



**BPESA**

**Business Process  
Enabling  
South Africa**

BPeSA

# Competency Profile – Team Leader

Generic Profile

BPeSA  
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## BPesa Team Manager

### Competency Profile

	<b>Inputs:</b>	<ul style="list-style-type: none"> <li>• Business Goals and objectives (linked to strategy)</li> <li>• Business processes and procedures</li> <li>• Products and services</li> <li>• Staff interaction and performance</li> <li>• Operational data</li> </ul>		
	<b>Outputs:</b>	<ul style="list-style-type: none"> <li>• Business and operational targets</li> <li>• QA results</li> <li>• Staff / Team performance</li> <li>• Operational data</li> </ul>		
No:	Competency Name:	Competency Descriptor:	Level required by role:	Skill level of incumbent:
				0. No proficiency exists
			1. Basic This indicates that only a rudimentary or basic knowledge, skill or general understanding is required.	1. Entry level
			2. Functional A level of knowledge and skill required that allow the individual to function with limited supervision	2. Novice
			3. Intermediate A solid knowledge and skill base is required. Individual needs to function independently. Individual may need to supervise others	3. Intermediate
			4. Expert	4. Expert

		High levels of knowledge and skill is required. Individual can coach and train others.		
		5. Master Recognized industry leader level of knowledge and skill required.		5. Thought/ industry leader level
<b>Technical Competencies:</b>				
<b>No:</b>	<b>Competency Name:</b>	<b>Competency Descriptor:</b>	<b>Level required by job:</b>	<b>Proficiency level of incumbent:</b>
1.	Analytics	Demonstrates the ability to analyse situations, systems or numerical constructs and identify trends, errors and strengths and how data fits into a bigger picture.	3	
2.	Ability to spot opportunities	Identifies opportunities in any given situation.	3	
3.	General administration skills	Demonstrates sound general office administration. Identifies and organises resources needed to accomplish tasks; manages time effectively.	3	
4.	Team management	The ability to manage and lead a team. All the knowledge and skill required to catalyse and drive a team of individuals towards the same goal and achieve it.	4	

5.	HR for line	Demonstrate knowledge of HR policies and procedures as well as the HR role of line managers. includes:  <ul style="list-style-type: none"> <li>• Salary policy/process</li> <li>• Leave</li> <li>• HR administration</li> <li>• HR reporting</li> <li>• Employee/Industrial Relations?</li> </ul>	2	
6.	Performance management	Demonstrate the ability to effectively manage subordinates according to the organization's specific process and be able to explain it comprehensively to a subordinate.	3	
7.	Recruitment and selection	Demonstrate the ability to legally and successfully recruit, on-board and induct new employees, using the organization's specific process.	2	
8.	Talent management and retention	Successfully identify key people and manage that talent in a manner that retains their skills within the organization	3	
9.	Staff management The broader management	The broader management of staff. The ability to address issues and keep up moral.	3	
10.	Numeracy	Demonstrates the ability to make business and general mathematical calculations.	2	
11.	Use of – Microsoft Office Suite	Demonstrates the successful use of Microsoft software. i.e.	2	

		Outlook, Excel, PowerPoint.		
12.	Specific operational IT Systems	Demonstrates the successful use of internal proprietary systems that enable business operations.	2	
13.	Risk management	Demonstrates the ability to identify, mitigate and manage general and industry specific Risk within the responsibility area.	1	
14.	Fraud management	Demonstrates the ability to identify and manage fraud as it pertains to the relevant industries.	1	
15.	Performance Coaching	The knowledge and skills required to directly coach subordinates in terms of their individual performance.	2	
16.	Client interaction, handling and education (telephonic)	Demonstrates the ability to telephonically deal with clients and handle the diverse spectrum of client interactions effectively. In addition, is able to deal with a variety of client types and moods	4	
17.	Client retention (telephonic) <i>Select 1</i>	The ability to interact with a client to successfully enable the retention of said client.	3	
18.	Client service (telephonic) <i>Select 1</i>	Delivers a positive client service experience.	3	

19.	Client Sales (telephonic) <i>Select 1</i>	Encourages increased sales through positive client interactions.	3	
20.	Industry specific knowledge (i.e. banking, insurance)	Demonstrates the business acumen required to function successfully within the industry, specific to the role filled.	3	
21.	Products and services	Demonstrates an in-depth knowledge of the organization specific services and products. Discourses clearly and easily on all products.	3	
22.	Specific Operations (policies, processes and procedures)	Demonstrates the ability to implement all organizational operational activities.	4	
23.	Specific regulatory parameters (industry related)	Demonstrates ability to implement, maintain and manage all regulatory requirements of the specific industry.	2	
24.	Language proficiency: English	Communicates clearly and concisely in English. This includes both the verbal and written mediums.	3	
25.	Language proficiency: Other	Communicates clearly and concisely in any additional required language. This includes both the verbal and written mediums.	2	

26.	General Work-force management	The knowledge and skills required to schedule and manage staff against business requirements. Identification and manage peak and trough times.	4	
27.	Change leadership	The knowledge and skills required to develop, implement and manage a change management framework and process.	3	
28.	Industry Specialization (dependent on Product /services and BPO)	Demonstrates specific knowledge relevant to the organization, its services, products and market.	3	
29.	Budgeting	The ability to comprehend, analyse, draft and manage Budgets. This may vary in complexity dependant on the role.	3	
30.	Finance for none-financial managers	Demonstrates a broad comprehension of finance principles and practice as it relates to the running of a business. Is able to explain a set of management accounts	2	
31.	Quality Assurance (QA)	Delivers error free outputs and deliverables. Demonstrates an understanding of QA as a discipline.	2	

<b>Behavioral Competencies</b>				
<b>No:</b>	<b>Competency Name:</b>	<b>Competency Descriptor:</b>	<b>Level required by job:</b>	<b>Proficiency level of incumbent:</b>
1	Decisions Making	The ability, in a logical structured manner to make decisions. This may vary in complexity based on the role.	3	
2	Leadership	The ability to project sound leadership principles. The practice of this may be determined by specific organizations. However the general principles remain the same.	3	
3	Knowledge of people	A comprehension of people behaviour as it relates to the workplace. This could be linked to staff and colleagues as well as customers.	3	
4	Diversity management	Sensitivity to the diverse nature of the South African workplace. This relates in particular to Race, Gender, Ethnicity, Culture, Sexual Identity and Disability	3	
5	Change agility	The ability to manage and adapt to constant change in a positive and speedy manner.	3	
6	Emotional intelligence	The ability and insight into one's own emotional state and drivers. An ability to exert	3	

		control over one's own emotions for the betterment of those around you.		
7	Interpersonal skills	The ability to interact and socialize on a personal level with those we come into contact with.	4	
8	Self-management and internal focus	The individuals drive is internally motivated. The ability to manage ones emotions, time and professionalism.	3	
9	Time management and organization	The ability to manage one's own actions in such a manner that the planned or desired result is achieved within the given time and according to the correct quality. The ability to organize one's work in a logical manner.	3	
10	Negotiation	The ability to discuss with the intent of convincing the other party to agree. The ability to change another's decision.	3	
11	Conflict resolution	The ability to analyse, grasp and manage the cause of conflict. Then to plan a path of action that leads to a resolution.	3	
12	Communication skills	The ability to converse with others. This can be done via the spoken or written word. The	3	

		ability to identify and appropriately react to voice modulation, tempo and emotion. Body language also plays a critical role in face-to-face communication.		
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