for several business units or multiple complex activities.

PERFORMANCE STANDARDS FOR CORE MANAGEMENT COMPETENCIES

CMC	FINANCIAL MANAGEMENT
DEFINITION OF CMC	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.
FOCUS OF APPLICATION	In the application of this CMC the HOD must be able to provide strategic guidance in developing, applying and monitoring implementation of policies and guidelines for sound financial management as well as to integrate and manage complex planning, controlling and forecasting processes across the Department, infrastructure projects (if applicable), and departmental infrastructure including maintenance thereof.

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*

Rating	Description
1	HOD is not able to provide strategic direction in developing, applying and monitoring implementation of policies and guidelines for sound financial management and is not able to integrate and manage complex planning, controlling and forecasting processes across the Department, infrastructure projects (if applicable), and departmental infrastructure including maintenance thereof.
2	HOD is partially able to provide strategic direction in developing, applying and monitoring implementation of policies and guidelines for sound financial management and is partially able to integrate and manage complex planning, controlling and forecasting processes across the Department, infrastructure projects (if applicable), and departmental infrastructure including maintenance thereof. Department.
3	HOD is fully able to provide strategic direction in developing, applying and monitoring implementation of policies and guidelines for sound financial management and is fully able to integrate and manage complex planning, controlling and forecasting processes across the Department, infrastructure projects (if applicable), and departmental infrastructure including maintenance thereof.
4	HOD performs in an outstanding way to provide strategic direction in developing, applying and monitoring implementation of policies and guidelines for sound financial management and integrates and manages complex planning, controlling and forecasting processes across the Department, infrastructure projects (if applicable), and departmental infrastructure including maintenance thereof.

CMC	CHANGE MANAGEMENT
DEFINITION OF CMC	Must be able to initiate and support organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.
FOCUS OF APPLICATION	In the application of this CMC the HOD must be able to exhibit the required competency of having the ability to create an environment that inspire and encourage change, innovation and improvement and to communicate a clear vision for change and lead the process by mentoring others on embracing change and leading the process of 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*

Rating	Description
1	HOD is not able to create an environment that inspire and encourage change, innovation and improvement and to communicate a clear vision for change and lead the process by mentoring others on embracing change and leading the process of change.
2	HOD is partially able to create an environment that inspire and encourage change, innovation and improvement and to communicate a clear vision for change and lead the process by mentoring others on embracing change and leading the process of change.
3	HOD is fully able to create an environment that inspire and encourage change, innovation and improvement and to communicate a clear vision for change and to lead the process by mentoring others on embracing change and leading the process of change.
4	HOD performs in an outstanding way in creating an environment that inspire and encourage change, innovation and improvement and to communicate a clear vision for change and to lead the process by mentoring others on embracing change and leading the process of change.

CMC	PEOPLE MANAGEMENT AND EMPOWERMENT
DEFINITION OF CMC	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals.
FOCUS OF APPLICATION	In the application of this CMC the HOD must have the ability to anticipate and plan for future HR requirements, equity targets and create an environment where employees consistently strive towards improving themselves for improved performance and productivity within a diverse workforce.

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*

Rating	Description
1	HOD is not able to anticipate and plan for future HR requirements, equity targets and does not create an environment where employees consistently strive towards improving themselves for improved performance and productivity within a diverse workforce.
2	HOD is partially able to anticipate and plan for future HR requirements, equity targets and is partially able to create an environment where employees consistently strive towards improving themselves for improved performance and productivity within a diverse workforce.

3	HOD is fully able to anticipate and plan for future HR requirements, equity targets and is able to create an environment where employees consistently strive towards improving themselves for improved performance and productivity within a diverse workforce.
4	HOD performs in an outstanding way to anticipate and plan for future HR requirements, equity targets and manages in an outstanding way to create an environment where employees consistently strive towards improving themselves for improved performance and productivity within a diverse workforce.