COMPETENCIES

* **Business Environment Knowledge** : Knowledge and understanding of economic, legal, socio-political trends.
* **Profession Specific Knowledge** : knowledge related to profession as a whole. Knowledge which is determined by authority and responsibility of other positions; knowledge of mission, values and standard operating procedures, policies.
* **Making Business Decisions :** Use business related data to support effective and timely business decisions by systematically
  + gathering relevant business information
  + identifying the strengths and weaknesses of a particular business line
  + recognising opportunities or threats and acting on them rapidly
  + using business facts collected in daily decision making
* **Vision** : Develop a vision for the future of the Organisation by, grasping the meaning of trends and inter-relationships between the Organisation and its environment at the local, national and international level; identifying fundamental values and beliefs to guide the Organisation into future.
* **Systematic Thinking** : Identifying connections between situations that are not obviously related, using common senses, past experiences and basic rules to identify key underlying issues, generating and testing hunched which may explain complex situations and problems.
* **Networking** : To cultivate and informal network which may help to get things done through, developing contacts with people outside of the immediate work unit, using network as source of information and support.
* **Organising resources** : Ensure that all financial, personnel and/or other resources are in place to meet needs by, identifying and acquiring the resources allocating and utilizing the resources in a timely and cost effective way, monitoring and controlling all resources required to maintain the efficiency of operations.
* **Inspire people** : To generate a sense of purpose for the work done by the organisation through instilling enthusiasm, loyalty and commitment among team member at all levels of the organisation, inspiring, motivating and guiding others towards organisational goals and objectives, setting an example for others by behaving in ways that are consistent with espoused beliefs and values and the organisation’s vision and direction.
* **Team Player** : To contribute to group objectives in a environment through, cooperating and interacting with others, contributing actively and fully to team projects, working cooperatively as opposed to competitively with others, acknowledging diverse opinions, addressing relevant concerns and working towards consensual solutions that enhance the output of the team.

VALUES

* **Fairness** : Decisions are made objectively, free from patronage and reflect the just treatment of employees and applicants.
* **Transparency** : There is open communication about every aspect of managerial decisions which concern people.
* **Trust :** Trustworthiness leading to confidence
  + allow staff the freedom to grow and develop
  + relate to others on basis of mutual respect
  + courage to stand by your convictions
* **Candour** :
  + Frank and forthright
  + Give and receive constructive criticism/suggestions
  + Openly discuss performance deficiencies and take corrective action
  + Appreciate good performance
  + Be consistent in words and deeds
  + Face up to your mistakes
* **Collaboration** :
  + Working in tandem
  + Be open in sharing information and in seeking suggestions/opinion
  + Be sensitive to concerns of others, honour your commitment
  + Encourage team work across departments/functions
* **Involvement** : Total commitment; be dedicated and committed to work, build commitment by encouraging wide participation in decision making process to the maximum extent possible.
* **Flexibility** :
  + Ability to participate and adapt to changing circumstances using sound judgement
  + Be open to accepting new ideas
  + Be willing to learn from anyone and to do things differently
  + Be prepared to operate and adapt to different environments
* **Willingness** :
  + As to accept challenge
  + Be willing to experiment
  + Allow for freedom to fail, but learn from it too
* **Discipline :** Adherence to accept norms
  + Honour the promises, and adhere to agreed system
  + Respect for others time and space
  + Exercise self control
* **Ethical behaviour :**
  + Demonstrate honestly and sincerity in every action
  + Apply sound business and professional ethics
  + Shows consistency with principles, values and behaviours

**GENERIC ATTRIBUTES**

* **Leadership Abilities**
* Demonstrates ability for guiding collective decision making
* Demonstrates ability for succession planning
* Demonstrates ability for crisis management
* Demonstrates ability to take risks
* **Team building**
* Demonstrates effectiveness in reorganizing his/her own department
* Manage diverse and divergent views and group processes without losing sight of objectives
* **Ability to build a strategic vision**

1. Demonstrates change to management change
2. Focus on long term issues
3. Strategic thinking.
4. Translates visions into goals.

**Business sense**

**1.**Commitment to bottom line results by enhancing revenue generation by addressing interest of customers and stakeholders

**2.** Balancing need for viable short and long term performance

**3.** Optimizing unit / organization’s contribution while supporting corporate objectives

**4.** Spotting and pursuing new business opportunities wherever possible.

**Communication skills**

1. Communicate ideas and information effectively and market key points effectively through public speaking and presentation
2. Ability to convert ideas through action plan and ensure acceptability within the organization and performance at Board meetings.