



GPF COMPETENCY FRAMEWORK

Document Review

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DEFINITIONS

Competency	A set of demonstrable characteristics that encompass skills, knowledge and behaviours/attributes, that together are critical to successful work accomplishment
Skills	Basic ability to do what is required for a person to do their job,
Knowledge	Critical information required for one to operate optimally in their job,
Behaviours / attributes	Basic personal disposition that is required in the job
Organisational values	Basic principles that glue people in the culture of the organization
Educational qualifications	The level of education that is required for one to be able to operate and understand concepts in their business unit.
Professional Membership	Membership of professional bodies that may be required (e.g., Engineering body, SAICA etc.)
RPL	Recognition of Prior Learning

1. INTRODUCTION AND BACKGROUND

The Gauteng Partnership Fund (GPF) Competency Framework is a profile indicating the common understanding of attributes, skills, qualifications, values and behaviors that are acceptable with respect to the various occupational roles of the organization.

A competency framework is regularly used by companies to understand the skills requirement within an organization. It is a structure that clearly defines each individual competency (for example, problem solving, strategic awareness or logical reasoning) that is required by individuals working within a smaller team or part of the wider organization. It is a structure that sets out and defines each individual competency required by individuals working in an organisation or part of that organisation (Thomas International Consulting, 15 Dec 2021). It ensures that staff, in general, have a common understanding of the organisation's values and expected excellent performance behaviours.

In reviewing the GPF Competency Framework the following factors have been considered:

- The current and evolving best practice in the human capital management sector relating to competency frameworks.
- The alignment of competencies to the revised and approved Strategic Plan.
- Relevance and relationship of the competency framework to the human resource wheel.

2. SCOPE OF APPLICATION

The Competency Framework applies to all the roles in the organizational structure of the GPF. The Framework will be applied in the development of all role descriptions, the recruitment of staff in the GPF, as a basis for training and career development as well as application and implementation of the GPF Strategic Plan.

3. LEGISLATIVE REQUIREMENTS

The Competency Framework must align to the relevant legislation including but not limited to the following:

- 1.1. The Constitution of the Republic of South Africa No. 108 of 1996, as amended
- 1.2. Skills Development Act No.97 of 1998, as amended
- 1.3. Skills Development Levies Act No. 9 of 1999, as amended
- 1.4. White Paper on the Public Service, training and Education 1997, as amended
- 1.5. South African Qualifications Authority Act 68 of 1995, as amended
- 1.6. National Qualification Framework, as amended

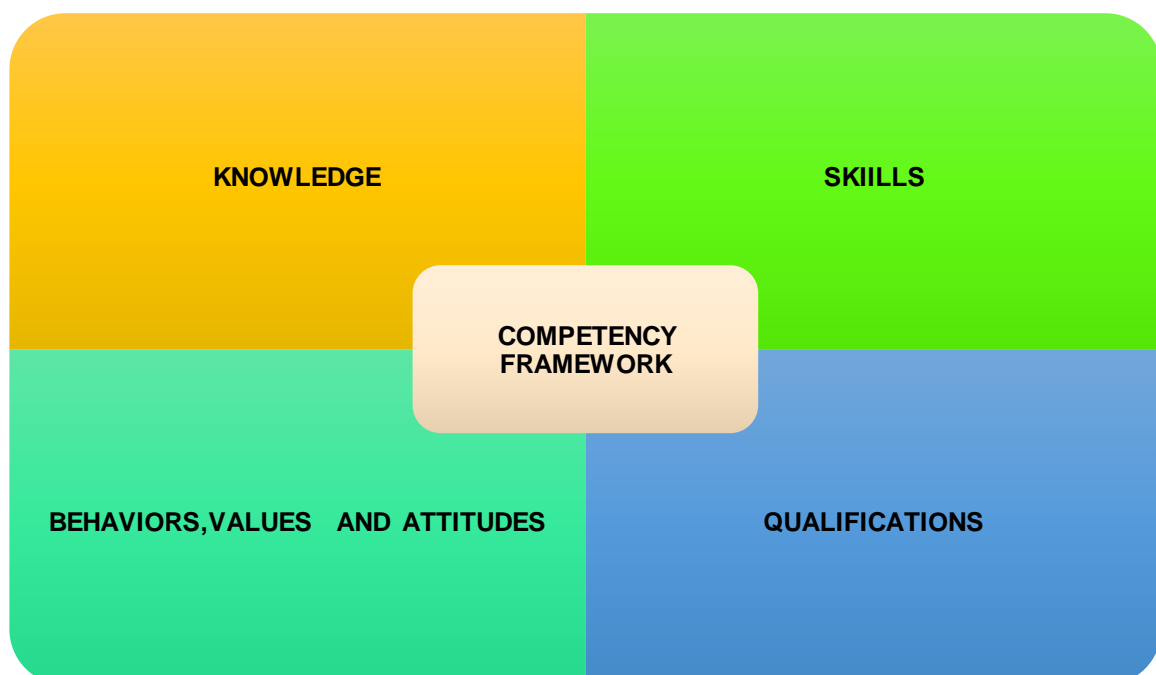
4. GPF Mission and core business

As articulated in the GPF strategy, the mission of the GPF is “To facilitate the development of integrated, sustainable human settlements for communities in Gauteng by:

- 4.1. Raising and managing the capital required for the successful implementation of identified and sustainable human settlements.
- 4.2. Serving as a turnkey property developer on strategic public land and providing management services.
- 4.3. Enhancing the lives of people in communities, while also providing investors and partners with sound financial returns”.
- 4.4. In this context the core business of the GPF is articulated as follows:
 - a) Raising and managing the capital required for the successful implementation of the core business areas of the GPF’s mandate.
 - b) Serving as a developer of turnkey projects on strategic government-owned land.
 - c) Providing loans to private sector developers for the development of affordable rental, student accommodation, and social housing projects.
 - d) Providing project development, implementation, and management services, including:
 - i. Implementing identified mega projects.
 - ii. Implementing affordable rental, student accommodation, and social housing projects.
 - iii. Implementing the Upgrading Informal Settlements Programme

GPF Competencies must be aligned to the core business of the organisation. Figure 1 below outlines the Competency Profile Framework of the organisation.

FIGURE 1: COMPETENCY PROFILE FRAMEWORK



The Competency Framework is a base from which Human Capital Management monitors and incorporates best practice trends in relation to the strategic imperatives of the organisation to ensure that the GPF competencies are kept contemporary. The Competency Framework is also used as a reference for the recruitment, training and performance management of staff in the organization. The relationship between the Human Capital Management function and the GPF competency framework are reflected in Figure 2 below.

FIGURE 2: GPF COMPETENCY FRAMEWORK IN RELATION TO THE HR WHEEL



The GPF competency framework is a collection of inherent competencies applicable organization-wide and is to be considered in addition to Job Specific competencies. These competencies may be at the strategic, technical/ delivery, administrative, people relevance, leadership, management, skills, personal mastery and business competencies.

Various competencies are needed to perform different functions and different role levels within an organization. In accordance with the general GPF structure and core functions the competencies can be divided into four main clusters or categories as reflected in Table 1 overleaf.

Table 1: Competency clusters

COMPETENCY	DEFINITION	EXAMPLE
Strategic capability and leadership	Critical leading competencies that drive the strategic intent and direction of an organization and/or department	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness
Technical/ Delivery	Functional/ technical competencies that are needed to perform particular technical roles. They provide for different levels of complexity described in accordance with occupational levels.	<ul style="list-style-type: none"> • Budgeting • Resource optimization • Project management • Financial analysis • Valuation • Supply chain management
Administrative	Competencies that enable one to develop and communicate goals in support of the business' mission, manage information and to ensure that it is passed on to others who should be kept informed	<ul style="list-style-type: none"> • Planning • Presentation • Report writing
Behavioural	These are personal attributes or characteristics required for performing any job in an organisation. Although competency levels may be different depending on the particular job and level, these competencies are essential for all roles across the organisational levels, regardless of their function.	<ul style="list-style-type: none"> • Professional conduct and ethics • Honesty • Punctuality • Responsiveness • People skills • People orientation • Valuing diversity • Emotional Intelligence • Emotional self-awareness • Self-management • Emotional self-control • Trustworthiness • Conscientiousness • Adaptability/flexibility • Achievement drive • Social and cultural awareness • Empathy • Organisational Awareness • Service Orientation • Relationship management • Developing Others • Conflict Management • Teamwork and Collaboration • Communication

5. GPF Competencies in relation to GPF business

As a consequence of the GPF business, HCM undertook a survey within the organization to solicit input on the development of the GPF Competency Framework. Individual business unit managers were requested to provide input enabled by discussion sessions with their team to complete the survey.

The Survey used a rating scale of 1-3 where 1 = Not Important, 2 = Important, and 3 = Very Important. All GPF Divisions completed the survey which included the following:

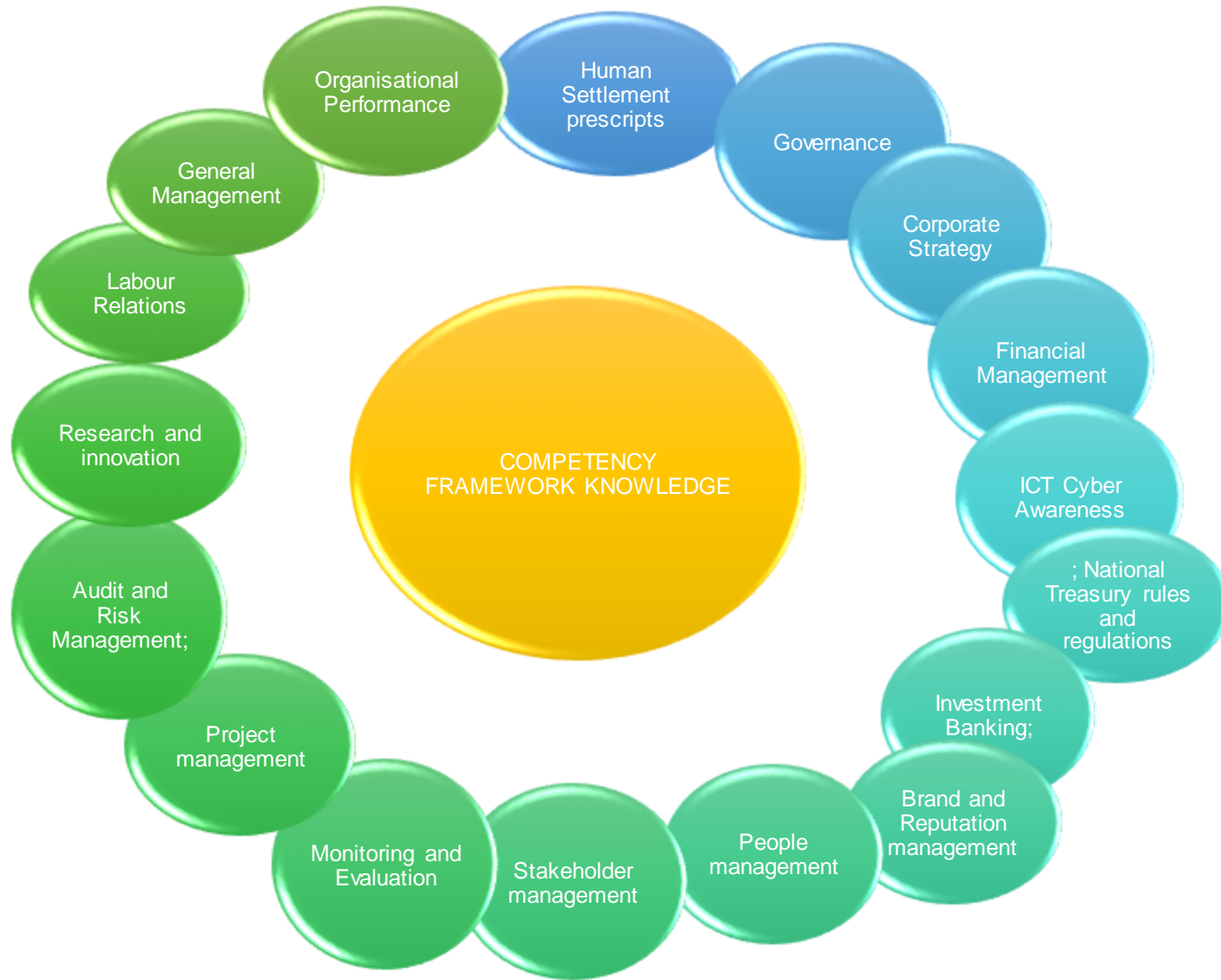
- a) Office of the Chief Executive Officer
- b) Investment and Development Business Division
- c) Finance Business Division
- d) Corporate Services

The competencies solicited canvassed for the knowledge, skills, behavioural, educational qualifications and professional affiliations that compose critical competencies for GPF.

5.1 Knowledge competencies at the strategic capability level

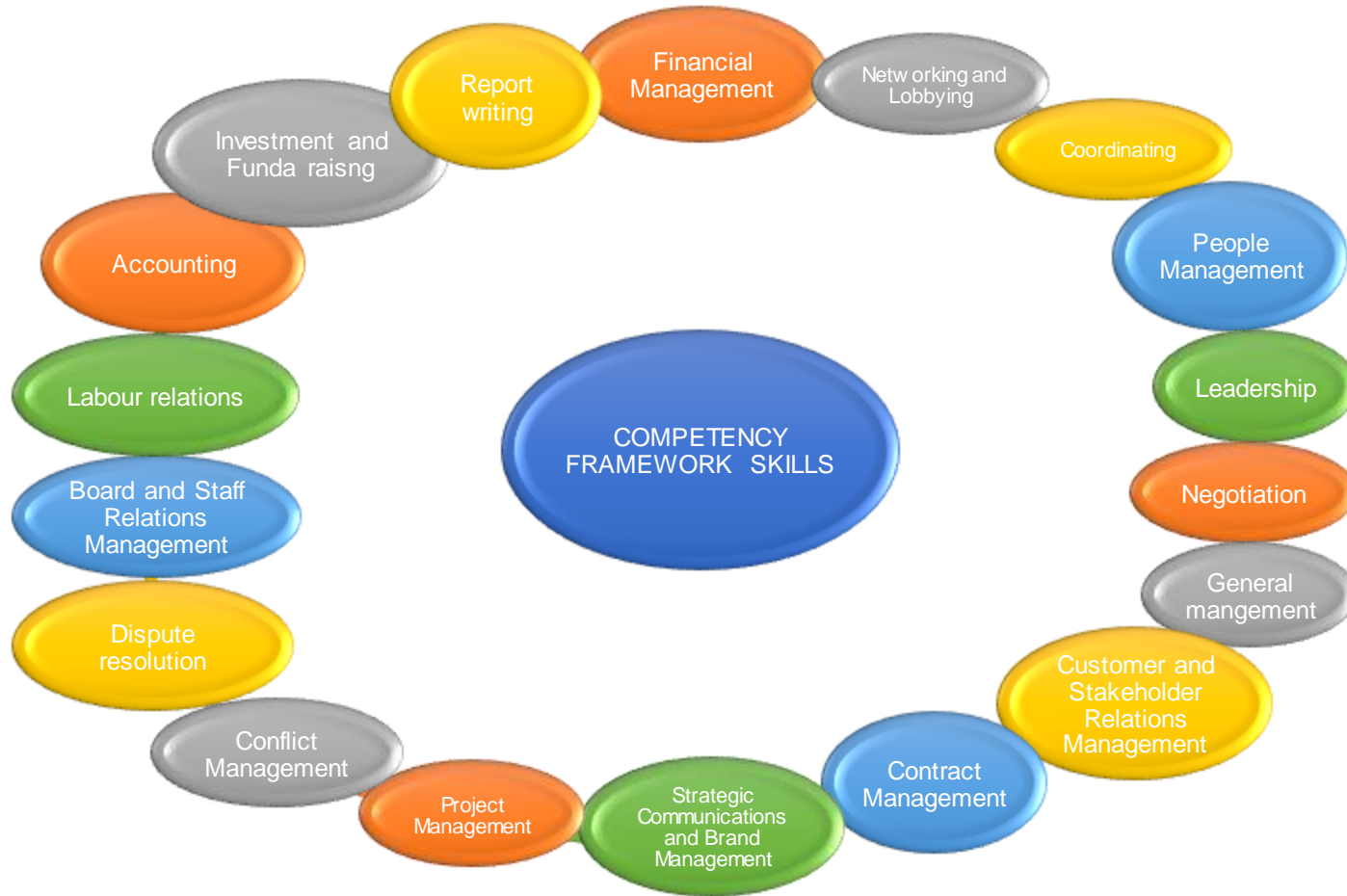
The knowledge competencies in relation to the business of the GPF that were rated as critical are indicated in the figure 3 overleaf.

FIGURE 3: GPF CRITICAL KNOWLEDGE COMPETENCIES IN RELATION TO THE OVERALL GPF BUSINESS



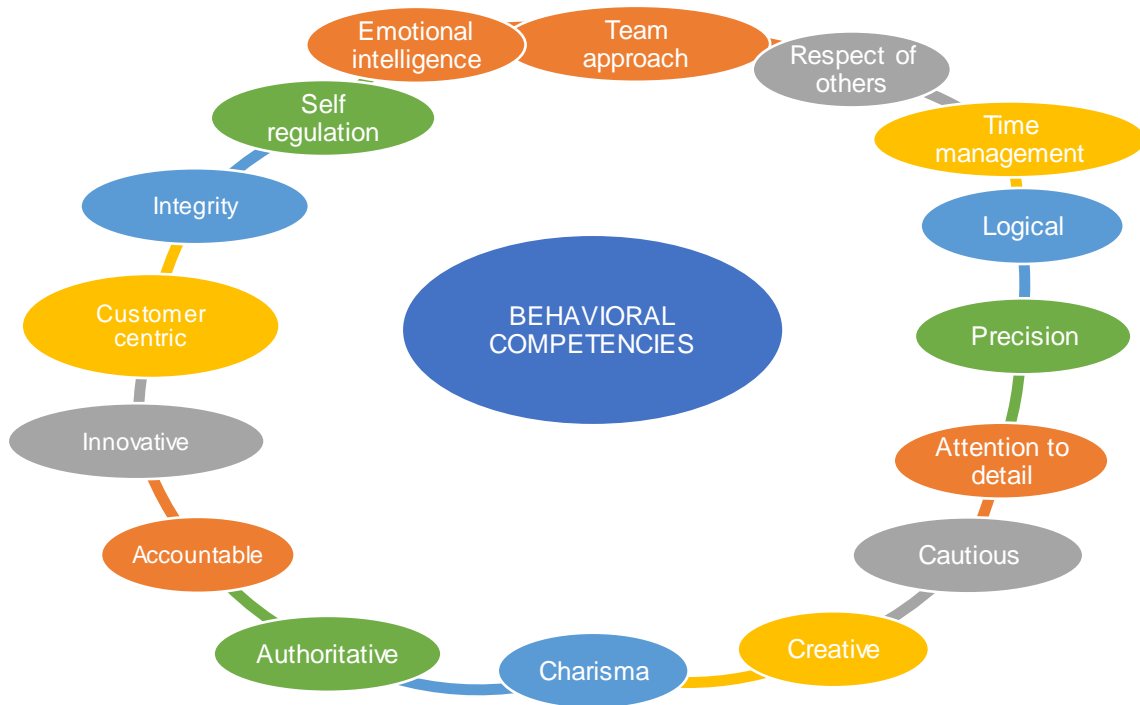
5.2 Skill competencies in relation to GPF business

FIGURE 4 : SKILLS COMPETENCIES IN RELATION TO OVERALL GPF BUSINESS



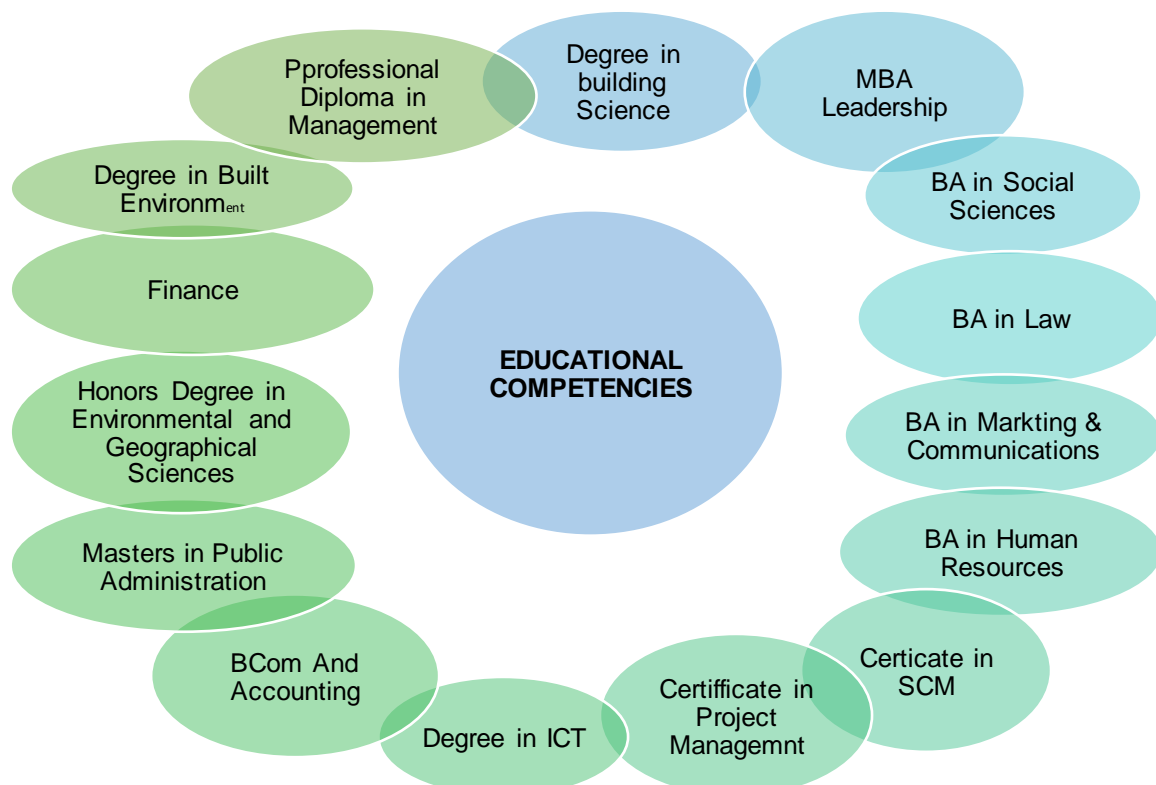
5.3 Behavioral attitudes competencies in relation to GPF business

FIGURE 5: BEHAVIOURAL COMPETENCIES IN RELATION TO GPF BUSINESS



5.4 Educational competencies in relation to GPF business

FIGURE 6: EDUCATIONAL COMPETENCIES IN RELATION TO GPF BUSINESS



6. GPF OVERALL COMPETENCY FRAMEWORK

The overall Competency Framework as prioritized and rated at 3 by all the Divisions and across the organisation is reflected in the matrix below.

COMPETENCY AREA	COMPETENCIES	RATING
KNOWLEDGE	Governance; Human Settlements; Human Settlement prescripts; Project Management; Investment; Banking; People management; Investment risk assessment and mitigation and Stakeholder management; National Treasury rules and regulations; Public Finance Management Act; Financial Management; Housing standards; Financial Services Conduct Authority provisions; Occupational Health and Safety; Labour Relations; Labour Law; Information Communication Technology; General Management; Corporate Strategy, Organisational Performance, Research and Innovation, Monitoring and Evaluation, Audit and Risk Management; Trust Property Control Act (as amended), Anti Money Laundering legislation, Policies and procedures development, Brand and Reputation management, ICT Cyber Awareness	3
SKILLS	Financial Management; Accounting; People Management; Report writing, Leadership; Negotiation; Monitoring and evaluation; Auditing; General management; Billing; Research; Communication; Human interaction; Stakeholder Relations Management; Board and Staff Relations Management; Labour Relations; Organizational Design; Facilitation; Contract Management; Conflict Management, Dispute Resolution, Time Management, Analytical; Computer Literacy; Litigation management; dispute resolution, training facilitation, coaching; mentoring, Graphic design, Photography; Diversity Management, HR Planning, Change Management; Organisation Design; Payroll management	3

COMPETENCY AREA	COMPETENCIES	RATING
BEHAVIOURS AND ATTITUDES	Precision; Respect of others; Team approach; Time management; Conscientious; Ambitious; Logical; Organized; Amiable; Enthusiastic; Self-assured; Professional; great attention to detail; Cautious; Sober; Authoritative; Charismatic; Creative; Curious; Perfectionist; Persuasive Self-assured; Self-regulation; emotional intelligence; Proactive	3
ORGANISATIONAL VALUES	Integrity; Innovation; Collaboration; Teamwork; Passion; Honesty; Trust; Accountability; Respect; Transparency Value adding, solution driven and efficient; Loyalty; Ingenuity; Simplicity; Ubuntu; Professionalism; Ethics; Continuous learning, Thought leaders; Approachable, Empathy; Excellence; Customer centricity;	3
EDUCATIONAL QUALIFICATIONS	Certificate in Project Management; Postgraduate/Professional Diploma in Management (PDM); Bachelor of Commerce degree and Honours degree in Environmental and Geographical Science; Risk and Auditing Degree, Master's Degree in Building Science in Property Development and Management; Business Administration or Leadership (MBA/MBL); Doctoral Degree – Built Environment; Master's Degree in Public Administration (MPA); Certificate – Legal and Compliance; Certificate in Supply Chain Management and Logistics; National Diploma in Accounting; Bachelor's Degree in Commerce; Certificate in Supply Chain Management; Degree in SCM; Diploma in Paralegal; National Diploma in HR Management; National Diploma in Communications and Marketing; National Diploma in IT; Bachelor of Laws degree; Bachelor's degree in HR Management; Bachelor's degree in Communications and Marketing; Bachelor's degree in IT; Bachelor's degree in Public Administration	3

COMPETENCY AREA	COMPETENCIES	RATING
PROFESSIONAL MEMBERSHIP	SAPOA; Property Development Programme (PDP) International Housing Finance Program SAICA / SAIPA; Chartered Institution of Procurement and Supply; Legal Practice Council; Corporate Council of SA; Institute of Risk Management of South Africa; Institute of Directors of Southern Africa; Compliance Institute; Ethics Institute; South African Board for People Practices (SABPP)	3

7. COMPETENCY FRAMEWORK BY BUSINESS DIVISION

The competency framework by each business division is profiled in matrices below:

7.1. TABLE 1: INVESTMENT AND DEVELOPMENT DIVISION

COMPETENCY AREA	COMPETENCIES	RATING
KNOWLEDGE	Governance; Human Settlement knowledge and prescripts; Project Management; Investment knowledge; Banking knowledge; People management, Investment risk assessment and mitigation; Customer and Stakeholder Relations Management; Occupational Health and Safety; Affordable housing market knowledge; Public Finance Management Act	3
SKILLS	Financial Management; Communication; Human interaction; Report writing, People management; Leadership; Stakeholder Relations Management; Negotiation; Networking and Lobbying ; Quantity Survey (Project Costing); Research; Costing and pricing; Scheduling; Interpersonal Relations Management; Loan assessment; Financial Management; Information Communication Technology; General Management; Report writing, General Management; Facilitation; Contract Management; Project Management	3

COMPETENCY AREA	COMPETENCIES	RATING
BEHAVIOURS AND ATTITUDES	Precise: Great attention to detail; Respect of others; Team approach; Time management; Conscientious; Ambitious; Logical; Organised; Amiable; Enthusiastic; Self-assured; Integrity; Innovation; Collaboration; Teamwork; Passion; Honesty; Trust; Accountability; Respect; Transparency; Precise; Respect of others; Team approach; Time management; Conscientious; Professional; Creative; Cautious; Assertive; Persuasive	3
COMPETENCY AREA	COMPETENCIES	RATING
ORGANISATIONAL VALUES	Integrity; Innovation; Collaboration; Teamwork; Passion; Honesty; Trust; Accountability; Respect; Transparency, Value adding, solution driven and efficient Loyalty; Ingenuity; Simplicity; Value adding, solution driven and efficient	3
EDUCATIONAL LEVEL	Certificates – Project Management Postgraduate; Professional Diploma in Management (PDM); Bachelor of Commerce degree and Honours degree in Environmental and Geographical Science; Master's Degree in Building Science in Property Development and Management, and Business Administration or Leadership (MBA/MBL); Degree – Built Environment SAPOA – Property Development Programme (PDP) International Housing Finance Program, Housing Finance Course for Sub-Saharan Africa; Diploma in Built Environment	3

7.2. TABLE 2: FINANCE UNIT

COMPETENCY AREA	COMPETENCIES	RATING
KNOWLEDGE	Governance; Project Management knowledge; Investment knowledge; National Treasury rules and regulations; Public Finance Management Act; Financial Management; People management; Supply Chain Management Legislation; Financial Services Board provisions; Customer and Stakeholder Relations Management; Human Settlement	3

COMPETENCY AREA	COMPETENCIES	RATING
	knowledge and prescripts; Banking knowledge; General Management; Information Communication Technology; Financial Services Conduct Authority provisions; Labour Relations	
SKILLS	Financial Management; Accounting; People Management; Report writing, Leadership; Negotiations; Monitoring and evaluation; Report writing; Auditing; General management; Supply chain management; contract management; Project Management; Networking and Lobbying ; Billing; Research; Communication; Human interaction; Costing and pricing; Scheduling; Stakeholder Relations Management; Board Staff Relations Management; Loan assessment; Labour Relations; Contract Drafting	3
BEHAVIOURS AND ATTITUDES	Precise: great attention to detail; Respect of others; Team approach; Time management; Ambitious; Cautious; Conscientious; Logical; Organized; Sober; Authoritative; Enthusiastic; Self-assured	3
ORGANISATIONAL VALUES	Integrity; Innovation; Collaboration; Teamwork; Passion; Loyalty; Honesty; Trust; Ingenuity; Accountability; Simplicity; Respect; Transparency	3
EDUCATIONAL LEVELS AND PROFESSIONAL MEMBERSHIP	Bachelor's degree in Financial Management; National Diploma in Supply Chain Management Bachelor's Degree in Supply Chain Management Certificate in Supply Chain Management and Logistics; National Diploma in Accounting; Bachelor's Degree in Commerce; Master's Degree in Business Administration or Leadership (MBA/MBL)	3
	Professional and Qualification of standards body: SAICA/SAIPA; Chartered Institution of Procurement and Supply	2

TABLE 3: OFFICE OF THE CEO

COMPETENCY AREA	COMPETENCIES	RATING
KNOWLEDGE	Governance; Human Settlement knowledge and prescripts; Housing standards knowledge; Project Management knowledge; Investment knowledge; National Treasury rules and regulations; Financial Services Conduct Authority provisions; Public Finance Management Act; Financial Management; People management; Occupational Health and Safety; Labour Relations; Labour Law; Information Communication Technology; General Management; Corporate Strategy, Organizational Performance, Research and Innovation, Monitoring and Evaluation, Audit and Risk Management; Protection of Personal Information Act (POPIA); Networking and Lobbying	3
SKILLS	Financial Management; Research; Communication; Human interaction; Report writing; People management; Leadership; Stakeholder Relations Management; Board and Staff Relations Management; Negotiations; Monitoring and evaluation; Labour Relations; Organizational Design; Report writing; Auditing; General Management; Facilitation; Contract Management; Conflict Management, Dispute Resolution, Time Management, Computer Literacy	3
BEHAVIOURS AND ATTITUDES	Precise; Creative; Respect of others; Team approach; Time management; Conscientious; Cautious; Ambitious; Curious; Logical; Organized; Perfectionist; Sober; Amiable; Authoritative; Charismatic; Persuasive Self-assured; Assertive	3
ORGANISATIONAL VALUES	Integrity; Innovation; Collaboration; Teamwork; Passion; Honesty; Loyalty; Trust; Ingenuity; Accountability; Simplicity; Respect; Transparency; Ubuntu; Professionalism; Ethics	3

COMPETENCY AREA	COMPETENCIES	RATING
EDUCATIONAL LEVES AND PROFESSIONAL QUALIFICATIONS	<p>Certificate in Project Management; National Diploma in Business Administration/Management, Monitoring and Evaluation; Bachelor's degree in Business Administration/Management, Commerce, Law; Master's Degree in Business Administration, Public Administration and Policy; Doctoral Degree in Business Administration, Public Administration and Policy; Corporate Governance; Chartered Secretary and Governance</p> <p>Minimum Information Security Standard (MISS), IODSA, Corporate Governance Institute SA; ISO 19011 - International Audit Standards, ISO 31000 - Risk Management, ISO 9001 - Internal Audit, ISO 27001 - Information Protection System</p>	3

7.3. TABLE 4: CORPORATE SERVICES DIVISION

COMPETENCY AREA	COMPETENCIES	RATING
KNOWLEDGE	<p>Governance; People Management; Trust Property Control Act (as amended), Anti Money Laundering legislation, Policies and procedures development, Brand and Reputation management, ICT Cyber Awareness, Information and Communications Technology; Labour Relations legislation; human resource management; Project Management; Financial Management; Facilities Management; Marketing and Communications, public relations; National Treasury rules and regulations; Public Finance Management Act; Occupational Health and Safety; General Management</p>	3
	<p>Human Settlement knowledge and prescripts; Housing standards knowledge</p>	2

COMPETENCY AREA	COMPETENCIES	RATING
SKILLS	Research; Strategic Communications; Brand Management; Human interaction; Report writing, People management; Leadership; Stakeholder Relations Management; Board Staff Relations Management; Negotiations; Report writing, Facilitation; Litigation management and dispute resolution, training facilitation, Coaching; Mentoring, Graphic design, Photography; Strategic Diversity Management, HR Planning, Change Management; Organisation Design; Payroll management; Coordinating; Networking and Lobbying; Financial Management; Monitoring and Evaluation; Contract drafting; Contract Management	3
BEHAVIOURS AND ATTITUDES	Precise; Creative; Respect of others; Team approach; Time management; Ambitious; Cautious; Conscientious; Curious; Logical; Organized; Perfectionist; Sober; Amiable; Authoritative; Enthusiastic; Persuasive; Self-assured; Self-regulation; emotional intelligence; Proactive	3
ORGANISATIONAL VALUES	Integrity; Innovation; Collaboration; Teamwork; Passion; Ingenuity; Accountability; Respect; Honesty; Trust; Transparency; Continuous learning, Thought leaders; Approachable, Empathy	
EDUCATIONAL AND PROFESSIONAL QUALIFICATIONS	Certificates – Legal and Compliance; Communication and Writing; N+; A+; Security+ Diploma in Paralegal; National Diploma in HR Management; Communications and Marketing; IT; Bachelor of Laws degree; Bachelor’s degree in HR Management; Bachelor’s degree in Public Administration; Communications and Marketing; IT Legal Practice Council; Corporate Council of SA; Institute of Risk Management of South Africa; Institute of Directors of Southern Africa; Compliance Institute; Ethics Institute; South African Board of Personnel Practice (SABPP)	3

8. CONCLUSION

The tables above outline the results of the survey of the competency framework for GPF as prioritized by Business Units. Central to these competencies is the need for the establishment of core skills that build employee capability to meet the GPF business imperatives. These competencies have direct implications to how the organisation drafts job descriptions within job families and the general management of talent management for GPF.