

## Appendix E

### SELF-ASSESSMENT OF COMPETENCE

Participants were asked to assess their own level of competence, using the following ‘benchmarks’.

?? **Level 1: ‘Knowledge and comprehension’**, calls for a knowledge and understanding of facts, methods, processes, patterns and structures, and assumes an ability to list and explain them. This involves memorising relevant information in various forms, but only a limited degree of interpretation is expected (for example, knowing the content of the *Treasury Regulations*).

?? **Level 2: ‘Application’**, calls for more than knowledge of facts, and expects individuals to apply rules, principles, techniques and methods to produce an answer to a problem on the information provided. There is normally only one solution to the problem which can be logically determined by the information provided (for example, being able to complete a bank reconciliation).

?? **Level 3: ‘Integration’**, calls for creative thinking, critical awareness and independent thought. Individuals are expected to bring multidisciplinary knowledge and problem solving skills to address issues where there may be more than a single acceptable solution (for example, the interpretation of complex financial reports).

N = not relevant /applicable to you.

### SENIOR MANAGEMENT

		LEVEL			
		1	2	3	N
<b>Self management</b>					
1	Conduct work in a professional manner	5	9	86	0
2	Create and maintain effective working relationships	7	30	64	0
3	Monitor and maintain operational management	5	30	64	2
<b>Basic workplace skills</b>					
10	Prepare reports and returns for outside agencies	7	30	36	27
11	Produce spreadsheets for the analysis of numerical information	23	27	34	16
12	Present information in graphical, diagrammatic or tabular formats	16	34	39	11

<b>Accounting</b>					
4	Understand the interrelationship of accounts in the double-entry system	20	24	42	13
5	Distinguish between capital and operational expenditure	14	11	73	2
22	Understand the function, form & method of preparation of financial statements	21	37	37	5
23	Be aware of the principles of 'GAAP'	30	23	40	7
24	Draft public sector financial statements	23	30	36	11
25	Prepare, analyse and interpret financial reports and statements	21	30	47	2
26	Calculate and interpret accounting ratios	27	25	36	11
27	Appreciate the limitations of accounting data as a basis for management action	20	39	32	9
28	Use techniques e.g. time series and index numbers to interpret accounting data	30	21	16	33
<b>Procurement</b>					
6	Review vendor performance	16	36	18	30
7	Manage procurement contingencies	25	32	25	18
8	Investigate alternative vendors or products to improve cost, quality and delivery ratios	18	34	16	32
9	Understand 'value chain' concepts and the principles of 'just in time' procurement	16	29	38	18
<b>Budgeting</b>					
15	Contribute to the planning and allocation of resources	5	25	68	2
16	Prepare forecasts of income and expenditure	2	36	52	9
17	Produce draft budget proposals	9	21	65	5
18	Use models to assess the sensitivity of elements in the cash budget	22	29	36	13
<b>Financial management</b>					
13	Contribute to cost management by 'value analysis' & cost reduction techniques	14	32	39	16
14	Understand quality control methods, the principles of TQM and quality circles	18	39	23	20
21	Evaluate current and proposed activities, using methods e.g. pay -back & DCF	27	25	16	32
29	Appreciate the uses and limitations of published statistics	23	39	27	11
39	Explain and evaluate strategic financial management issues	16	23	59	2
<b>Costing</b>					
31	Advise on and evaluate cost classification, behaviour and allocation methods	18	34	25	23
32	Analyse usage and price variances	23	34	16	27
33	Establish procedures for standard costing systems	18	30	20	32
34	Interpret cost data, including the use of overhead rates	20	27	23	30
35	Use marginal costing in formulating pricing policies	30	20	16	34
36	Appreciate 'activity-based costing' and the use of cost drivers	20	30	30	20

<b>Budgetary control</b>					
19	Monitor the performance of responsibility centres against budget	16	30	50	5
<b>Management of working capital</b>					
20	Operate a cash management and credit control system	18	34	27	20
42	Advise on working capital policy and the management of debtors and creditors	25	27	23	25
<b>Performance indicators</b>					
30	Generate and interpret performance indicators	7	45	41	7
41	Determine and explain performance measurement strategies and techniques	19	35	35	12
<b>Managing accounting information systems</b>					
37	Manage accounting information systems	18	27	41	14
38	Advise on application of planning and control processes in budgeting & costing	18	23	52	7
54	Participate in the implementation of information systems	30	34	30	7
56	Participate in the management and maintenance of information systems	26	33	26	16
<b>Auditing</b>					
40	Determine and explain risk assessment techniques	30	30	27	14
43	Contribute to the planning of an audit assignment	21	26	26	26
44	Understand control principles, such as separation of functions, etc.	16	34	41	7
45	Record and evaluate systems using symbols, flowcharts, ICQs, checklists, etc	30	23	19	28
46	Use audit testing techniques, e.g. vouching, re-performance, confirmation, etc	23	16	23	37
47	Use sampling techniques in auditing, such as interval or stratified sampling	28	12	16	44
48	Use auditing techniques in an IT environment	33	19	9	40
49	Understand the responsibilities, functions and qualities of the Auditor-General	11	27	59	2
50	Understand the role and responsibilities of the internal audit function	11	30	59	0
51	Establish a framework for the evaluation of internal control	18	30	43	9
52	Understand the procedures for obtaining audit evidence	21	37	26	16
53	Understand the process of reporting audit findings	28	30	35	7
55	Establish appropriate controls in a computerised accounting environment	18	27	34	20

## MIDDLE MANAGEMENT

		<b>LEVEL</b>			
		<b>1</b>	<b>2</b>	<b>3</b>	<b>N</b>
<b>Self management</b>					
1	Conduct work in a professional manner	19	35	46	0
2	Create and maintain effective working relationships	13	32	55	0
3	Contribute to the effectiveness of workflow	10	35	54	1
4	Manage and supervise in an accounting environment	12	28	44	16
<b>Accounting</b>					
5	Understand the interrelationship of accounts in the double-entry system	21	28	33	18
13	Collect and collate information for the preparation of financial statements	13	26	35	26
29	Be aware of the principles of 'GAAP'	34	28	16	23
30	Calculate and interpret accounting ratios	23	21	15	42
31	Appreciate the limitations of accounting data as a basis for management action	27	22	19	32
32	Use techniques e.g. time series and index numbers to interpret accounting information	25	13	8	54
<b>Bookkeeping</b>					
6	Make and record payments in accordance with financial policies and regulations	18	29	27	25
7	Maintain petty cash records	17	10	15	57
8	Account for cash and bank transactions	18	22	14	46
9	Account for goods and services supplied or received	16	24	19	41
10	Prepare bank reconciliation statements	11	16	18	54
11	Make authorised payment claims and returns to external agencies	16	19	21	44
12	Distinguish between capital and operational expenditure	22	27	27	23
<b>Procurement</b>					
14	Procure goods and services in accordance with PFMA, Tender Board Act, etc.	13	23	16	48
15	Conduct a capacity and credit check of potential vendors	9	9	7	75
16	Manage and maintain a database of approved vendors	12	9	8	71
17	Reconcile physical stocks to accounting records	8	14	7	72
18	Investigate alternative vendors or products to improve cost, quality & delivery ratios	10	7	11	73
<b>Basic workplace skills</b>					
19	Prepare reports and returns for outside agencies	11	11	19	58
20	Produce spreadsheets for the analysis of numerical information	19	22	28	32
21	Present information in graphical, diagrammatic or tabular formats	19	22	23	36

<b>Financial management</b>					
22	Contribute to cost management by 'value analysis' and cost reduction techniques	14	21	17	48
28	Evaluate current and proposed activities, using methods e.g. pay -back & DCF	8	11	9	72
33	Appreciate the uses and limitations of published statistics	29	15	9	47
56	Participate in the implementation of information systems	22	11	23	44
<b>Management of working capital</b>					
41	Monitor and control cash receipts and payments	19	16	20	45
42	Evaluate different debt collection methods	16	19	12	53
<b>Budgeting</b>					
23	Contribute to the planning and allocation of resources	19	20	35	26
24	Prepare forecasts of income and expenditure	16	20	31	33
25	Produce draft budget proposals	18	24	26	32
26	Use models to assess the sensitivity of elements in the cash budget	10	18	15	57
<b>Budgetary control</b>					
27	Operate budgetary control systems	19	21	22	38
<b>Performance indicators</b>					
34	Generate and interpret performance indicators	30	20	16	34
<b>Costing</b>					
35	Understand costing concepts and advise on the management of costs	29	16	14	41
36	Prepare and present standard cost reports	17	15	14	55
37	Analyse usage and price variances	17	9	12	62
38	Interpret cost data, including the use of overhead rates	17	14	10	59
39	Appreciate 'activity-based costing' and the use of cost drivers	20	10	14	56
<b>Auditing</b>					
40	Determine and explain risk assessment techniques	21	9	16	55
43	Contribute to the planning of an audit assignment	17	11	13	59
44	Contribute to the conduct of an audit assignment	17	14	11	59
45	Prepare draft audit reports	11	16	14	59
46	Understand control principles, such as separation of functions, etc.	19	30	26	24
47	Record and evaluate systems using symbols, flowcharts, ICQs, checklists, etc	17	12	14	57
48	Use audit testing techniques, such as vouching, reperformance, confirmation, etc	22	8	9	62
49	Use sampling techniques in auditing, such as interval or stratified sampling	11	7	11	70
50	Maintain audit files and working papers	17	15	9	60

51	Use auditing techniques in an IT environment	8	3	12	77
52	Understand the responsibilities, functions and qualities of the Auditor-General	32	29	24	15
53	Understand the role and responsibilities of the internal audit function	35	28	24	13
54	Understand the procedures for obtaining audit evidence	32	15	17	35
55	Understand the process of reporting audit findings	33	16	18	34

## LOWER GRADES

		LEVEL			
		1	2	3	N
<b>Self management</b>					
1	Conduct work in an ethical and professional manner	29	35	34	2
2	Manage oneself in the workplace	20	40	38	3
3	Create and maintain effective working relationships	18	37	43	3
4	Contribute to the effectiveness of workflow	23	36	38	2
<b>Basic workplace skills</b>					
5	Use calculators and other equipment in processing documents	30	33	32	6
6	Input information from source documents into a computer system	25	27	33	15
20	Supply information for a specific purpose	22	30	32	17
21	Draft routine business communications	12	20	18	51
22	Generate and print standard reports on a computer system	20	20	29	30
23	Locate & retrieve recorded details or requested items from a computer system	22	25	30	24
<b>Accounting</b>					
7	Understand interrelationship of accounts in double-entry bookkeeping system	18	29	29	24
15	Collect and collate information for the preparation of financial statements	13	21	22	44
<b>Bookkeeping</b>					
8	Make & record payments in accordance with financial policies & regulations	24	25	23	27
9	Maintain petty cash records	14	11	13	62
10	Account for cash and bank transactions	14	15	16	56
11	Account for goods and services supplied or received	12	17	13	58
12	Prepare bank reconciliation statements	9	14	11	66
13	Distinguish between capital and operational expenditure	13	16	20	52
14	Record payroll transactions	12	15	8	65
<b>Tax</b>					
16	Perform basic tax computations	10	12	11	67
<b>Procurement</b>					
17	Procure goods and services in accordance with PFMA, Tender Board Act, etc.	10	11	10	69
18	Maintain a database of approved vendors	7	11	8	74
19	Reconcile physical stocks to accounting records	8	12	11	69

<b>Budgeting</b>					
24	Prepare forecasts of income and expenditure	16	13	14	57
25	Produce draft budget proposals	10	10	15	66
26	Operate budgetary control systems	11	12	13	64
<b>Costing</b>					
27	Prepare and present standard cost reports	7	10	10	73
28	Analyse usage and price variances	9	8	8	75
<b>Management of working capital</b>					
29	Monitor and control the collection of debts	12	16	16	56
<b>Auditing</b>					
30	Contribute to the conduct of an audit assignment	19	18	12	51
31	Prepare draft audit reports	11	14	9	67
32	Record and evaluate systems using symbols, flowcharts, ICQs, checklists, etc	10	9	10	72
33	Use audit testing techniques, e. g. vouching, re-performance, confirmation, etc	11	8	10	71
34	Maintain audit files and working papers	11	16	11	63
35	Use auditing techniques in an IT environment	4	7	8	81
36	Understand the responsibilities, functions and qualities of the Auditor-General	31	15	17	37
37	Understand the role and responsibilities of the internal audit function	28	19	17	36
38	Understand the procedures for obtaining audit evidence	23	15	17	44