

COMPETENCE PROFILE: MUNICIPAL MANAGER

1. JOB DEFINITION				
Constitutional Functional Area	MAJOR GROUP 1: MANAGERS			
OFO ¹ Occupation	Local Authority Manager	SALGBC FRAMEWORK		
OFO Code	111403	Area: MUNICIPAL MANAGEMENT		
Occupational Title:	MUNICIPAL MANAGER			
Alternative Job Titles	<ul style="list-style-type: none"> City Administrator 			
Job Level	Section 57	Manager	Professional	Artisan
		General Worker		Other
Nature of Job (Short Description of job content):				
Leads and directs the municipal institutions by providing policy guidelines, governance and compliance to ensure efficiencies of the organization.				
2. QUALIFICATIONS, EXPERIENCE AND EXPERTISE				
2.1 Minimum Qualifications and Related requirements				NQF Level
i. Bachelor Degree in Administration/ Political Sciences / Law or equivalent degrees <ul style="list-style-type: none"> Bachelor degree in Commerce/ Business Administration or MBA ii. Certificate: Programme for Municipal Development iii. Professional Registration: Institute of Local Government Managers				6 and above
2.2 Experience and related expertise (8-10 years)				
i. Minimum of 3 - 4 years' senior management experience in local government ii. 4 -5 years' middle management experience; with proven successful organizational transformation and turnaround of a large/medium Corporate/Public Sector Organization				
2.3 Knowledge and Expertise				
Knowledge				
i. Good <u>knowledge and interpretation</u> of key and related local government Acts and Regulations (e.g., MSA, MFMA, etc.) ii. Good Knowledge of Local Government Performance Management System iii. Good knowledge of Council operations and delegation of Powers iv. King III Code				

¹ OFO is the Organising Framework for Occupations of the Department of Labour

3. CORE COMPETENCES	
Competency & Definition	Proficiency Statements
<p>3.1 Integrity and professionalism: Displays integrity in personal and organisational practices; models the values of the organisation in order to promote institutional confidence, trust and value-based</p>	<ul style="list-style-type: none"> • Creates and fosters an organizational culture where integrity and honesty flourishes by ensuring accountability of employees at all times • Sets shared accountabilities and integrity standards across the organization in support of value-based organizational culture, inculcates adherence and accountable behavioral standards and leads by example through acting with fidelity, honesty and integrity as in the best interests of the municipality • Puts measures and controls that fights fraud, corruption and other acts of dishonesty, thus e widely recognized in local government for being ingenuous and prudent • Typifies integrity behavior by taking full responsibility for own actions even if it reflects negatively on self or organization; • Leads by example and promotes high standards of ethical behaviour
<p>3.2 Political astuteness/ awareness: Achieves organizational mandate and common purpose through recognition and mobilization of support within the political- administrative leadership interlinks</p>	<ul style="list-style-type: none"> • Conciliates different interests and values from political and administrative perspectives to shape differences and challenges into institutional common purposes and successes • Pursues political-administrative teaming and functioning to enhance collaborative interactions and cooperatives for the purpose of institutional cohesion, common identity and service delivery successes • Influences the thinking and behavior of political leadership, getting buy-in from political members over whom he/she has no direct authority and make them feel valued • Intuitively reads people and situations, recognizes different interests and agendas, discerns underlying espoused agendas, and use wider political astuteness to diffuse threats or minimize impact • Uses political judgement and engagement at a strategic level to identify and balance political views with organisational needs whilst taking into account the organizations' pluralistic political -administrative interlinks.
<p>3.3 Impact & Influence/ Communication Communicates persuasively to exchange information, ideas and influence others to gain cooperation, commitment and support so as to achieve desired outcomes.</p>	<ul style="list-style-type: none"> • Uses political coalitions to build support to influence ideas on key stakeholders, gives and/or withholds information to have specific effects and uses group process skills to influence decisions • Contextualises the communication approach to the situation by anticipating the audience needs, interests and possible reaction and implement strategies to address these • Steers communication to negotiations around complex issues and arrives at a win/win situation; • Writes complex documents that are well structured, concise and expressive of objective views to the specific audience
<p>3.4 Customer focus and results orientation: Promotes and inculcate an environment in which customer- satisfaction is valued and outstanding services are consistently delivered.</p>	<ul style="list-style-type: none"> • Commands and enforces broader and deeper knowledge, acknowledgement and appreciation of clients and customers' needs to ensure aligned and value-adding service delivery by the organisation • Models "customer first/ Batho Pele" attitude by advocating for long-term perspective in addressing customer service challenges, asserts coordinated and integrated service delivery improved interventions that are timely, outstanding in quality and within budget • Enforces explicit decisions based on adding outstanding value to the customers rather than on purely protocol-centered/technical point of view and helps team (senior managers) understands the reasoning behind the decisions. • Inculcates institutional service delivery culture by incorporating stakeholders' service delivery participation and co-ownership; attuned to the sense of urgency and completion of tasks.

4. LEADERSHIP COMPETENCES	
4.1 CLUSTER 1: GOVERNANCE AND RISK MANAGEMENT	
Establishes robust governance structures and processes and ensures compliance	
Competence and Definition	Proficiency Statements
<p>4.1.1 Policy conceptualization and formulation:</p> <p>Conceptualizes and contributes effectively to the formulation and development of institutional policies and By-laws to enable service delivery and corporate governance.</p>	<ul style="list-style-type: none"> • Implements and oversees the implementation and enforcement of policies and By-laws, within the municipality • Supports the Council on formulation of relevant policies and oversee implementation and compliance of the policies within the municipality • Reviews and proposes amendment of policies as well as By-laws to Council and ensures relevance and alignment with the provincial/national policies • Monitors and ensures enforcement of municipal By-laws, including penalties and fines for non-compliance • Advises on impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies
<p>4.1.2 Governance, ethics and values:</p> <p>Facilitates good Governance and compliance through monitoring and evaluation</p>	<ul style="list-style-type: none"> • Supports Council on separation of powers and empower MMCs on governance and municipal risks related issues and advises Council on accountability issues • Advocates governance and compliance in all legislative and regulations requirements as applicable in local government legal framework as well as embodied in the King Report on Corporate Governance • Supports the formulation and implementation of the codes of conduct for all role players within the organization; which as a minimum include; municipal by-laws, supply chain management and the codes of conduct set out in the Local Government as well as Municipal Systems Act. • Sets and recommends systems that enforces good governance, adherence to ethics and the codes of conduct; communicates to both Council and s57 manager's understanding and observations of all codes and governance related issues
<p>4.1.3 Risk management</p> <p>Guide the management of risk pertaining to the municipality and supply chain related areas of the municipality</p>	<ul style="list-style-type: none"> • Supports the Council and organization on risks minimization through the establishment and maintenance of effective, efficient and transparent risk management systems and internal controls. • Develops and implement the municipal fraud and corruption prevention plan and oversees adherence to pre-set standards and requirements. • Contributes to and supports the Council with regular risk assessments and table such reports, ensures that risks management are prioritized according to highest versus lowest potential risk. • Coordinates internal audit and audit committee reports related to institutional risks, facilitates timeous risk management interventions to curb occurrence of such risks and audit findings in the future.

CLUSTER 2: INSTITUTIONAL ADMINISTRATION AND LEADERSHIP:	
Accountable for the formation, development and implementation of effective, efficient and responsible institutional administration	
Competence and Definition	Proficiency Statements
<p>4.2.1 Strategic direction and Leadership</p> <p>Sets organization's overall strategic direction, leads transformation issues for organizational change and improvement.</p>	<ul style="list-style-type: none"> • Co-formulates with the Mayor a clear vision, mission, strategies and goals for the municipality in alignment with the municipal strategic priorities • Directs the translation of the institutional vision, mission and goals into Corporate SDBIP objectives, facilitates and gains commitment and back-from Council for implementation • Provides all s57 managers with a clear sense of purpose and focus on successful completion and attainment of objectives and cascading into respective directorates • Leads organization's transformation and change to align into municipal priorities and contribute to service delivery goals that incorporates credible integrated development plan (IDP) and Corporate SDBIP.
<p>4.2.2 Institutional performance Management and Accountability:</p> <p>Promote a culture of performance and accountability by setting and maintaining performance standards and managing accountability.</p>	<ul style="list-style-type: none"> • Defines a concise performance improvement approach linked to accountability methods and guides municipal implementations with accountability targets • Promotes the culture of excellence across the municipality by aligning measureable key performance indicators (KPIs) with key performance areas (KPAs) that result into tangible and measurable organization performance • Challenges and demands from the fellow section 57 managers outstanding results as per performance agreements' clear performance expectations and reports such performance quarterly to Municipal Council • Accepts and carries ultimate accountability for the actions of direct reports with clear and accurate progress reports
<p>4.2.3 Collaborative partnerships</p> <p>Builds alliances for Service Delivery whilst working efficiently and cooperatively with key and critical stakeholders.</p>	<ul style="list-style-type: none"> • Pursues, establishes and maintains collaborative relationships and partnerships with internal and external stakeholders to achieve organisational objectives • Uses political judgement and engagement to identify and build maintain strategic relationships/partnerships to support long-term municipal objectives. • Ensures stakeholder consultation (internal and external) and guides the Municipal Council on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA so as to manage stakeholder expectations related to municipal functioning • Guides the establishment and maintenance of effective and relevant external stakeholder relations, e.g., Public-Private Partnerships (PPPs) to facilitate service delivery objectives attainment. • Pursues and maintains good internal relations with the Mayoral Committee/Municipal Council by supporting their oversight role within the interface with the administration's day-to-day operational activities of the municipality.

5. GENERIC COMPETENCES AND SKILLS	
Competency and Definition	Proficiency Statements
<p>5.1 Knowledge and Information Management</p> <p>Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality</p>	<ul style="list-style-type: none"> • Creates and fosters the culture of researching and information sharing on expert knowledge so as to inculcate continual learning within the municipality and raises competence with various areas of expertise • Recognises and exploits knowledge nodes in interactions with other experts, strives to ensure that there is a correlation between the municipality and the knowledge strategies; • Share critical and up to date information with Council members so as to empower them for critical and informed decision making processes • Encourages across directorates information sharing to enhance interdependence and cooperative functioning of colleagues
<p>5.2 Planning & Organising</p> <p>Defines tasks and milestones to ensure systematic planning so as to accomplish prioritized objectives and outstanding quality results for the municipality</p>	<ul style="list-style-type: none"> • Develops and cascades integrated plans, initiates and implements collaborative resourcing, usage of efficiency tools to achieve prioritized tasks and projects within scheduled times • Translates objectives into specific and well -structured plans; attends to and manages multiple tasks and delegates to other s57 managers to achieve results within set turnaround times • Prioritizes, organizes and schedule tasks/projects to ensure delivery within a timely manner despite obstacles and challenges encountered.
<p>5.3 People Management</p> <p>Values staff and elected members, generates commitment to the municipality internally and externally.</p>	<ul style="list-style-type: none"> • Values all staff and elected members by sharing the big picture with them, enable understanding and guides them on roles conceptualisation, encourages constructive and proper engagements and resources utilization. • Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches. • Facilitates team goal-setting and problem-solving, recognizes individual and team contributions and provides appropriate developmental feedback in accordance with the municipality's performance management system. • Identifies competence required, suitable resources for specific tasks and displays personal interest in the well-being of his/ her team. • Manages conflict through a participatory and transparent approach and encourages personal accountability and role responsibility
<p>5.4 Negotiation, Conflict Resolution and Lobbying</p> <p>Gathers information, analyses issues and deal with complexity and ambiguity implications.</p>	<ul style="list-style-type: none"> • Incorporates a big picture view through integration of complex issues and in a logical manner clarifies and links issues to fosters conflict resolutions and negotiation of matters • Identifies, solves and monitors unique issues or problems that have total organizational impact in consultation with the stakeholders, lobbies with critical and key stakeholders for buy-in into implantation of conflict preventative measures to ensure that problems do not recur in future • Sought after negotiator, conflict manager within and outside the organization Establishes completely, innovative and practical problem resolution approaches to resolve complex inter-directorate, institutional conflicts and problems