COMPETENCY ASSESSMENT MODEL

Introduction and Instructions

The Competency Assessment and Inventory exercise is intended to capture the employees' demonstrated competencies. The Framework acknowledges the existence of several categories of competencies in acknowledging the complexity and diversity of the organization:

- A.   Behavioural
- B.   Leadership
- C.   Business
- D.   Technical
- E.   Administrative and Fiscal

All employees are expected to complete a form by noting your competencies and the proficiency level, providing a valid example or evidence of the competency. **Each competency must be validated by either your supervisor or a competent authority.**

Proficiency Framework

Proficiency Level	Proficiency Level Definition	Proficiency Level Illustration	Proficiency Level Illustration
1	Awareness	• Applies the competency in the simplest situations. • Requires close and extensive guidance.	• Demonstrates a general understanding of the competency and rarely needs to apply the competency.
2	Basic	• Applies the competency in somewhat difficult situations • Requires frequent guidance	• Demonstrates understanding of the competency and is required to apply the competency on occasion. • May need support in applying the competency.
3	Intermediate	• Applies the competency in difficult situations • Requires occasional guidance	• Demonstrates sound understanding of the competency and routinely applies the competency in functional activity. • Can apply the competency independently without assistance.
4	Advanced	• Applies the competency in considerably difficult situations • Generally requires little or no guidance	• Demonstrates expertise routinely in using the competency and is required to mentor others. • Applies the competency in non-routine or complex scenarios.

Proficiency Level	Proficiency Level Definition	Proficiency Level Illustration	Proficiency Level Illustration
5	Expert	• Applies the competency in exceptionally difficult situations • Serves as a key resource and advises others	• Considered a leader in the industry or, business in the application of the consultancy demonstrated by peer acknowledgement and industry accolades. • Applies the competency in highly complex and unusual, unscripted scenarios.

Competency Framework

A. Behavioural Competency

Competency	Competency Elements
Interpersonal Skills	• Demonstrating concern for others • Demonstrating insight into behaviour and concern for others • Maintain open communication • Respecting diversity
Integrity	• Behaving ethically • Acting fairly • Taking responsibility
Professionalism	• Demonstrating self-control • Maintaining a professional appearance • Maintaining a positive attitude
Initiative	• Persisting in getting responsibilities done • Taking initiative • Setting challenging goals • Working independantly
Adaptability and Flexibility	• Employing unique ideas • Entertaining new ideas • Dealing with ambiguity
Communication	• Listening • Oral Communications • Written communications
Critical and Analytical Thinking	• Reasoning • Mental agility • Application of logic
Problem Solving and Decision Making	• Identifying the problem • Gathering and organizing relevant information • Generating alternatives • Choosing a solution
Teamwork	• Establishing productive relationships • Providing support to team members • Resolving conflict • Acknowledging team membership and role

B. Leadership Competency

Competency	Definition
Leadership	A true leader motivates, inspires and gains support from others through mutual trust without the need to rely on hierarchy and authority. Provides a compelling vision, which motivates others to work towards team goals, setting clear objectives and holding people to account for results. Encourages and offers support to others in challenging situations. Enables staff to improve their performance and develop the capability of people.
Leading Change	Understands the need for change and embraces change in a positive manner. Communicates the vision for change by engaging and facilitating others to work collaboratively to achieve real change. Seeks out opportunities to effect change to improve organisational performance. Develops self and others to respond effectively to change communicating change clearly to all those around them.
Organization and Strategic Perspective	Clearly sees the bigger picture and demonstrates an in depth knowledge of how their role supports the achievement of organisational objectives and the wider public sector. Creates clear strategies which take into account the external and political context to maximise the opportunity to add value to the community and support economic growth
Analysis and Decision making	Identifying the key issues, breaking down problems and establishing facts. Using sound judgement to make informed decisions which take into account financial/resource management and the local/wider economy and markets. Creating evidence based strategies and plans which take into account different options, benefits, risks and solutions to make effective decisions even in time critical situations.
Creativity and Innovation	Standing back from the detail, taking a broader perspective and developing new ideas to take the organisation forward. Creating strategies and plans which take into account innovative, new approaches which are being trialed in other sectors and industries.
Delivering Results	Being energetic and tenacious in the achievement of goals. Takes initiatives which often involve calculated risks and demonstrates the personal drive to do things better, more effectively, and in a way that exceeds goals and targets. It includes looking for new challenges and not being satisfied with the status quo but not making change for change's sake.
Political Savvy	Identifies the internal and external politics that impact the organization and strategically navigates political scenarios without injury to self or organization
Human Capital Management	Builds and manages workforce based on organizational goals, budget considerations and staffing needs. Ensures that employees are appropriately recruited, selected, appraised and rewarded, takes action to address performance problems. Manages a diverse workforce and a variety of work situations.

C. Business Competence

Competency	Competency Elements
IT User Skills	• Use of Software and apps for business application • Understanding of computer hardware devices • Information research literacy
Customer Focus	• Builds and maintains customer satisfaction with the products and services offered by the organization.
Negotiating	• Uses knowledge of the organizational and political climate to solve problems and accomplish goals, reach deals and mediate agreements
Fiscal Accountability	• Follows fiscal guidelines, regulations, principles, and standards when committing fiscal resources or processing financial transactions.
Project or Program management	• Structures and directs work using project or program management protocols and methodology
Planning and Organizing	• Coordinates, plans and uses resources to achieve goals and establishes courses of action for self and others to ensure work and goals are completed efficiently
Technology Management	• Keeps up to date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems
Performance Management	• Takes responsibility for one's own or other's employee performance by setting clear goals and expectations, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly
Supervisory Management	• Responsible for the supervision and coordination of staff and their activity including monitoring, motivating and performance management of staff

D. Technical Competency

Competency	Competency Elements
Information Management	• Information technology policy development and implementation • Information operational processes • Organize, evaluate and analyze data • Manage information management tools and resources • Transfer information management knowledge
Risk Management	• Disaster recovery • Protection and preservation of information • Risk assessment and audit • Security and Information assurance • Security operations • Business continuity • Incident management • Secure information system development
Information Protection and Security	• Information protection and security protocols and procedures • IP security policy development and application • Compliance
Information Technology	• Utilizing IT • Software Applications • Use of Office Equipment

Competency	Competency Elements
Databases and Applications	• Data administration • Database management • Data models • Business Intelligence • Data protection • Data storage systems
Networking	• Network administration • Network security • Virtualization and Cloud computing • Internet services • Web management
Telecommunications	• Mobile communications technologies • Wireless and mobility • Mobile operating systems
Software Development and management	• Software development • Programming • Software acquisition management and maintenance • Web development
User & Customer support	• Engagement • Help desk functions
Digital Media and Visualization	• Video, audio and graphic software applications • Digital environments • Digital presentation media technology • Streaming technologies • Digital media design

E. Administrative and Fiscal Competencies

Competency	Competency Element
Strategic and advisory	Provides strategic and business advice and partners with programs, projects and plans to achieve business goals using professional expertise
Reporting	Provides accurate effective reporting for business and project decision making
Regulatory	Follows established regulatory guidelines to ensure compliance within a legal or other framework to avoid liability or risk based implications
Accounting	Understanding of financial management practices and generally accepted accounting principles and standards required for efficient and accurate
Cost/ Management Accounting	Knowledge of the principles, procedures, and methods of cost accounting, including the use of historical costs, market value, or present value to measure costs; methods for assigning cost to accounting periods; and cost allocations, cost accrual, depreciation and unit cost
Accounting Operations	Knowledge of general ledger accounting and the control/ subsidiary account relationships and reconciliation techniques, including accounts receivables, accounts payable and disbursing officers accountability
Financial Analysis	Knowledge of the principles, methods and techniques of financial analysis, forecasting, and modeling to interpret quantitative and qualitative data; includes data modeling, earned value management, and evaluating key financial indicators, trends and historical data
Auditing	Knowledge of generally accepted auditing standards and procedures for conducting financial and compliance, economy and efficiency, and program audits
Control of funds	Knowledge of the principles, procedures, and requirements for maintaining control and accountability of obligations and expenditures for all appropriations and fund accounts

Competency	Competency Element
Reasoning	Identifies rules, principles or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draw accurate conclusion
Contracting/ Procurement	Knowledge of various types of contracts, techniques for contracting or procurement, contract negotiation and administration
Cost Estimation and Analysis	Knowledge of the principles and methods used to determine, estimate and analyze costs, including determining life cycle costs, application of cost models, and evaluation of cost realism
Business Process Reengineering	Knowledge of methods, metrics, tools and techniques of business process reengineering
Internal Controls	Knowledge of the principles, methods and techniques of for establishing internal control activities, monitoring their use, and evaluating their performance
Recordkeeping	Manages the maintenance, retention and use of records for organizational effectiveness
Office Administration	Applies knowledge of support principles, practices, policies and processes to ensure effective and efficient administrative operations
Tender Management	Participates in the preparation, processing and management of the tenders process in accordance with established guidelines and processes