

Public Service Human Resource Development Strategic Framework

HRDC SUMMIT

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Presentation Outline

- Introduction
- Context – the National Development Plan
- About PS-HRDSF
- Legislative framework
- Key challenges
- A vision for HRD
- Key interventions
- Conclusion



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Introduction

Promoting competence, adaptability and agility

Institutionalise constitutional values

Advance professional development

increase productivity in the PS

Provide quality human resources needed for transformation



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A Capable State?

- A capable state practices **Good Governance** based on quality of decisions (Evidence -based), compliance with process, accountability, adherence to ethical principles and running the state according to Sect. 195 of the Constitution and participatory governance
- A Capable State has **Capacity**, which can be understood at two levels (1) **Capability** is about systems and instruments available to deliver services e.g. technology, regulations that guide etc. (2) **Capacity** is about the knowhow, having a workforce that knows how to apply and implement public policy – skilled, competent, professional and diligent public servants
- A Capable State is informed by continuous **Institutional Development** of the state to deliver. It continuously focus on institution building, improving state capacity to coordinate policy, integrate planning, implement, monitor performance, and make interventions where there are weaknesses identified
- A Capable State is **Developmental** in nature and responsive to the needs of society and promotes active citizenry, sustainable development, partnerships, and integrated coordination for development
- A Capable State provides **Leadership** to society and has strong leadership centered around cooperative governance, collaborative leadership and thought leadership



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MTSF (2019-24) Priority 1: A Capable, Ethical and Developmental State

CAPABLE STATE

A capable state has the required human capabilities, institutional capacity, systems, service processes and technological platforms to deliver on the NDP through a social contract with the people.

ETHICAL STATE

An ethical state is driven by the constitutional values and principles of public administration and the rule of law, focused on the progressive realisation of socio-economic rights and social justice as outlined in the Bill of Rights.

DEVELOPMENTAL STATE

A developmental state aims to meet people's needs through interventionist, developmental, participatory public administration. Building an autonomous developmental state driven by the public interest and not individual or sectional interests; embedded in South African society leading an active citizenry through partnerships with all sectors of society.

Outcomes (performance measures):

- ✓ Improved leadership, governance and accountability; functional, efficient and integrated government;
- ✓ Professional, meritocratic and ethical public administration; and social compacts and engagement with key stakeholders.
- ✓ Enhancing confidence and trust on the state.



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About the PS-HRD Strategic Framework

- ❑ Blueprint document for planning, implementing and reporting on HRD interventions
- ❑ Contribute towards achieving a Capable, Ethical and Developmental State through policies, structures and operational processes for developing capable and high performing employees.
- ❑ Anchor and focus the various interventions by government to develop capacity of public servants to deliver services effectively and efficiently



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The Contribution of the Public Administration in achieving the goals of the National HRD Strategy

Goal 1:

Strengthening Basic Education & Foundation (STEM, Languages & Life Skills)

Goal 2:

Expand Access to quality post-schooling Education & Training

Goal 3:

Improve Research & Technological Innovation Outcomes

Goal 4:

Improved Production of appropriately Skilled People for the Economy

Goal 5:

Building a Developmental and Capable State



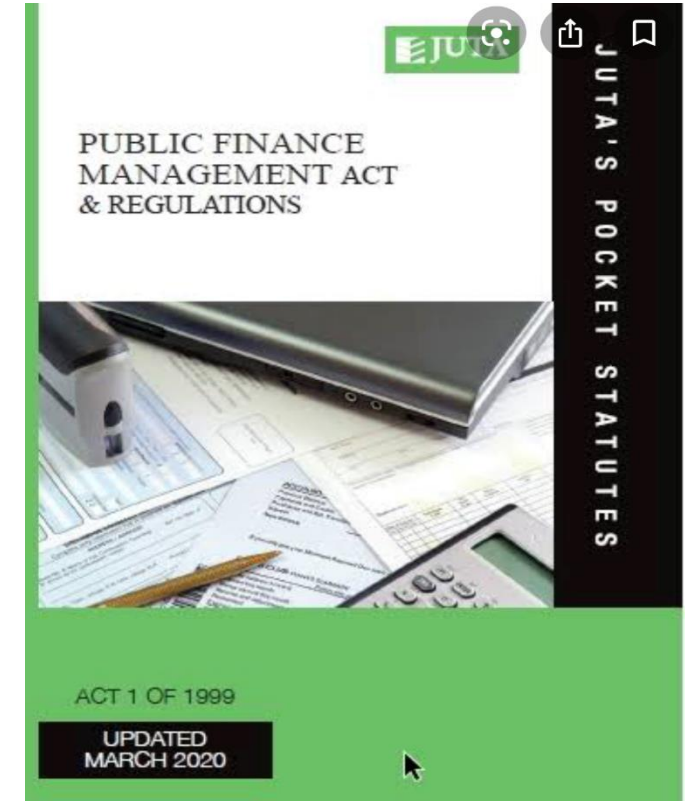
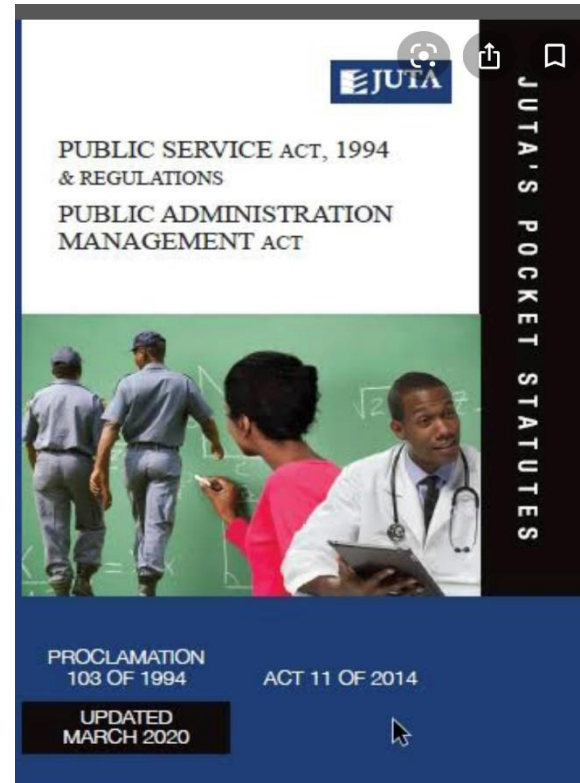
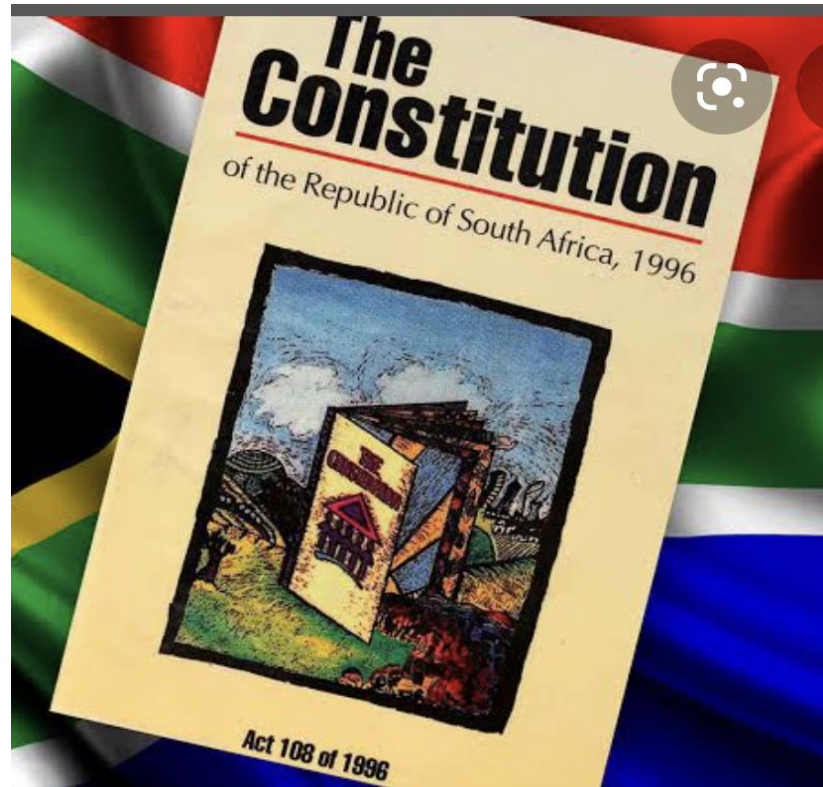
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Legislative framework incl.:



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RSA Constitution (1996) Section 195	Public Service (1994) & PSR (2016)	National Development Plan	National HRD Strategy towards 2030 (Presidency)	National Skills Development Plan 2030 (DHET)
A high standard of professional ethics must be promoted and maintained.	Sec.3 (1) (c) PSA, The MPSA is responsible for establishing norms & standards relating to-... the conditions of service & other employment practices for employees (training & development).	Making Public Service a Career of Choice.	Improve the skills profile of the employed workforce to enable greater levels of productivity and adaptability to the changing needs of the labour market.	Identify & increase production of occupations in high demand.
				Linking education and the workplace.
A high standard of professional ethics must be promoted and maintained.	R14 PSR (2016) An employee shall—Avail himself or herself for training and development.	Formal Graduate Recruitment Schemes.	Establish partnerships to ensure the supply of quality management and specialist personnel for public service.	Encourage and support worker initiated training.
Good human-resource management & career-development practices, to maximise human potential, must be cultivated.	R28 PSR (2016): (1) An EA shall prepare and implement a HRD plan for his or her department taking into account the departmental HR plan (2) An EA shall monitor & evaluate the implementation of the plan contemplated in sub-regulation (1).	Invigorate the role of the State in Developing its capacity for technical & specialist professional skills.	Expand participation of government departments and entities in the provision of workplace training in priority skills needs.	Improving the level of skills in the South African workforce.
		The State must have Long-Term Perspective for Training and Management.	To develop capacity of the public service staff to drive economic and industrial development initiatives.	Increase access to occupationally directed programmes.
		Support career development services.		
Public administration must be development-oriented.	R58 – Developmental Programmes R74 – R77 Training Management and Assistance			Contributing to the country’s socio-economic development objectives.

Key Challenges

- The NDP Diagnostic (2011) observations:
 - severe shortage of specialised skills, especially in health, policing, infrastructure planning, engineering, finance and information technology; adversely impacting on front-line service delivery as well as long-term planning and co-ordination function
 - The fourth industrial revolution largely presents numerous challenges to public administration based on the lack of capacity of a well-equipped workforce which caters for the digital world.
 - Increased salaries and benefits for public servants without recognisable ROI nor productivity



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Key challenges(cont.)

- A need to professionalise the Public Service and improve on ethical practices.
- Improvement of result-driven management and value-based and accountable leadership capacity.
- There is a need for the Public Service, as an employer of significance size in the economy, associated with the government of the day and with considerable infrastructure and systems to play a key role in tackling the developmental challenges viz. unemployment, poverty and inequality.
- Long-Term Training and Management: Coordinated approach to building capacity of the State underpinned by a clear long-term planning providing for the current skills needs while anticipating medium and long term needs, a coherent monitoring and evaluation mechanisms.
- Managing pandemics (e.g Covid 19)



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A VISION FOR HRD

BUILDING CAPACITY A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Top Management Support Mobilisation	Workplace Learning Systems, Mentoring, Coaching	Change Management Implementation	Inter-Sectoral Development Priorities Support
Adequate Human, Financial, Physical & Systems Resources Mobilisation	Recognition of Prior Learning & Continuous Professional Development (CPD) System Establishment	HRD Coordination Bodies Strengthening (DPSA,NSG, OTPs, SETAs & National Sector Departments)	Sustainable Development Goals Support
		National & Provincial Public Service Academy System Alignment	NEPAD, AU Agenda 2063, and Regional Programmes Support
HRD Policies & Guidelines Implementation	e-Learning & other Learning Delivery Systems Promotion	HRD Policy Management & Planning Frameworks & Guidelines Alignment	National Development Plan New Growth Path, HRDS-SA, National Skills Development Plan, Provincial Growth &Development Strategy & Municipalities IDPs Support
Supply & Demand Research & HRD Planning Management	Graduate Recruitment Schemes Management	Forster HEIs, TVETs & Professional Bodies Systems Partnerships	Priority Technical & Professional Skills Support
	Management &Leadership Pipeline Development Programme	Central HRD Support Capacity Strengthening	Responsiveness to the Forth Industrial Revolution
Skills Pipeline Management	Mandatory Training Programmes incl. Compulsory Induction Programmes Management	M&E Capacity & Knowledge Management Systems Establishment	Transformational Goals Support
HRD and Performance Management Alignment	Integrated & Vocational Adult Education & Training Promotion	Leveraging SETAs (Government SETAs) Strategic Value	Public Service Improvement Plans
Integrated Career Planning & Talent	Internship, Learnership, Apprenticeship	HRD Professionalisation & Learning	
PILLAR 1: ORGANISATIONAL STRENGTHENING	PILLAR 2: CAPACITY BUILDING & DEVELOPMENT	PILLAR 3: HRD GOVERNANCE & INSTITUTIONAL DEVELOPMENT	PILLAR 4: HRD SUPPORT FOR ECONOMIC GROWTH & DEVELOPMENT GOALS

CONSTITUTION AND LEGISLATIVE FRAMEWORK AS THE FOUNDATION

Key interventions

No	Strategic Focus Area	Intervention
1.	Strengthening Recruitment through Meritocracy and Professionalism.	<ul style="list-style-type: none">• Introduce Compulsory Entry Examinations for appointments at all levels;• Accelerate the implementation of the Framework for Professionalising the Public Service (already in place and championed by the NSG);• Establish a Public Service Allied Professions Council through a national Legislation.(Accountability and individual).
2.	Strengthening of the National School of Government	<ul style="list-style-type: none">• Expedite the finalisation of legislative amendments to position the NSG as an apex training provision arm of the State;• Finalise the issuing of the legislative policy frameworks and directives on the suite of mandatory training programmes for offer by the NSG (Draft Directive on Compulsory Training Programmes already in place awaiting legislative processes in relation to the letter from the National Treasury on designating the NSG as a monopoly for mandatory programme training provider.• Resuscitate the Forum for State Academies to improve the quality and relevance of the curriculum, training delivery provision capacity and efficiency.



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No	Strategic Focus Area	Intervention
3.	Acquisition of Full Qualifications, Part-Qualifications, Immediate /On-Demand Skills and Access Skills	<ul style="list-style-type: none"> • Accelerate the roll-out of the Policy on Recognition of Prior Learning to promote retention of applied experience, skills, improved staff morale and loyalty to the service. • Promote and support the Direct acquisition of qualifications through bursary allocation and application of the PSCBC Resolution on Recognition of Improved Qualifications; • Promote the increase in the up-take of International Capacity Building Programmes to facilitate international experience and augment training and development budgets. • Improve the roll-out of in-service training programmes to up-skill and re-skill existing employees (immediate, on-demand and access skills) to ensure effectiveness, gainful employment and utilisation as well as job satisfaction.
4.	Strengthening of Leadership and Management Development Pipeline	<ul style="list-style-type: none"> • Management and Leadership Pipeline Development Strategy. • Roll-out a Coaching and Mentorship Programme for Junior, Middle, Senior and Executive Tiers of Management. • Accelerate the roll-out of the Re-Orientation programmes and FMDP,EMDP & AMDP by the NSG.



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No	Strategic Focus Areas	Intervention
5.	Promote Improved Ethics and Integrity	<ul style="list-style-type: none"> • Compulsory training programmes on anti-corruption for all employees, especially Responsibility Managers and SCM Officials; • Increase capacity for Discipline Management by training Presiding Officers for disciplinary cases in the Public Service; • Increase capacity for detecting and combating fraud and corruption using technology including cyber security training
6.	Promote Culture Change	<ul style="list-style-type: none"> • Implement “I am a Public Servant” Campaign. • Revitalising Batho Pele Programmes – • Use of Khaedu programme to train senior managers on problem solving and technical skills to improve service delivery.
7.	Improve capacity for Technical Skills and Specialist Professions	<ul style="list-style-type: none"> • Roll-out Skills Audit Projects and Organisational Competency Framework development Guidelines. • Occupation Specific Competency Development Programmes . • Graduate Recruitment Scheme (Technical and Specialist Professions) • Implementation of a Continuous Professional Development; • Developmental Programmes for focusing on candidacy support programmes for technical and specialist professions.



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No	Strategic Focus Area	Intervention
8.	Building Capacity for Digital Skills in the Public Service.	<ul style="list-style-type: none"> Facilitate the contextualisation of the National Digital and Future Skills Strategy South Africa in the Public Service; Facilitate and promote the accelerated implementation of latest ICT skills development programmes in the Public Service, to improve innovation and modernisation of the Public Service.
9.	Long Term Planning, Management and Improved Monitoring and Evaluation of Training and Development.	<ul style="list-style-type: none"> HRD planning informed by the data-backed evidence and responding to the identified need from credible skills planning and human resource planning mechanisms; Alignment of HRD Planning with the recruitment processes of the department and the public service; Alignment of HRD planning with Promote Inter-sectoral partnership in training and development projects to leverage economies of scale and improved absorption of skills as well as improved value for money. Improved Monitoring and Evaluation System to enhance quality of data; and Enhanced use of technology to create efficiency, improved capacity for knowledge management and data storage and protection.



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- An engagement at this HRD Council Summit should assist us to answer the following questions:
 - What is the future of government and what skills will government need in the future?
 - What kind of services will we need to offer and how will these be delivered?
 - What technologies do we need to prepare for and to take advantage of?
 - What type of capacity do we require to respond to pandemics; continued globalisation and to be responsive to new entrants into the working environment;
 - How do we make serving in the PS the career of choice and how do we redefine the rigidity of the bureaucracy to respond to millennials that prefer a work portfolio and cannot stomach an 8 to 4 desk job? and
 - How do we set norms and standards that improve attraction and retention of scarce skills?
- This engagement should assist us to come out with a "future of public service and administration" outlook that will show us where government will be in 2030 and the next 10-15 years



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Enkosi!!!!

