



**GUIDELINES ON IMPLEMENTING  
A DETERMINATION ON INTERNS  
IN THE PUBLIC SERVICE**



CONTENTS	PAGE
Acronyms	1
1. Introduction and Background	3
1.1 Skills Supply and Demand Environment	5
1.2. Review of Internship Implementation Framework	5
1.3 Summary of a Determination on Interns	5
2. Purpose of the Implementation Guidelines	6
3. Scope of Implementation Determination on Interns	7
3.1. Management of Conditions of Service	7
3.2. Mandatory Implementation Targets	8
3.3. Budgeting for Internships	8
3.4 Top up Programme for Graduate	9
3.4.1 Principles and Scope	9
3.4.2 Design, development and Implementation Approach	10
3.4.3 Workplace Mentorship and Coaching strategy	10
3.4.4 Public Service Induction Programme	11
3.4.5 Life Skills and Job Readiness	11
3.4.6 Occupational directed skills Programme	11
3.4.7 Generic Workplace Skills	12
3.5. Managing Interns Performance	12
3.6. Monitoring and Evaluation of Implementation	12
3.7. Administration of Placement	12
3.8. Retention of the Interns	13
3.9 Remuneration Schedule for Interns	13

## LIST OF FIGURES

Figure 1	A conceptual Framework for the HRD Strategy for the Public Service	4

## 1. INTRODUCTION AND BACKGROUND

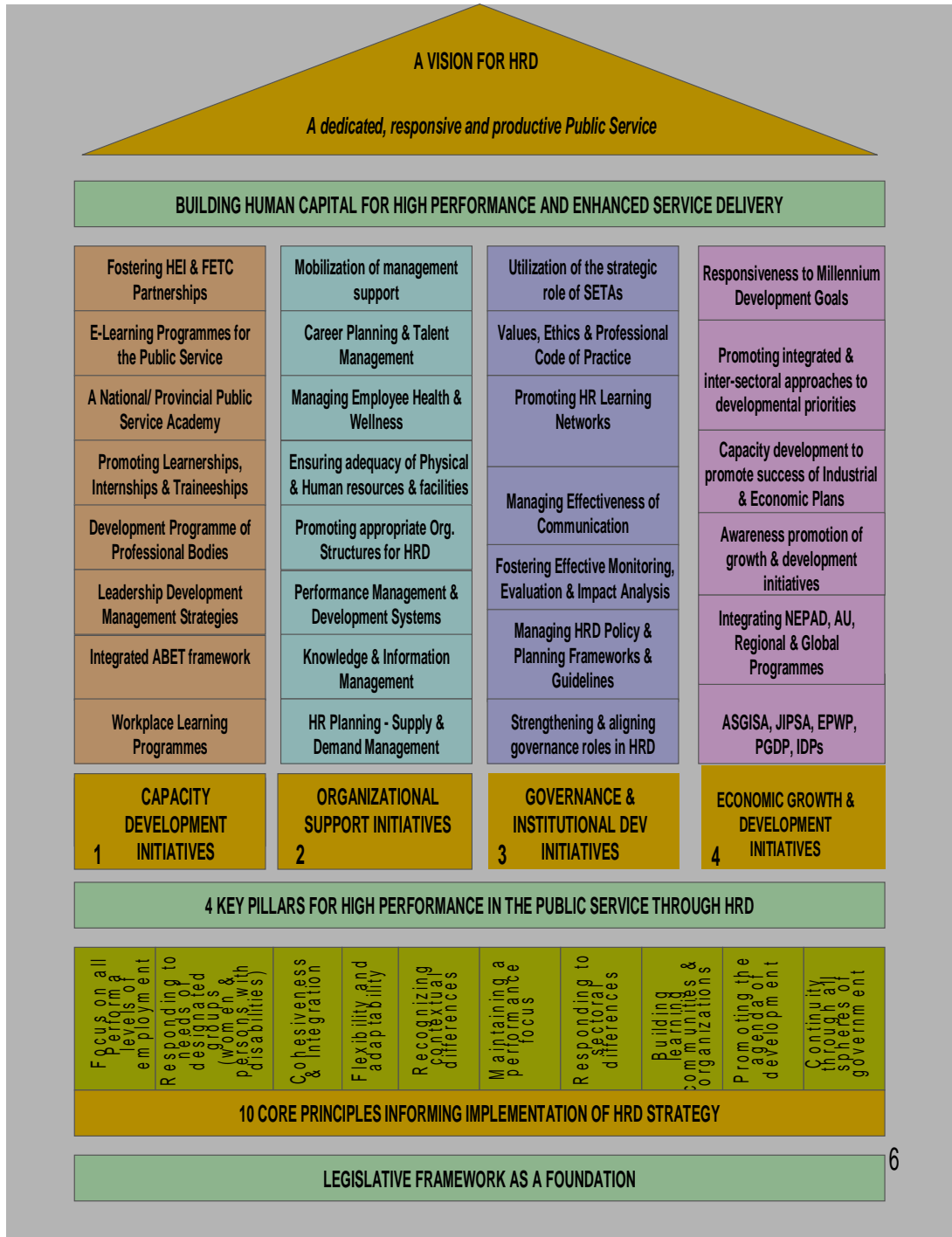
The Human Resource Development Strategic Framework Vision 2015 conceptual framework has four pillars: that is, (1) Capacity Development Initiatives, (2) Organisational Support Initiatives (3) Governance & Institutional Development Initiatives and (4) Economic Growth Initiatives. The Internship Programme is a sub objective of the Capacity Development Initiatives Pillar of the HRD Strategic Framework Vision 2015.

The Determination on Interns in the Public Service should be implemented and managed in line with Human Resources Strategic Framework Vision 2015, Monitoring and Evaluation Framework as well as the following HRM Strategic Frameworks which influence HR practices in the Public service

Other Strategic Frameworks that have implications on the Internships programme implementation and practices in the Public Service are:

- *The HR Repositioning Conceptual Framework for the Public Service*
- *Leadership Development Management Strategic Framework*
- *Human Resource Planning Strategic Framework*

*Guidelines on implementing a determination on Interns in the Public Service* is written within the context of the Conceptual Framework for HRD Strategic Framework Vision 2015 for the Public service which informs all HRD practices across the Public Service



### 1.1 The Skills Supply and Demand Environment

The present skills demand and supply environment necessitates that the Internship Programme should focus on the strategic scarce and critical skills and occupations. Increasingly, there is a need for a visible and measurable return on investment through an integrated human resource practices that recognise organizational needs of the Public service. The cabinet mandate for Internship seeks to address skills shortage, youth unemployment in particular and unemployed graduates. The success of the Internship Programme should be measured quantitatively and qualitatively in terms of this mandate.

### 1.2 The Review of Internship Implementation Framework

In March 2008 the Internship Implementation review process was undertaken in a form of an Annual Internship Workshop. This review sought to determine the challenges experienced in the implementation of this Programme. The review report highlighted some challenges which are summarised as follows:

- *The Internship Programme was not adequately aligned to the strategic human resource needs of the departments and sectors;*
- *The Internship Programme did not identify scarce and critical occupations in the recruitment of unemployed graduates for Programme;*
- *There was inadequate mechanism to measure the achievements of the programme in terms of its Cabinet mandate*
- *The Internship Programme did not offer unemployed graduates structured skills*
- *Graduate recruitment strategies were inadequate, as they did not address areas of critical and scarce occupation*

### 1.3 Summary of a Determination on Interns in the Public Service

In 2009 the Minister of Public Service and Administration approved a Determination on Interns in the Public Service. The Determination incorporates the following aspects:

- *Conditions of Service*
- *The Internship Programme Implementation targets*
- *Top Up Programme for graduates*
- *The Management of Interns `Performance management`*
- *Programme implementation, monitoring and evaluation*

*Internship Programme should be implemented as a mechanism to establish skills and talent supply pipelines, especially in areas of scarce and critical skills and occupations.*

*Effective Internship Programme implementation strategies should provide unemployed graduates and graduate interns access to the workplace skills training and relevant work experience as part of an initiative to improve graduates` employment opportunities both within and outside the Public Service*

## 2. PURPOSE OF THE GUIDELINES

The purpose of these guidelines is to assist HRD managers and practitioners to interpret, implement, monitor and report on implementation of the Determination on Interns across the Public Service. The Guide is aimed at supporting departments in developing and implementing their specific policies and strategies on Internships.

### 2.1 Various forms of Internships are being offered within the Public Service:

- Traditional graduate Internships, which is offered to a person who has completed a qualification and requires workplace experience in order to enhance future employment opportunities.
- Student Internships which are offered to a persons who are enrolled at a tertiary education institution and required practical experience as part of their study programme.

- Internships linked to professional development and are a requirement for professional registration with Professional Bodies or Councils

### 3. SCOPE OF THE IMPLEMENTATION OF A DETERMINATION

The Determination provides a strategic direction on the implementation of Internship Programme across the Public Service. The scope of the implementation process is as follows:

*The Determination incorporates the following key issues and principles:*

- *Conditions of service*
- *Mandatory Implementation Targets*
- *Budgeting for Internships*
- *Top-up Programme for Graduates*
- *Managing Interns Performance*
- *Administration of Interns` Placement*
- *Retention of Interns*
- *Remuneration Schedule for Interns*
- *Internship Contract Management; and*
- *Monitoring and Evaluation of Implementation*

#### 3.1 Management of Conditions of Service

In terms of the 2006 Ministerial Determination on Interns and related circular, Interns should have the same conditions of service as contract employees. The implications for this policy directive are:

- That Interns are entitled to the same leave benefits as per provision 27 of the 2008 Determination on Leave of Absence in the Public Service issued in accordance with Resolution 1 of 2007
- That departments should ensure all Interns utilize their annual leave benefits within a period prescribed in the fixed Internship contract
- That Interns who accrue annual leave benefits, but do not utilize the leave benefit within a prescribed contract period, they will forfeit such accrued leave
- That Interns who fail to exercise the privilege on annual leave shall not be entitled to unclaimed leave cash payout.
- In line with the 2008 Determination, departments should extend Intern's contract of employment by the same period taken for leave of absence in order to fully comply with Internship period.

### 3.2 Mandatory Implementation targets

The **dpsa** has set mandatory implementation targets for all departments in line with *Human Resource Development Strategy for South Africa and the HRDSF*. The targets stipulated in the Determination on Implementing Internships in the Public Service are mandatory for all departments and should be used as the basis for budgeting for the Internship Programme. The mandatory Internships implementation targets will also form the basis for measuring performance of national and provincial departments in as far as the Internship Programme is concerned. These targets are set as a minimum and therefore departments and provinces are at liberty to increase these targets.

### 3.3 Budgeting for Internships

The baseline costs implication of Internship Programme includes but not limited to:

- Leave benefits as per paragraph 5.2 of the Determination
- Skills development initiatives, including Compulsory Induction Programme for the Public service ( as per paragraph 7 of the Determination) ; and
- Monthly stipend or allowances (as per par 11 of the Determination).

1. A percentage **above-threshold minimum budget of 1%** must be allocated for pre-service training (PRESET) in the form of bursaries for students who are studying towards any Public Service related occupation requiring a formal qualification registered as a whole qualification from NOF Level 5 upwards. These bursaries must be prioritized for scarce skills.
2. Graduates thereafter can be recruited into a formal Internship programme in a related line or sector department if they are unsuccessful in securing employment in that, or any other, department.

Furthermore, the **above-threshold allocation** should cater for learnerships and Internships for the Section 18.2 employees of the departments. The allocation of such funding for bursaries, Learnerships and Internships will, in the medium to long term, address the recurrent skills shortages by providing a skills supply pipeline for departments.

The Policy on Utilization of Personnel Training and Development provides an option on budgeting for talent attraction and development initiatives such as the Internship Programme. Departments may also utilize a minimum of 2, 5% on vacant funded post in the establishment to budget for the Internship Programme and the remaining 2, % for the Learnership Programme

### 3.4 Top up Programme for Graduates

The purpose of the Public Service Graduate Internship Programme is to equip unemployed graduates with necessary skills, knowledge, values and work experiences which will improve their chances of employment within and outside the Public Service. The Skills development is therefore central to Internships. However necessary institutional arrangement and support need to be put in place to make the Public Service Graduate Internship Programme to be successful.

#### 3.4.1 Principles and Scope

In terms of section (7) of the Determination on Interns in the Public service clauses (7.1, 7.2, 7.3) the following should be applicable

Departments must identify, train and appoint Mentors and/Coaches to support the development of Interns in the workplace. Such mentors will participate in a mentorship course that will equip them with competences to support Interns during the contract period.

A Mentorship Contract shall be entered into between a Coach or Mentor and the Intern as both a mechanism for managing relationship and measuring development of an Intern.

Induction is mandatory to all new entrants into the Public Service. A structured Public Service Top-up Programme for unemployed Graduate has been developed and should be implemented across the Public Service.

The Public Service Graduate Skills Development Initiatives should be directed towards making Interns employable within and outside Public Service and should interface with other human resources imperatives such as:

- Human Resource Plans
- Organizational competency development;
- Human Resources recruitment forecasting processes;
- Talent Attraction and development strategies;
- Human Resource Development Planning; and
- Employee Career Development strategies.

### 3.4.2. Design, Development and Implementation Approach

The delivery approach and methodology for the graduate skills development programme may differ from department to department. However, the generic competencies being developed should remain similar across the Public Service

The Public Service Top up Programme for Unemployed Graduates will focus on developing applied competencies. That is, applied knowledge, skills, values and attributes required to improve workplace knowledge, experience and service. An organising framework (curriculum) for the Public Service Top-up Programme for Unemployed Graduates include, but are not be limited to these focus areas:

- .1 **Module 1: Preparedness for Job in Public Service**
- .2 **Module 2: Life Skills for Public Service**
- .3 **Module 3: Public Service Delivery (core job performance skills)**
- .4 **Module 4: Communication in Public Service**
- .5 **Module 5: Technical Skills for Public Service**
- .6 **Module 6: Public Finance**

### 3.4.3 Workplace Mentorship and Coaching

In terms of section 7.1 of the Determination on Interns in the Public Service, departments should identify, train and appoint a Mentor or Coach to support the training and development of Interns as a minimum requirement. The increasing number of unemployed graduates is mainly due to their lack of workplace skills and experience.

Unemployed graduates therefore require exposure to the world of work through workplace mentorship and coaching in order to enhance their employment opportunities. Mentoring and coaching underpin the transfer of relevant work knowledge and skills. The role of the Mentor and or Coach should be to *mediate the workplace learning experience, advice and guide the Intern during his/her stay in a department*. Mentors should play a resource person role by ensuring that the Interns learns and acquires the necessary work skills and knowledge to improve their opportunities for employment

#### **3.4.4 Public Service Induction Programme Strategy**

The purpose of Induction Programme is to equip new entrants into the Public Service with legislative, regulatory and policy framework that affect and inform delivery of public services to citizens. In terms of the 2008 Ministerial Directive on Mass Induction, all departments should induct new entrants into the Public service within three (3) months of appointment. It is highly recommended that Interns should be inducted within 60 days after being placed against the establishment given the limited period of an Internship contract.

The Public Administration Leadership and Management Academy (PALAMA) has developed an Induction Programme for the Public Service. The Induction Programme seeks to equip new entrants into the Public Service with knowledge and understanding of the organisation of the state, the legislative, policies and regulatory environment governing Public Service operations and services delivery.

#### **3.4.5 Life Skills and Job Readiness Programme**

The Life Skills and Job Readiness Programme should form part of the Graduate Skills Development Programme. The objective of this aspect Graduate Skills Development Programme should be to provide graduates with an understanding of the world of work in order to equip them with job seeking skills. Departments should establish strategic partnership with South African Graduate Association (SAGDA) with regards to design, development and implementation of Life Skills and Job Readiness Programme.

#### **3.4.6 Occupational Directed Skills Programmes**

The Occupational Skills Development should focus on inherent job skills requirements. For example, Interns placed in HRD field should be trained on *HRD Strategic Framework Vision 2015 for the Public Service*. The Occupation Skills Development Programme should provide skills for effective job performance in the field in which the Interns has been placed.

This developmental programme should also focus on supporting and preparing the Interns for both professional registration (in this case the training should mainly consist of prescribed professional development courses) and mandatory requirements for completing the qualification (in the case of graduate Interns).

### **3.4.7 Generic Workplace Skills Programmes**

The Generic Workplace Skills Programmes should focus on developing interpersonal skills, business writing, and computer literacy skills. The aspect of Top up Programme for Graduate should aim at affording the Interns an opportunity to learn workplace practices, norms and standards as well as additional career enrichment skills.

## **5 Managing Interns Performance**

Interns should be placed on the staff establishment until the expiry of their Internship contract. In order for them to acquire adequate work knowledge, skills and experience they need to be part of employee performance management and development system as possible as part of their development

The Determination requires Interns to sign a Performance Contract in accordance with Performance Management and Development System and that they should undergo performance reviews as per Performance Management and Development Policy of a department.

## **6. Administration of Interns' Placement**

The management and administration of Interns' placement across the Public Service requires streamlining in order to enable tracking and tracing of graduates after completing the Internship Programme. Effective management and administration of Internships data and information will enhance monitoring of programme performance and conducting of impact analysis

In terms of Section 10 of the Determination, departments shall use a "Specialized Personal Function" to appoint and place Interns against the departmental staff establishment. This function will allow the dpsa to view implementation progress and to provide further support where required

## **7. Retention of Interns on expiry of Internship Contract**

In terms of policy the retention of Interns outside Internship contract should be done in accordance with the approved staff recruitment policy and procedures of a department. The retention should be treated as normal appointment where everyone competes for selection.

The identified critical and scarce occupations should receive more preference for the Internship programme. Also there needs to be close linkages between bursary programmes and the Internship Programme Recruitment Strategies especially around scarce and critical occupations

However, it is recommended that an exit plan should be developed as part of an implementation strategy. The exit management process should form part of the programme management strategy. The Internship exit plan should be built around amongst other things the:

- Human Resource Plan
- Human Resources Recruitment Strategy
- Future and/ current competency requirements and gaps
- Identified Critical and Scarce Skills Plan
- Human Resource Development Plan Strategy

#### **8. Internship Contract Management**

All Interns shall sign a contract with the host Department for a predetermined fixed timeframe. During this period, interns shall, under supervision, participate in interventions that provide them with knowledge and skills to perform well on the job.

#### **9. Remuneration Schedule for Interns**

Interns are not appointed into positions but placed against the establishment on a fixed term contract. Interns do not receive a salary, but a monthly allowance or stipend which should be determined in accordance with the 2009 Remuneration Schedule for Interns. This Schedule provides three bands. All Interns should therefore be paid a monthly allowance not less than the amount determined in accordance with the approved Schedule on Internship Allowance.

##### **Band A**

The band incorporates all qualification falling into National Qualification Framework Levels 1 to 4

##### **Band B**

The band incorporates all qualification belonging to National Qualification Framework Levels 5 to 8

##### **Band C**

The band incorporates all qualification belonging to National Qualification Framework Levels 9 and 10

## 10. Monitoring and Evaluating Implementation

Section 9 of the Determination, stipulates that the Internship Data Reporting Tool (IDRT) shall be used to monitor and report on the implementation of the Internship Programme within departments and provinces.

The **dpsa** has put this data tool in place as a mechanism for gathering Internship data in accordance with programme performance indicators. The objective of this exercise is to establish a National baseline data according on Internship Programme, which will be used to measure achievement as well as conducting costs benefit analysis (CBA) on the programme. The Tool requires departments to gather Internship placements data on a regular basis as part of implementation monitoring and evaluation.