Strategic Framework for the Development of Human Resources in the Public Service

National School of Administration-Morocco Presentation
Outline of Presentation

1. Overview of the Review process


3. Overview of the Implementation Process
South African HRD Context

1. The National Human Resource Development Strategy under the auspices of the DoE - addresses the supply of human capital to meet broader societal & economic needs of South Africa.

2. The Strategic Framework for the Development of Human Resources in the Public Service – is a sub-system which addresses the focused demand for human resource development in the public service.
THE HUMAN RESOURCE DEVELOPMENT CONTEXT OF THE NATION

- South African/National HRD Strategy
- Strategic Framework for the Development of Human Resources in the PS
- Relevant Sector HRD Strategy (e.g. Health or Education)
- Provincial HRD Strategy
- Departmental HRD Plan
- Operational Plan for HRD Directorates in Departments
- Work Plan
- PDP

- DHET/DBE & DoL
- DPSA
- Sector Growth & Dev. Strategy
- Provincial Government
- Line Departments
- Skills Planning Process
- Individual Performance Contracts/PMDS
- Individual Employee needs & gaps

- Sector Skills Plans
- Occupational Specific needs
- Provincial Growth & Development Strategies
- Departmental Strategic Planning
- Workplace Skills Plan

STRATEGIC FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT IN THE PUBLIC SERVICE
Review Research

• The Review process was informed by and responded to:


  – The need for a coordinated public service response to national initiatives such as ASGISA & JIPSA and National HRD Strategy.

  – The National Skills Development Strategy II.
Findings of the review


Main findings:

• Lack of data on how many departments have HRD Strategies.
• No generic guidelines on the formulation of an HRD strategy for a line or sector department or Provincial Government.
• No established Governance Structure/s to oversee the implementation of HRD objectives nationally within the Public Service.
• No framework provided as to how the Provincial Growth and Development Strategies are linked to the Departmental HRD Plans and Sector HRD Strategies.
Findings of the review, cont

Based on the analysis of data collated from the workshops and from a variety of stakeholder interviews, the findings were broadly categorized into 9 focus areas:

• Policy Frameworks
• Organizational Structures
• Quality of Training
• Planning and Management
• Funding and Resources
• Status and Priority
• Accessibility
• Governance
• Interpretation of the HRD Function
• Design a uniform **HRD Strategic Framework** for the public service.
• Design a **Guideline** for all line and sector departments on how to design an HRD strategy and departmental HRD plans.
• Design a generic **HRD Annual Implementation Plan** with activities and targets for line and sector departments.
• Integrate PGDPs, IDPs and Sector Skills Plans (SSPs) with departmental Workplace Skills Plans (WSPs).
• Create a **PS National Steering Committee for HRD** to act as a Learning Network to implement the PS HRD Strategy which reports to the NHRD structure (DoE/DoL).
• Design a **Monitoring and Evaluation Tool** for PS HRD.
• Design a **Policy for the utilisation of the skills budget** for public service departments.
• Design an **Annual Performance Report** for PS HRD from the Annual Training Reports (ATR’s) submitted to the relevant SETA’s.
• Host an **Annual Review Conference** for PS HRD.
The HRD Strategy Resource Pack

- **Part 1:** The Overview
- **Part 2:** The Review Report
- **Part 3:** The Strategic Framework for Human Resource Development in the Public Service: Vision 2015
- **Part 4:** The Implementation Guide and generic Implementation Plan
- **Part 5:** Compact Disk (CD)
Human Resource Development in the PS

Definition of HRD in the Public Service:

“HRD is defined as those efforts undertaken by departments to ensure that employees are well prepared to undertake their responsibilities and grow into viable careers, thereby adding value to the productivity and service of their departments, the motivation and performance of their peers and the attainment of the overall vision of the developmental state.”
Objectives of Strategic Framework for HRD

- Promote and support the National Skills Development agenda, including ASGI-SA objectives and JIPSA initiatives.
- Address the national skills challenges at all public sector delivery points in line with the NHRDS.
- Align all PS HRD strategies with sectoral and provincial economic and development growth needs.
- Be aligned to the objectives and targets of the NSDS II (2005-2010).
- Ensure a continuous supply of public sector specialist skills and absorption thereof into the public service labour market.
- Ensure that there is a supply pipeline of contributing and productive public servants at all spheres of government.
- Enable human capital performance in public sector organizations that ensures effective service delivery in all spheres of Government and contributes to economic growth.
Process for implementation

- Proposed implementation from 1 April 2009 to coincide with commencement of financial year:
  - Each department to develop an Organisational Readiness Audit to determine supply and demand needs for specific skills.
  - Each department to develop an Annual HRD Implementation Plan in line with their sector and provincial strategies.
  - Design monitoring and evaluation tools.
  - Convene an annual consultative conference.
  - Prepare PS Annual HRD Performance Review Report.
10 Core Principles underpinning the PS HRD Strategic Framework

- Focus on all performer levels of employment
- Cohesiveness and Integration
- Flexibility and Adaptability
- Recognising Contextual Differences per Sector and province – not a “one size fits all” approach.
- Responding to the needs of designated groups and specifically women and persons with disabilities
- Maintaining a performance focus
- Continuity thorough all spheres of government
- Responding to sectoral priorities e.g. sector scarce skills.
- Building learning communities and organisations
- Promoting the agenda of development
### Building Human Capital for High Performance and Enhanced Service Delivery

- **Fostering HEI & FETC Partnerships**
- **E-Learning Programmes for the Public Service**
- **A National/Provincial Public Service Academy**
- **Promoting Learnerships, Internships & Traineeships**
- **Development Programmes of Professional Bodies**
- **Leadership Development Management Strategies**
- **Integrated ABET Framework**
- **Workplace Learning Programmes**

### Capacity Development Initiatives (1)
- Mobilization of Management Support
- Career Planning & Talent Management
- Managing Employee Health & Wellness
- Ensuring Adequacy of Physical & Human Resources & Facilities
- Promoting Appropriate Org. Structure for HRD
- Performance Management & Development Systems
- Knowledge & Information Management
- HR Planning - Supply & Demand Management

### Organizational Support Initiatives (2)
- Utilization of the Strategic Role of SETAs
- Values, Ethics & Professional Code of Practice
- Promoting HR Learning Networks
- Managing Effectiveness of Communication
- Fostering Effective Monitoring, Evaluation & Impact Analysis
- Managing HRD Policy & Planning Frameworks & Guidelines
- Strengthening & Aligning Governance Roles in HRD

### Governance & Institutional Development Initiatives (3)
- Responsiveness to Millennium Development Goals
- Promoting Integrated & Inter-Sectoral Approaches to Developmental Priorities
- Capacity Development to Promote Success of Industrial & Economic Plans
- Awareness Promotion of Growth & Development Initiatives
- Integrating NEPAD, AU, Regional & Global Programmes
- ASGISA, JIPSA, EPWP, PGDP, IDPs

### Economic Growth & Development Initiatives (4)

#### 4 Key Pillars for High Performance in the Public Service Through HRD

- Focus on all Performance levels of Employment
- Responding to Needs of Designated Groups (Women & Disabilities)
- Cohesiveness & Integration
- Flexibility and Adaptability
- Recognizing Contextual Differences
- Maintaining a Performance Focus
- Responding to Sectoral Differences
- Building Learning Communities & Organizations
- Promoting the Agenda of Development
- Continuity through all Spheres of Government

#### 10 Core Principles Informing Implementation of HRD Strategy

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<tr>
<th>Principle</th>
<th>Description</th>
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<td>Legislation Framework as a Foundation</td>
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Implementation of the 4 Pillars

• Each pillar envisages implementation tasks at the macro (national/sector), meso (provincial) and micro (departmental/institutional) levels

• The 4 pillars are translated into 4 strategic objectives

• Each strategic objective has sub-objectives and activities

• Each sub-objective has key performance and success indicators for M&E purposes
### Conceptual Framework for Facilitating Implementation of the HRD Strategy - Governance

<table>
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<th>PILLAR 1</th>
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<th>PILLAR 4</th>
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<td><strong>Developing Capacity in People</strong></td>
<td><strong>Ensuring adequate org. support structures &amp; systems for HRD</strong></td>
<td><strong>Providing leadership to ensure effective implementation</strong></td>
<td><strong>Responding to the Agenda of Growth &amp; Development</strong></td>
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#### MACRO Level Governance
- SAMDI Programme
- Leadership Management & Dev Strategy
- HEI programmes

#### MESO Level Governance
- Professional Public Service Academies
- FET programmes
- Programmes coordinated through Prov Academies

#### MICRO Level Governance
- In-service programmes
- In-house/Workplace programmes
- ABET programmes

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**CONCEPTUAL FRAMEWORK FOR FACILITATING IMPLEMENTATION OF THE HRD STRATEGY – GOVERNANCE**

**PILLAR 1**
- **Developing Capacity in People**
  - MACRO level Governance
    - SAMDI Programme
    - Leadership Management & Dev Strategy
    - HEI programmes
  - MESO level Governance
    - Professional Public Service Academies
    - FET programmes
    - Programmes coordinated through Prov Academies
  - MICRO level Governance
    - In-service programmes
    - In-house/Workplace programmes
    - ABET programmes

**PILLAR 2**
- **Ensuring adequate org. support structures & systems for HRD**
  - Policy Frameworks & Support Systems
  - Provincial guidelines & support systems
  - Needs analysis & Audits
  - Provincial Management of Supply Pipeline

**PILLAR 3**
- **Providing leadership to ensure effective implementation**
  - HR Learning Networks
  - Professional Bodies
  - SETAs
  - E-Learning Coordination
  - Provincial HRD forums
  - Provincial HRD strategies
  - Provincial HR learning networks
  - Regional SETA offices

**PILLAR 4**
- **Responding to the Agenda of Growth & Development**
  - Presidency & DoL
  - NSDS; JIPSA
  - ASGISA
  - EPWP; DMG

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**Capacity Building Initiatives**

**Org. Systems & Initiatives**

**Governance & Institutional Dev. Initiatives**

**Economic Growth & Dev Initiatives**

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**Departmental Framework & Processes**

**National Frameworks for delivery**

**Provincial Frameworks for delivery adapted for Prov. needs**
Human Resource Development Strategic Framework Rollout and its Monitoring and Evaluation

3 Phases:

Policy Comm. Implementation Support Monitoring & Evaluation

1. Organizational Readiness Assessment (Pre-Implementation)
2. Implementation (Based on standard shared indicators)
3. Impact Analysis (outcomes, impact)

Based on an aggregated system (Macro, Meso and Micro Levels)
Objectives of the M&E System

- The collection and collation, analysis and dissemination of data
- Information on the progress of implementation
- Policy planning, implementation and review
- To ensure transparency, accountability and promote service delivery improvement
- To ensure compliance with statutory and other requirements
- Impact analysis
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THANK YOU

END OF PRESENTATION