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# 4<sup>th</sup> HRDC 2021 SUMMIT: A National Implementation Framework Towards the Professionalisation of the Public Service

Presentation by Faith Nyaka  
The National School of Government  
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# Presentation Outline

1. Definition of the Problem:
  - Presidents address- Strengthening State Capacity
  - Why do we need Professionalisation of the Public Service
2. Conceptualisation of Professionalisation
3. International Comparability
4. Proposed Interventions to Improve the System
5. Professionalisation Journey



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# Strengthening State Capacity

“When I was elected to the position of President of South Africa, I said that building an **efficient, capable and ethical state** free from corruption was among my foremost priorities.

Only a capable, efficient, ethical and development-oriented state can deliver on the commitment to improve the lives of the people of this country.

This means that the public service must be staffed by men and women who are **professional, skilled, selfless and honest**” – President Cyril Ramaphosa, 1<sup>st</sup> March 2021



# Professionalising the Public Service

Why the need for professionalising public administration?

- Skills, a professional ethic and a commitment to public service
- Rapid promotion of staff to senior positions without requisite skills and experience
- Shortage of professional & specialist skills and knowledge in government, particularly local government
- Government requires certified engineers to build, maintain and operate infrastructure
- Functions are contracted out - government needs the technical expertise to commission and oversee contractors

(NDP, Chapter 13)



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# Professionalising the Public Service Cont..

- **The Diagnostic Overview (2011)** outlined the need to improve skills of public servants – but also the following:
  - ❖ Erosion of the role of the State in producing skilled professionals
  - ❖ Past practices of engaging professional institutes in the training, selection and development of senior managers have diminished,
  - ❖ Reduction in the number of professionals available to the State, as the ageing cohorts continue to leave the system
- 26 years later, there has not been decisive interventions to professionalisation the public service
- Significant amounts of work has been undertaken to problematise capacity challenges



# Identification of Gaps in the System

## Concurrent interventions required

- Parallel executive, legislative, and/or regulatory interventions:
  - ❖ Legislative reforms - the Public Service Act and the Public Administration Management Act driven by the DPSA.
  - ❖ Assessment of a number of public service regulations and directives - ascertain fitness for purpose
  - ❖ The MPSA - establishment of the Head of the Public Service and the tenure of DGs and/or HoDs at national and provincial government



# Conceptualisation of Professionalisation

## Professionalising means:

- Changing attitudes and behaviour (Constitution, *Batho Pele* and the Public Service Charter)
- Qualified people equipped to perform their jobs with diligence
- The creation of professional categories in the public service
- Public service that is non partisan and be depoliticised.
- Decisive reforms including:
  - ❖ creating the Head of the Public Service; extending the tenure of HoDs,
  - ❖ occupation specific competency assessments,
  - ❖ rotation of HoDs every 7 years; and
  - ❖ involving the PSC or their nominated experts in the interviews of DDGs and DGs.



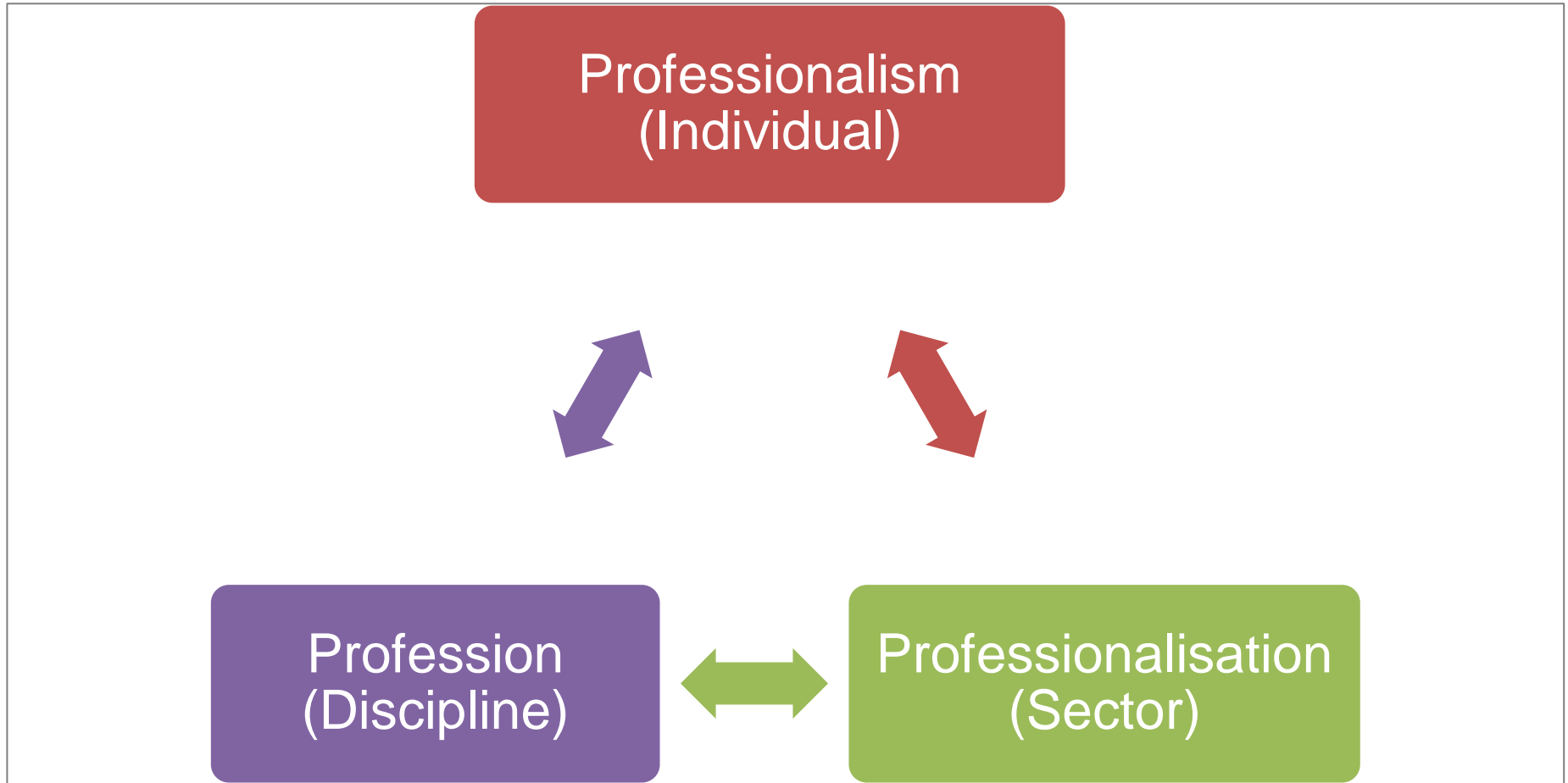
# International Comparability

- No exams **Australia, Botswana, Rwanda, SA, UK and USA**) like China, India, South Korea
- **France:** competitive exams (specific qualifications, professional experience and age; and internal exams
- **South Africa:** post requirements, Pre-entry course for SMS (Nyukela), competency test & interviews – no competency tests for posts below SMS
- Countries apply different approaches: interviews and competency tests
- Countries use in-service capacity building/training linked with probationary periods and overall performance management





# Interventions: Fundamental Aspects of Professionalisation



# Interventions: Professionalisation – the State as Employer



# Pillar 1: Pre-entry, Recruitment & Selection

- Collaboration with Pre-Service Education and Training
- The NSG Nyukela Pre-entry into SMS programme serves as part of the professionalisation of the SMS.
- Minimum competency requirements
- DPSA Directive (2011) - competency assessments (SMS)
- Review of recruitment and selection policies and procedures
- Define a clear policy on succession planning in public administration
- Implementation Graduate Recruitment Programme and the Internship Programme
- Revamp Internship Programme - harnessing skills and create a link to for employment



# Pillar 2: Induction and Onboarding

- Induction into the Public Service must take place same time with Workplace Orientation.
- Compulsory Induction Programme (CIP) and Executive Induction Programme (EIP) remain key programmes towards professionalisation.
- Address the time lag from appointment – registration-completion of CIP/EIP
- Induction curriculum should be covered as part of the pre-appointment/ promotion training programmes.
- Occupational knowledge sharing



# Pillar 3: Planning & Performance Management

- Performance standards and assessment instruments for different categories of employees
- Performance management can also be aligned with professional bodies/ associations registration
- The performance management system must also create space for innovation and risk taking





# Pillar 5: Career Progression and Career Incidents

- The MTSF (2019-2024) determines **a professional, meritocratic and ethical public administration** that has to develop professional capabilities in the following areas:
  - ❖ Knowledge and skills;
  - ❖ Financial management;
  - ❖ Governance and accountability;
  - ❖ Infrastructure/facilities and equipment;
  - ❖ Operational (business process and practice);
  - ❖ ICT
  - ❖ Project Management, etc.
- **The Revolving Door Policy** (2008) provides for the movement of SMS
- The enablers of the Revolving Door relationships



# Intervention: Profession (Discipline)

## Characteristics of professional communities

- **Voluntary networks and forums**
  
- **Formal bodies** regulated communities take the form of registered associations or professional bodies:
  - ❖ Code of conduct / ethics; membership and affiliation fee;
  - ❖ Quality Assurance and curriculum development;
  - ❖ board exams; professional licences;
  - ❖ continuing professional development;
  - ❖ make sanction decisions;
  - ❖ host annual conferences; recognised journal;
  - ❖ Governed by boards





# Professionalisation Framework Journey

APRIL – JUNE 2020

- Mandate from MPSA to the National School of Government
- Outline of a professionalisation concept
- Inputs from former and current DGs
- First presentation to GSCID Cluster
- Establish Professionalisation Task Team (NSG, DPSA, OPSC)

JULY –  
SEPTEMBER  
2020

- Further refinement of the Framework
- Update presentation to the GSCID Cluster
- Presentation to the Cabinet Committee
- Updated Framework

OCTOBER –  
DECEMBER 2020

- Tabling of the draft Framework in Cabinet
- Cabinet approval to publish the draft Framework for public comment
- Government gazette

JANUARY – July  
2021

- MPSA media statements on public consultation
- Virtual public consultations with stakeholders
- Consultations with provincial governments, training academies, HRD Managers
- Appointment of Ministerial Task Team
- 3 Meetings held



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# Thank you

To access the framework document, please go to  
<https://www.thensg.gov.za/official-gazzetes/>



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