



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

**DRAFT LEADERSHIP DEVELOPMENT
MANAGEMENT STRATEGIC
FRAMEWORK
FOR SMS FOR THE PUBLIC SERVICE
(CONSULTATION DOCUMENT)**

Steering Com HRM&D

04 OCTOBER 2007

Ms D Mereotlhe (Act CD: SMS)

Objective of the Presentation

To provide an overview of the process and design of the Draft Leadership Development Management Strategic (LDMS) Framework for SMS members in the Public Service

Outline of Presentation

- Overview of the Review process.
- Overview of the LDM Strategic Framework.
- Overview of an Annual Implementation Plan.

Background to the LDMS Framework

Between 2000-2006, the MPSA commissioned research studies done by DPSA and OPSC into the management level of the public service which identified leadership and performance deficiencies at senior management levels and in particular identified the following amongst others:

- **A High turn-over of managers and professionals.**
- **A huge concentration of managers located at national level.**
- **Training & development initiatives inadequate.**
- **Performance not at expected levels.**
- **A competency based employment framework;**
- **Greater inter-departmental mobility;**
- **Focused and improved training and development programmes is needed;**
- **High standard of professional conduct is needed; and**
- **A sustainable pool for future managers is needed.**

Objectives of SMS Review 2000-2006

The objectives of the SMS reviews were to assess the efficiency and effectiveness of our systems in order to identify the blockages to service delivery especially caused by leadership and performance deficiencies among SMS members.

- The May 2000 Baskin report which resulted in the establishment of the Senior Management Service (SMS), of which the objective was to replenish the leadership cadre of the public service.**
- The 2005 SMS review, focused on the impact of the SMS initiative and interventions that were introduced on service delivery improvement and quality of management.**
- The 2006 Personnel Expenditure Review identified leadership deficiencies and the piecemeal approach to performance management, training and development, streamlining remuneration and retention strategies.**

Objective of SMS Review 2000-2006 cont.

- **The PSC Report 2002 which focused on the Management of Senior Manager's Performance Agreements. The PSC report identified a definite need for an effective system to manage and monitor the performance of Senior Managers within the context of a public service in transformation.**
- **These reports mainly identified problem areas in performance management and leadership development which has resulted in the development of the draft Leadership Development Management Strategic Framework (LDMS).**
- **The draft LDMS Framework for the Senior Management Service therefore creates a shift in focus to deal with organizational performance holistically, by linking performance appraisal with the achievement of predetermined institutional objectives.**
- **The LDMS Framework is a strategic government intervention attempting to address the leadership deficiencies and skills gaps and the problems that were identified in the reports, through development and capacity building initiatives.**

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LDMS FRAMEWORK

Purpose of the LDMS Framework

- *Promote, support and implement the National Skills Development Agenda and the HRD Strategy.*
- *Ensuring a steady supply of “Home Grown” leadership and management skills and their absorption and retention into the public service organisations.*
- *To establish the leadership pipeline in the Public Service with targeted training programmes and to predict and identify leaders of tomorrow through a systematic process.*
- *Enable an adequate level of human capital performance in Public Sector organizations that ensures effective service delivery in meeting development imperatives.*
- *Develop a focused implementation plan which includes external strategic control points.*
- *Measure the efficacy of the strategy annually.*

A VISION FOR HRD

A dedicated, responsive and productive Public Service

BUILDING HUMAN CAPITAL FOR HIGH PERFORMANCE AND ENHANCED SERVICE DELIVERY

Fostering HEI & FETC Partnerships	Mobilization of management support	Utilization of the strategic role of SETAs	Responsiveness to Millennium Development Goals
E-Learning for the Public Service	Career Planning & Talent Management	Values, Ethics & Professional Code of Practice	Promoting integrated & inter-sectoral approaches to developmental priorities
A National Public Service Academy	Managing Employee Health & Wellness	Promoting HR Learning Networks	Capacity building to promote success of Industrial & Economic Plans
Promoting Learnerships, Internships & Traineeships	Ensuring adequacy of Physical & Human resources & facilities	Managing Effectiveness of Communication	Awareness promotion of growth & development initiatives
A more strategic role for professional bodies	Promoting appropriate Org. Structure for HRD	Fostering Effective Monitoring, Evaluation & Impact Analysis	Integrating NEPAD, AU, Regional & Global Programmes
Leadership Management Development Strategies	Performance Management & Development Systems	Managing HRD Policy & Planning Frameworks & Guidelines	ASGISA, JIPSA, EPWP, PGDP, IDPs
Integrated ABET framework	Knowledge & Information Management	Strengthening & aligning governance roles in HRD	
Strengthening Systems for Workplace Learning	HR Planning - Supply & Demand Management		
CAPACITY BUILDING INITIATIVES 1	ORGANIZATIONAL SUPPORT INITIATIVES 2	GOVERNANCE INITIATIVES 3	ECONOMIC GROWTH & DEVELOPMENT INITIATIVES 4

4 KEY PILLARS FOR HIGH PERFORMANCE IN THE PUBLIC SERVICE THROUGH HRD

Focus on all Performa 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
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10 CORE PRINCIPLES INFORMING IMPLEMENTATION OF HRD STRATEGY

LEGISLATIVE FRAMEWORK AS A FOUNDATION

THE LEGAL & POLICY FRAMEWORK GOVERNING LDMS FRAMEWORK IN THE PUBLIC SERVICE

LEGAL FRAMEWORK FOR HRD IN THE PUBLIC SERVICE

Skills Development Act Relevant SETAs & PSETA	Skills Development Levies Act	SAQA Act	PS Act; PFMA & Regulations	Employment Equity Act	Labour Relations Act
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STRATEGIC FRAMEWORK FOR LMDS IN THE PUBLIC SERVICE

White Paper on PS Education and Training	White paper on HR MNGT in the PS	National Skills Dev Strategy 2	HR Dev Strategy for South Africa	HR Dev strategy for Public Service	Millennium Development Goals
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CONCEPTUAL BASE FOR TRANSFORMING THE PUBLIC SECTOR

Batho Pele White Paper	White paper on Transforming the Public Service	White Paper on a New Employment Policy for the Public Service
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ECONOMIC AND SOCIAL POLICY FRAMEWORK AND PROGRAMMES

Presidential Pronouncements and Budget Speech	IDPs	Medium Term Strategy Framework	National Spatial Development Strategies
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PROGRAMMES: ASGISA, JIPSA, EPWP

DEVELOPMENT IMPERATIVES

- Poverty Alleviation
- Unemployment
- Backlogs in Service Delivery – Housing, Water, Schools Electricity
- Reducing Crime and Violence
- Managing HIV and AIDS

Four Pillars of the LDMSF

1. Organisational Performance Management (OPM)
2. Management of Career Incidents (MACI)
3. Development Assessment Centre (DAC)
4. Training and Development Management (TDM)

**A
VISION FOR SMS**

***A Highly Competent, Dedicated, Responsive and Productive
Leadership Cadre of the Public Service***

**MISSION: BUILDING SENIOR LEADERSHIP CAPITAL FOR HIGH PERFORMANCE AND ENHANCED SERVICE DELIVERY
ECONOMIC GROWTH AND DEVELOPMENT INITIATIVES**

GOVERNANCE INITIATIVES

ORGANIZATIONAL SUPPORT AND COHERENCE

CAPACITY BUILDING INITIATIVES

**Strategic Control Points
and Compliance mgt**

Conduct Management

**Talent Mgt, leadership
pipelines/
nominations for APs**

**Technical/Professional
skills development
programmes**

**Financial and Programme
Performance &
compliance mgt**

**Retention
Management**

Professional services

**Organisational
Leadership Dev
programmes**

**Governance and Mgt
Structures and
Performance**

Vacancy Management

**Competency
Framework
Assessment Policy**

**Individual leader
development
programmes**

**ORGANISATIONAL
PERFORMANCE
MANAGEMENT**

**MANAGEMENT &
ADMINISTRATION OF
CAREER INCIDENTS**

**DEVELOPMENT
ASSESSMENT
CENTRE**

**TRAINING AND
DEVELOPMENT
MANAGEMENT**

FOSTERING EFFECTIVE MONITORING, EVALUATION AND IMPACT ANALYSIS

Focus on SMS
and MMS
Performance Levels
of Employment

Responding to
Needs of
Designated Groups
esp. women and
people with
disabilities

**Cohesiveness &
Integration**

**Flexibility
&
Adaptability**

**Recognizing
Contextual
Differences**

**Maintaining a
Performance Focus**

**Responding to
Sectoral
differences**

**Building Learning
Communities & Org.**

**Promoting
Agenda of
Development**

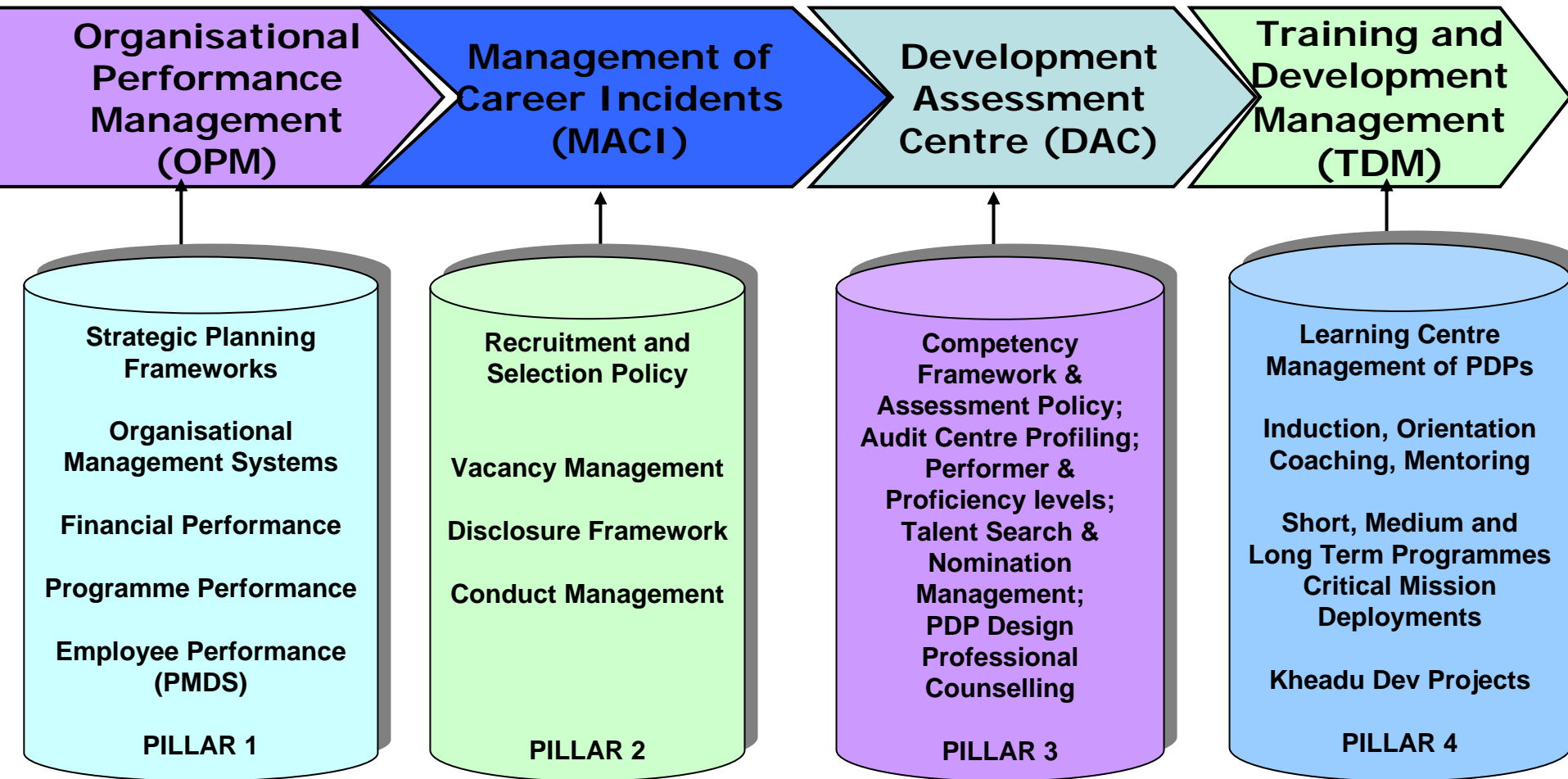
**Continuity
through all
Levels of
Government**

10 CORE PRINCIPLES INFORMING IMPLEMENTATION OF SMS STRATEGY

LEGISLATIVE FRAMEWORK AS A FOUNDATION

CORE ELEMENTS OF THE LEADERSHIP VALUE CHAIN

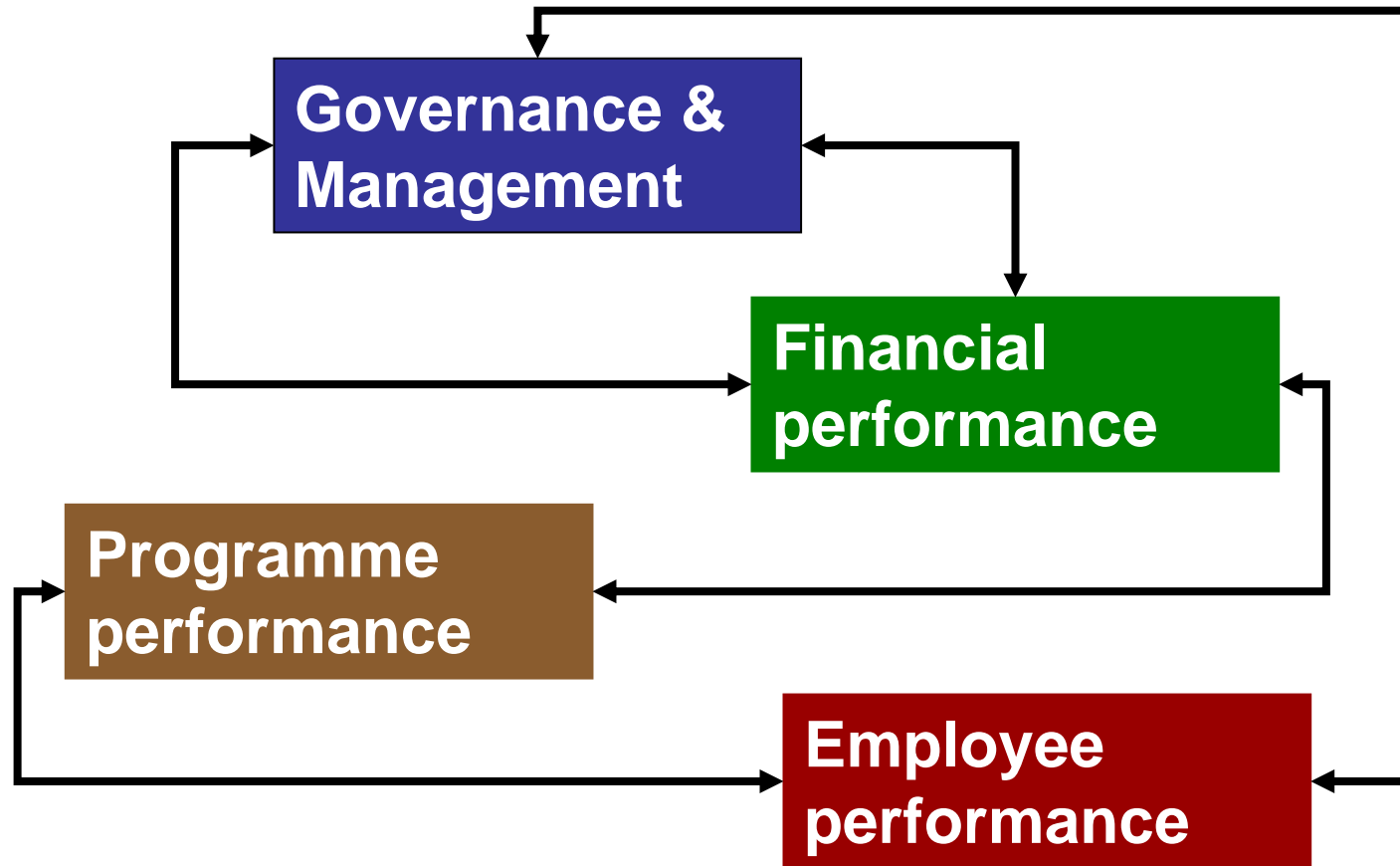
“Manage the Organisation and Lead Change”



Purpose of the Pillar 1: OPM

- To adopt a holistic approach to *performance management linking it to strategic planning and capacity building* in order to respond to varying needs and requirements of the SMS employees to undertake their responsibilities
- To strengthen *strategic performance planning frameworks and support structures and systems* in public organisations in order to create a sound foundation for performance and service delivery.

ELEMENTS OF ORGANIZATIONAL PERFORMANCE

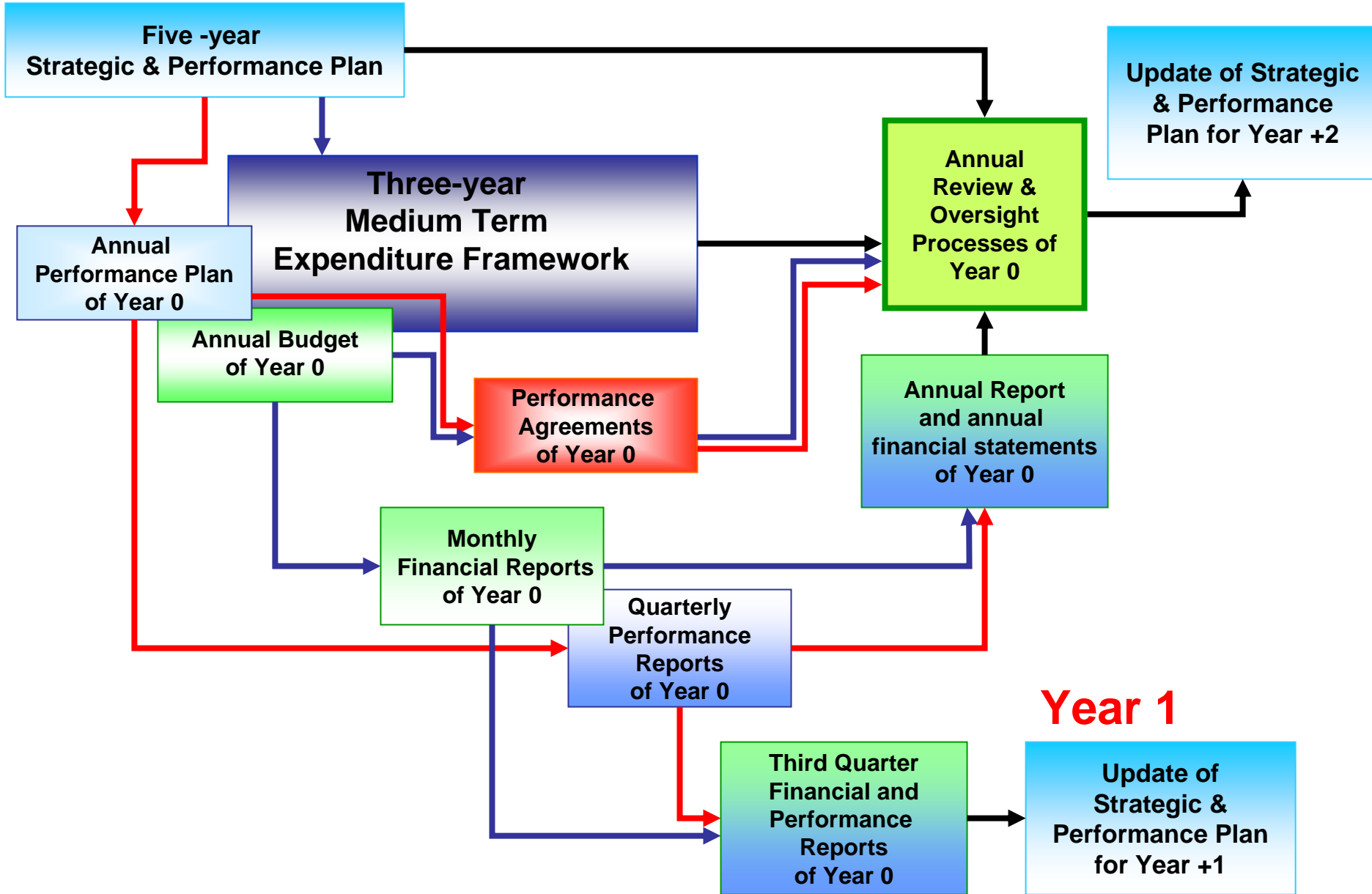


A	Period	Strategic	Financial
Organisational planning frameworks and processes	Medium term	Strategic Plan	MTEF Budget
	Annual	Operational Plan Workplans	Annual budget

B	MANAGEMENT	STRUCTURES
Governance and management structures and processes	Portfolio Com Minexco Clusters Exco Manco	Org. structure Corporate culture Management styles Org. processes

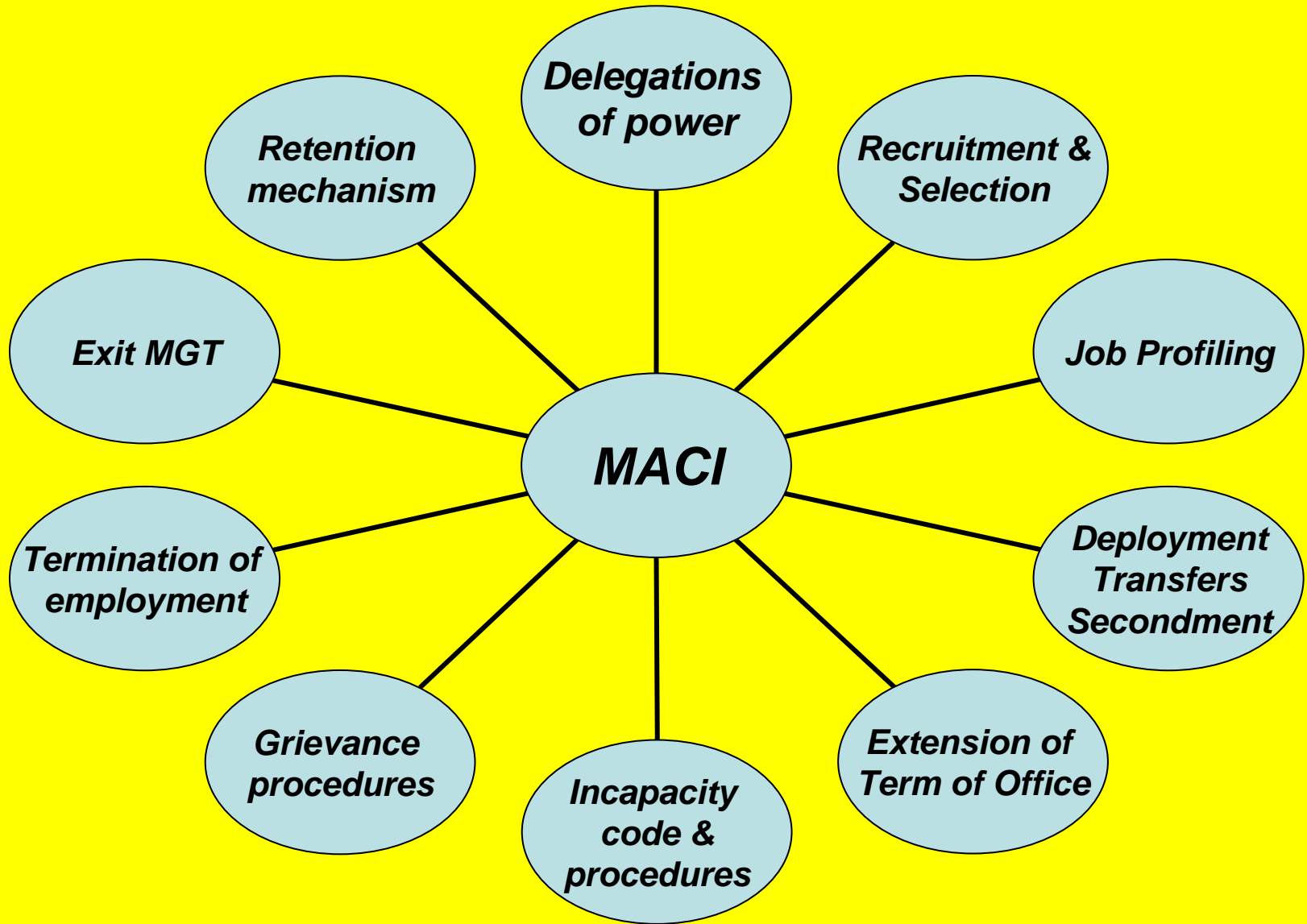
C	MANAGEMENT SYSTEMS
Employee performance management & appraisal systems; M&E tools & external strategic control points	HoD Evaluation (PSC) SMS PMDS (DPSA) Levels 1 to 12 (Own) Quarterly reviews and Annual Reporting

Year 0



Purpose of the Pillar 2: MACI

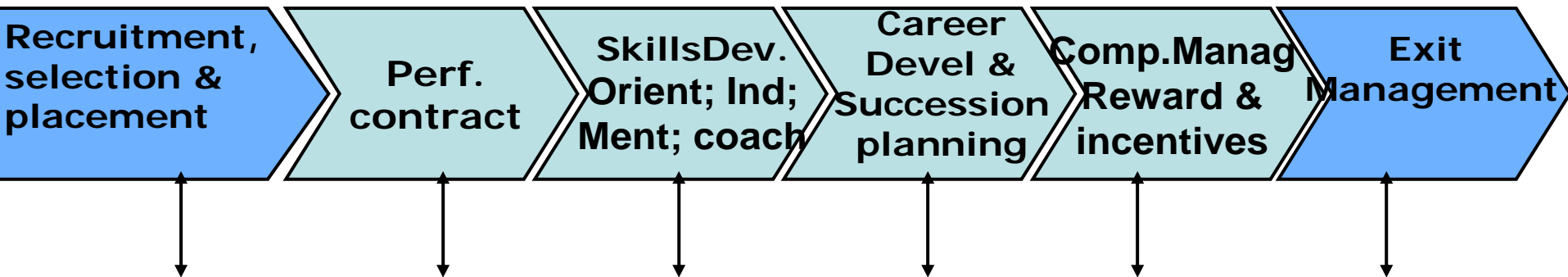
- To ensure that the Career Incidents of SMS are effectively *administered and management* in order to promote efficiency and effectiveness.
- To ensure that **HR practices for SMS members is in compliance** with and promotes government's agenda.



Purpose of the Pillar 3: DAC

- *To provide a **Leadership and Management Competency and Development frameworks** which are aligned with the roles and responsibilities of SMS members in the Public Service.*
- *To provide a process to **conduct skills and competency audits** using an approved competency battery.*
- *To guide in the provisioning of **professional counselling, mentoring and coaching services** to SMS members.*

ELEMENTS OF COMPETENCY BASED MANAGEMENT



Performance Management

Personal Development Plan (PDP)
Learning and Development
Career and Development
Employee Relations

Result Management
Contribution Management
Competency Management
Compliance Management

A VISION FOR SMS

A highly competent, dedicated, responsive and productive leadership cadre of the Public Service

CORE COMPETENCIES AND THE DIMENSIONS TO BE MEASURED FOR HIGH PERFORMANCE AND ENHANCED SERVICE DELIVERY

COMMUNICATION

**KNOWLEDGE MANAGEMENT
SERVICE DELIVERY INNOVATION**

PROBLEM SOLVING & ANALYSIS

ANNUAL PERFORMANCE REPORTING	EMPLOYEE RELATIONS MANAGEMENT	PROJECT/ PROGRAMME PERFORMANCE REPORTING	FINANCIAL REPORTING (In-Year Monitoring AG Report)	CHANGE RESULTS, IMPACT MONITORING & EVALUATION	BUSINESS PROCESS DELIVERY LOOPS
LEADING PEOPLE, STRATEGY AND TASK EXECUTION MGT	EHW AND DIVERSITY MANAGEMENT	PROJECT/ PROGRAMME EXECUTION	FINANCIAL BUDGETING & EXECUTION	PROCESS IMPROVEMENT ORG DESIGNS POLICY CHANGE & EXECUTION	SUBJECT MATTER SPECIALISATION
STRATEGIC PLANNING, GOVERNANCE & MANAGEMENT FRAMEWORKS	HR PLANNING; MANAGEMENT & DEVELOPMENT	PROJECT/ PROJECT PLANNING	FINANCIAL PLANNING & PFMA, MTEF, MTSF	CHANGE VISION, CHANGE PLANNING & STRATEGY	BEST PRACTICE
STRATEGIC CAPABILITY AND LEADERSHIP	PEOPLE MANAGEMENT AND EMPOWERMENT	PROJECT & PROGRAMME MANAGEMENT	FINANCIAL MANAGEMENT	CHANGE MANAGEMENT	TECHNICAL AND PROFESSIONAL SKILLS

CORE COMPETENCIES

CONSULTATION	REDRESS	PROVIDING INFORMATION	OPENNES AND TRANSPARENCY	VALUE FOR MONEY	SETTING SERVICE STANDARDS	ENSURING COURTESY	INCREASING ACCESS
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CORE PRINCIPLES (8 BATHO PELE PRINCIPLES)

LEGISLATIVE FRAMEWORK AS A FOUNDATION

CORE COMPETENCY: STRATEGIC CAPABILITY AND LEADERSHIP



DIMENSIONS

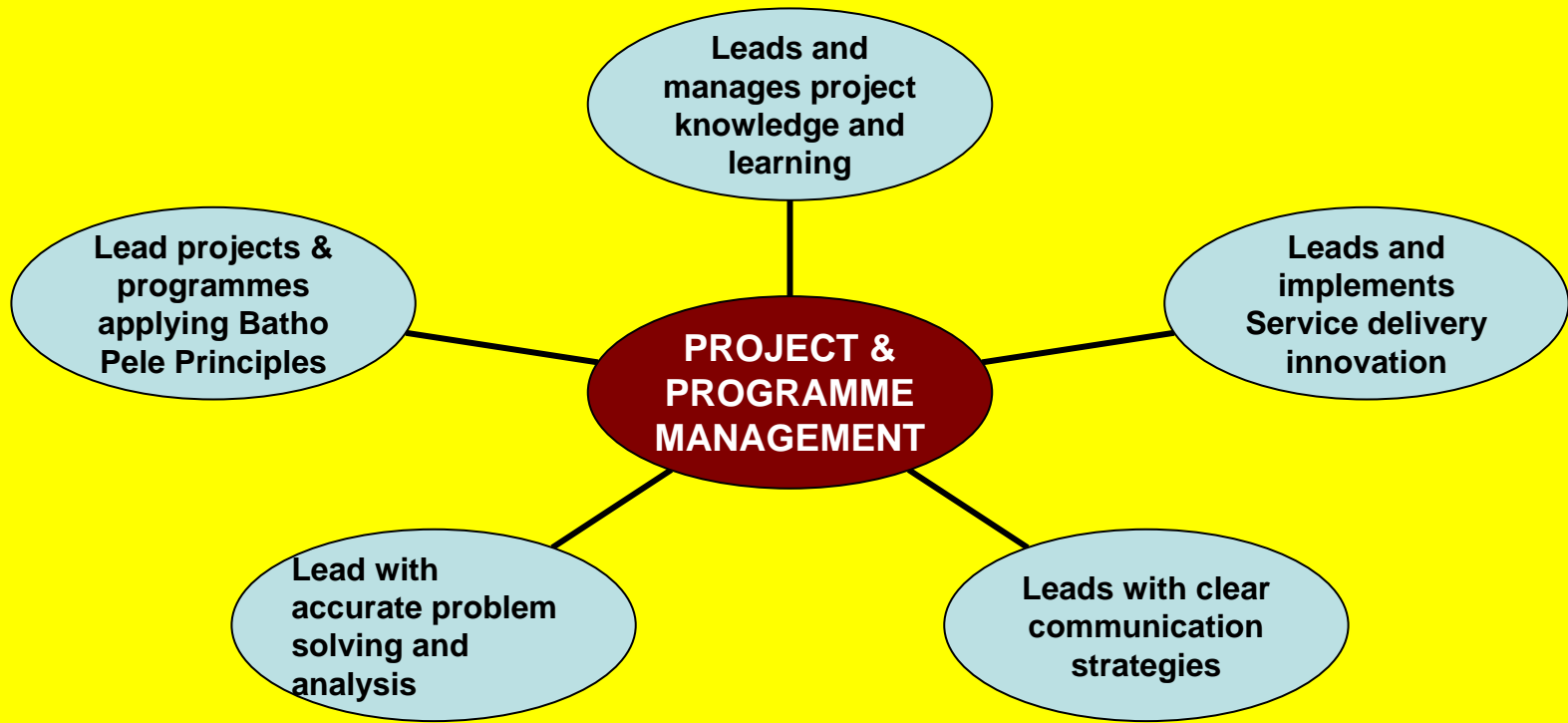
STRATEGIC PLANNING, GOVERNANCE & MANAGEMENT FRAMEWORK

LEADING PEOPLE, STRATEGY AND TASK EXECUTION MANAGEMENT

Strategic Capability & Leadership

ANNUAL PERFORMANCE REPORTING

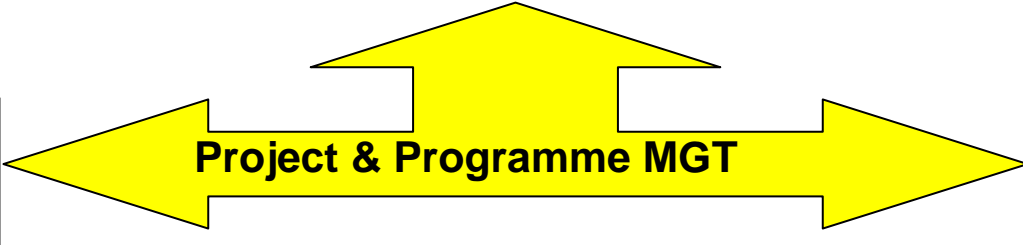
CORE COMPETENCY: PROJECT AND PROGRAMME MANAGEMENT



DIMENSIONS

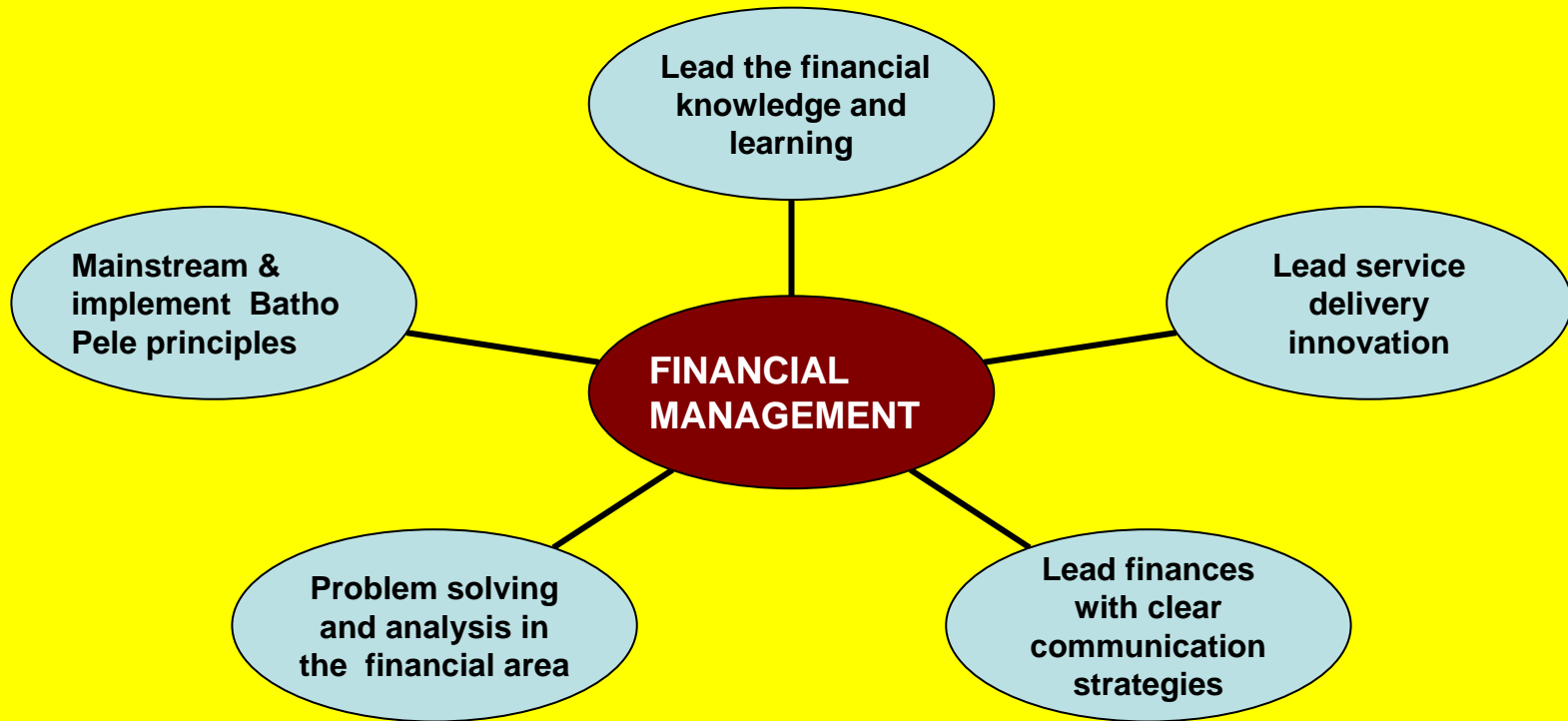
PROJECT/PROGRAMME PLANNING

PROGRAMME AND PROJECT PERFORMANCE: M&E



PROGRAMME AND PROJECT EXECUTION

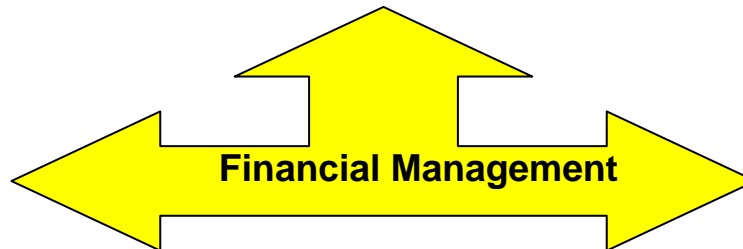
CORE COMPETENCY: FINANCIAL MANAGEMENT



DIMENSIONS

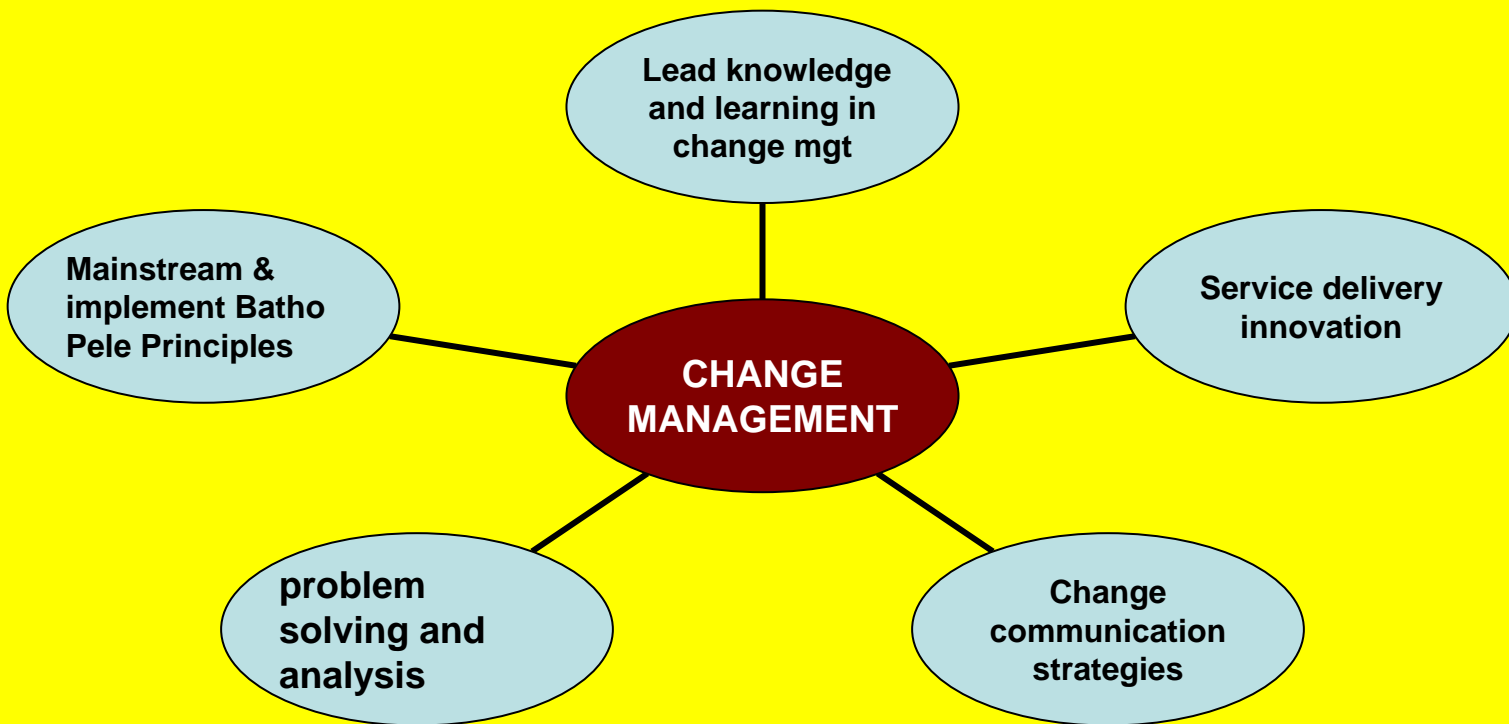
FINANCIAL PLANNING AND PERFORMANCE

FINANCIAL BUDGETING AND EXECUTION



FINANCIAL PLANNING AND PERFORMANCE

CORE COMPETENCY: CHANGE MANAGEMENT



DIMENSIONS

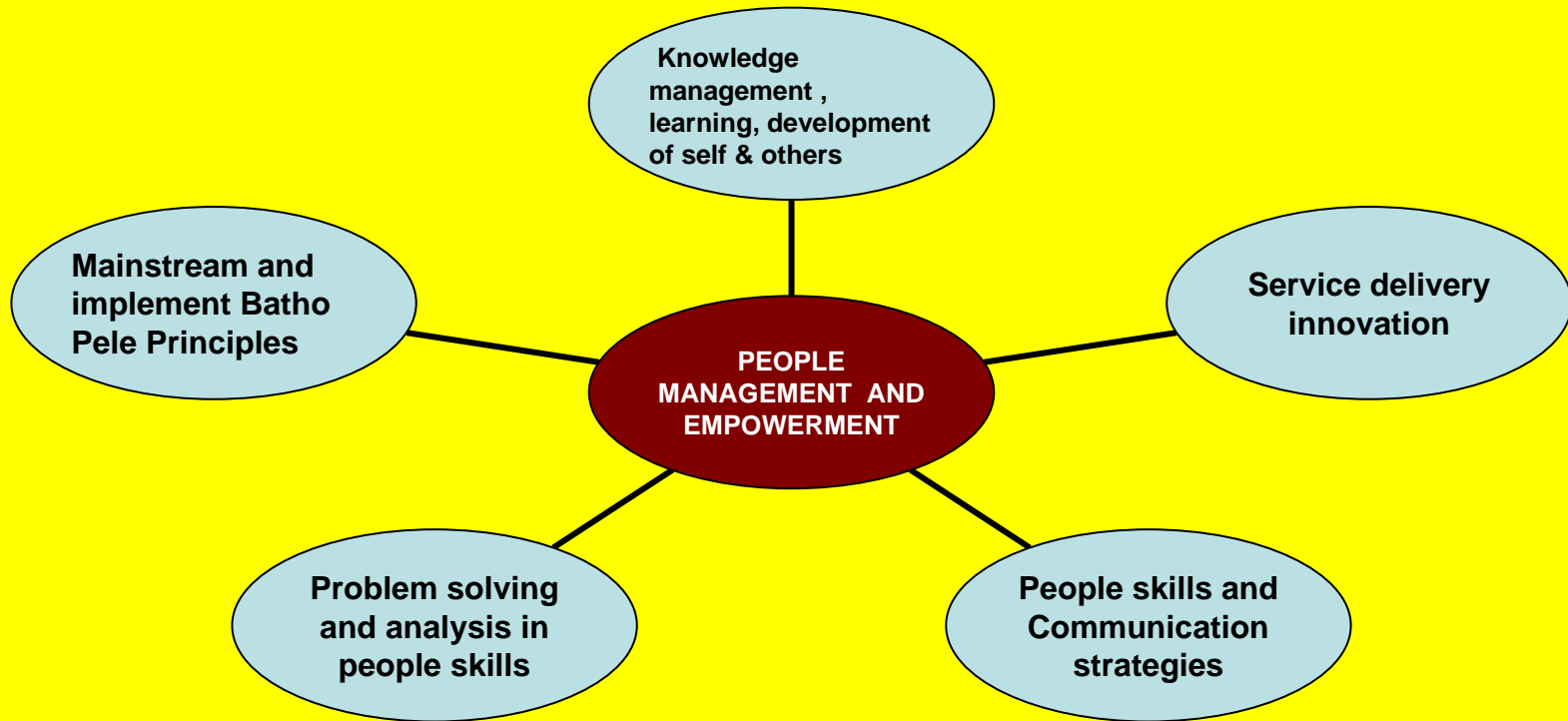
CHANGE VISION, CHANGE PLANNING AND STRATEGY

CHANGE RESULTS/
IMPACT MONITORING AND
EVALUATION

Change Management

ORGANISATIONAL DESIGN,
STRUCTURAL CHANGES
AND CHANGE MGT

CORE COMPETENCY: PEOPLE MANAGEMENT AND EMPOWERMENT



DIMENSIONS

EMPLOYEE HEALTH & WELLNESS AND DIVERSITY MAGEMENT

HR PLANNING, HR MANAGEMENT & HR DEVELOPMENT

EMPLOYEE RELATIONS MANAGEMENT

People mgt & empowerment

Purpose of the Pillar 4: TDM

- *To provide a focus for the **alignment of the content of training programmes designed** for SMS members with the approved core competencies in the Public Service.*
- *To provide strategies for the **utilisation of the skills levy funding** set aside for training and development programmes.*
- *To provide strategies for ensuring **a continuous pipeline for productive and contributing Public Servants** at all the management feeder levels targeting especially the **Previously Disadvantaged Individuals (PDIs)** such as Women and People with Disabilities.*

A VISION FOR SMS

A highly competent, dedicated, responsive and productive leadership cadre of the Public Service

PUBLIC RELEVANT TRAINING AND DEVELOPMENT PROGRAMMES

CAPACITY DEVELOPMENT INITIATIVES

ORGANIZATIONAL SUPPORT INITIATIVES

GOVERNANCE INITIATIVES

ECONOMIC GROWTH AND DEVELOPMENT

LONG TERM EXCHANGE/SABBATICALS RESEARCH		NOMINATION MANAGEMENT AND CRITICAL-MISSION DEPLOYMENTS	EFFECTIVE TECHNICAL/ PROFESSIONAL COMPETENCY MODELS
MEDIUM TERM (JMDP;MMDP;SMDP;EMDP)		LEADERSHIP PIPELINE Succession Planning & Management	STRATEGIC PARTNESHIPS WITH PSETA; SAMDI; HEIs & PROVINCIAL ACADEMIES
SHORT TERM Induction;(Orientation-Khaedu 1,2,3) Mentoring, Coaching; Critical Mission Deployment		QUALIFICATION REQUIREMENTS AND COMPETENCY MANAGEMENT	ASGI-SA AND JIPSA PROGRAMMES
INDIVIDUAL LEADER DEVELOPMENT PROGRAMMES		ORGANISATIONAL LEADERSHIP DEVELOPMENT PROGRAMMES	TECHNICAL & PROFESSIONAL SKILLS DEVELOPMENT PROGRAMMES

TRAINING AND DEVELOPMENT FOR PERFORMANCE IMPROVEMENT

Focus on SMS and MMS Performance levels	Responding to needs of designated groups (women & disabled)	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
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10 CORE PRINCIPLES

LEGISLATIVE FRAMEWORK AS A FOUNDATION

PROCESS FLOW FOR COMPETENCY BASED ASSESSMENTS

**RECRUIT&SELECTION POLICY
DEVELOPED&IMPLEMENTED**

**Short, Medium; Long Term
training interventions identif.**

**Training and development
interventions implemented**

**Short, Medium, Long Term
training completed**

Redeployed/ transferred

Re-assessment done

Promoted

**Report Perf. improvement
and Development**

Decision/Develop/Exit

THE PROFICIENCY LEVELS

DESCRIPTOR	INDICATOR	TRAINING NEEDS
1. Not achieved	No ability displayed with regard to the task at hand	Beginner - basic training program to address gap
2. Partially achieved	A minimum display of working knowledge	An intermediate – training intervention to address gaps
3. Achieved	fulfilled task requirement	Competent – recommended for an advanced training programme for the level
4. Exceeded Expectation	Achieved beyond the required performer level.	Advanced –training in preparation for the next performer level.

PDP RECOMMENDATION

- Achieved all 5 competencies - 0 or Long Term incentive training programme and ready for promotion. - Can be considered to be a coach.
- Achieved 4 competencies - short, medium term of 1 competency and long term incentive training programme and ready for promotion. Can be a coach.
- Achieved 3 competencies- short to medium term training programmes to address the gap, can be considered for promotion provided that s/he is attached to a coach.
- Achieved 1 and 2 competencies- An intensive short and medium term training programme cannot be considered for promotion.

(Where gaps have been identified no consideration for promotion before completion of the PDP).

PERFORMER LEVEL

Junior Management Service (JMS)	Middle Management Service (MMS)	Senior Management Service (SMS)	Executive Management Service (EMS)
Managing Self	Managing Self and others	Managing a function	Managing a corporate
Assistant Director	Deputy Director	Directors and Chief Directors	Deputy Director-General and Director-General

SHORT TERM DEVELOPMENT PROGRAMMES ASSOCIATED WITH PERFORMER LEVELS

-	Khaedu 1	Khaedu 2	Khaedu 3
Induction and Orientation	Induction and Orientation	Induction and Orientation	Induction and Orientation

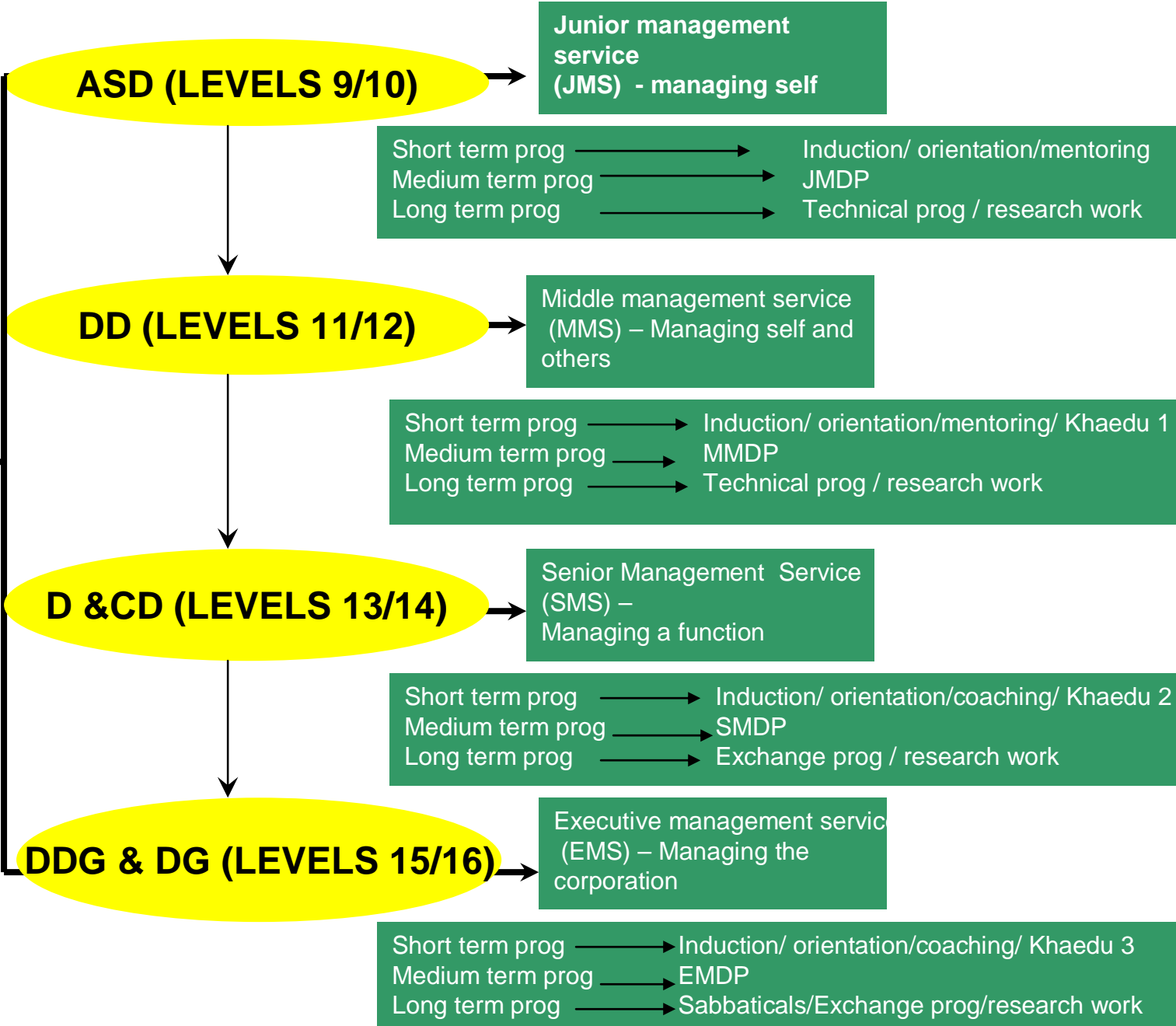
MEDIUM TERM DEVELOPMENT PROGRAMMES ASSOCIATED WITH PERFORMER LEVELS

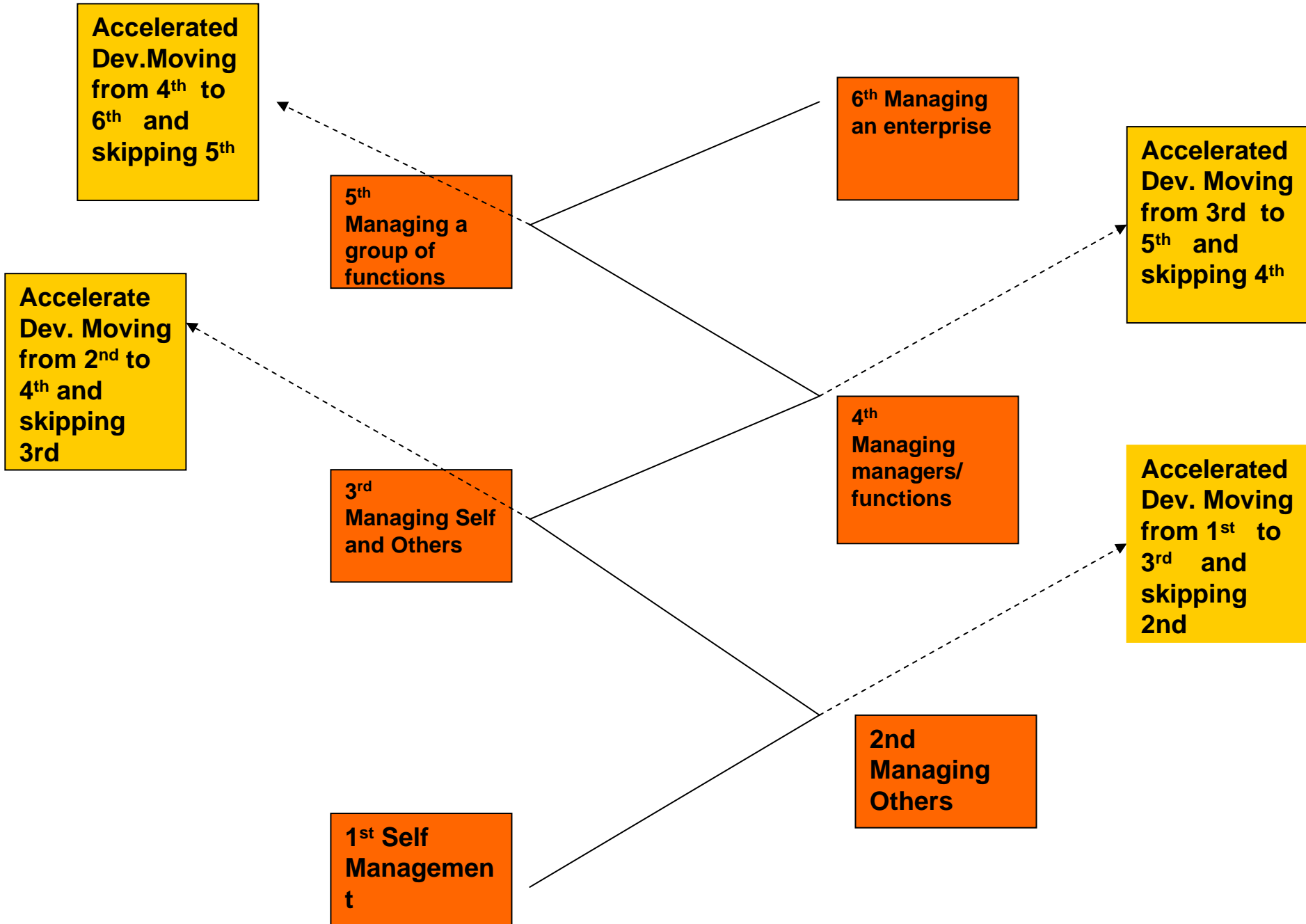
Mentoring	Mentoring	Coaching	Coaching
Junior Management Development Programme (JMDP)	Middle Management Development Programme (MMDP)	Senior Management Development Programme (SMDP)	Executive Management Development Programme (EMDP)

LONG TERM DEVELOPMENT PROGRAMMES ASSOCIATED WITH PERFORMER LEVELS

Technical programmes Research work	Technical programmes Research work	Exchange programmes Research work	Exchange programmes Research work Sabatticals
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LEADERSHIP PIPELINE

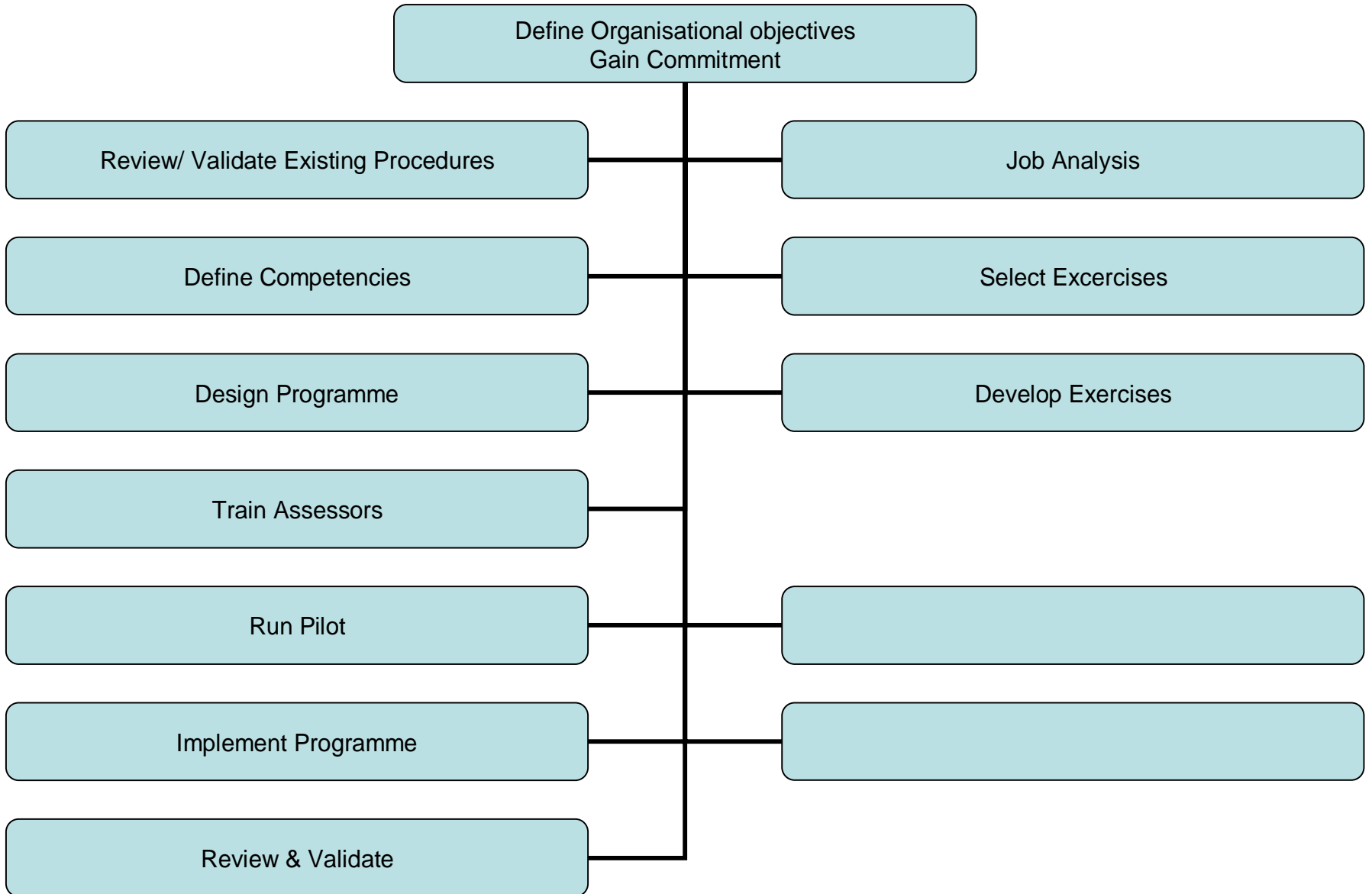




CAREER PATH

	MANAGERIAL 100%	TECHNICAL	PROFESSIONAL	OTHER IN T/P:M
6	Chief Executive Manager (DG)	Chief Executive Technician (DG)	Chief Executive Professional (DG)	50/50
5	Executive Manager (DDG)	Executive Technician (DDG)	Executive Professional (DDG)	60/40
4	Senior Manager (Chief Director)	Senior Technician (Chief Director)	Senior Professional (Chief Director)	65/35
3	Manager (Director)	Technician (Director)	Manager (Director)	70/30
2	Middle Manager (Deputy Director)	Middle Technician (Deputy Director)	Middle Professional (Deputy Director)	80/20
1	Junior Manager (Assistant Director)	Junior Technician (Assistant Director)	Junior Professional (Assistant Director)	80/20

STAGES IN ASSESSMENT/DEVELOPMENT CENTRE DESIGN



PERFORMANCE SUCCESS PROFILE



100%
WORK



EXPERIENCE
30%

COMPETENCIES
30%

10%

PERSONAL
ATTRIBUTES

WHAT I HAVE
DONE

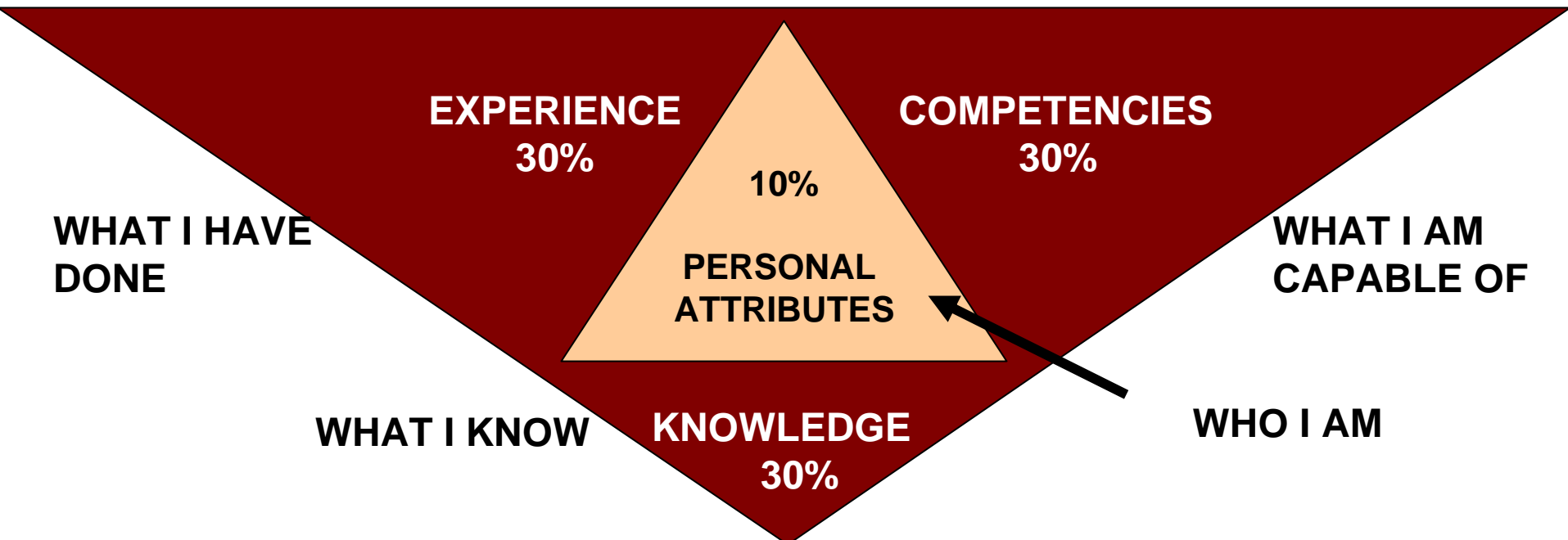
WHAT I AM
CAPABLE OF

WHAT I KNOW

KNOWLEDGE
30%

WHO I AM

ACADEMIC
QUALIFICATIONS



STRUCTURE FOR FACILITATING IMPLEMENTATION OF THE SMS LDMS FRAMEWORK – PILLARS & DRIVERS

PILLAR 1

IMPROVE ORGANISATIONAL & INDIVIDUAL PERFORMANCE

PILLAR 2

EFFECTIVELY MANAGE CAREER INCIDENTS OF SMS MEMBERS

PILLAR 3

MAXIMISE DEVELOPMENT THROUGH DEVELOPMENT ASSESSMENT CENTRES

PILLAR 4

DEVELOP & SUSTAIN LEADERS IN THE PUBLIC SERVICE

• NATIONAL INSTITUTIONAL FRAMEWORKS
• MACRO LEVEL GOVERNANCE

• POLICY DEVELOPMENT
• IMPLEMENTATION GUIDELINES.
• CONTINUOUS M & E

• POLICY DEVELOPMENT
• IMPLEMENTATION GUIDELINES.
• CONTINUOUS M & E

• POLICY DEVELOPMENT
• IMPLEMENTATION GUIDELINES.
• CONTINUOUS M & E

• POLICY DEVELOPMENT
• IMPLEMENTATION GUIDELINES.
• CONTINUOUS M & E



• PROVINCIAL INSTITUTIONAL FRAMEWORKS
• MESO LEVEL GOVERNANCE

• PROVINCIAL COORDINATION
• PROGRAMME IMPLEMENTATION
• PROVINCE SPECIFIC IMPACT ASSESSMENT

• PROVINCIAL COORDINATION
• PROGRAMME IMPLEMENTATION
• PROVINCE SPECIFIC IMPACT ASSESSMENT

• PROVINCIAL COORDINATION
• PROGRAMME IMPLEMENTATION
• PROVINCE SPECIFIC IMPACT ASSESSMENT

• PROVINCIAL COORDINATION
• PROGRAMME IMPLEMENTATION
• PROVINCE SPECIFIC IMPACT ASSESSMENT



• DEPTS INSTITUTIONAL FRAMEWORKS & PROCESSES
• MICRO LEVEL GOVERNANCE

• IMPLEMENTATION OF POLICIES & GUIDELINES
• EFFECTIVE REPORTING MECHANISMS

• IMPLEMENTATION OF POLICIES & GUIDELINES
• EFFECTIVE REPORTING MECHANISMS

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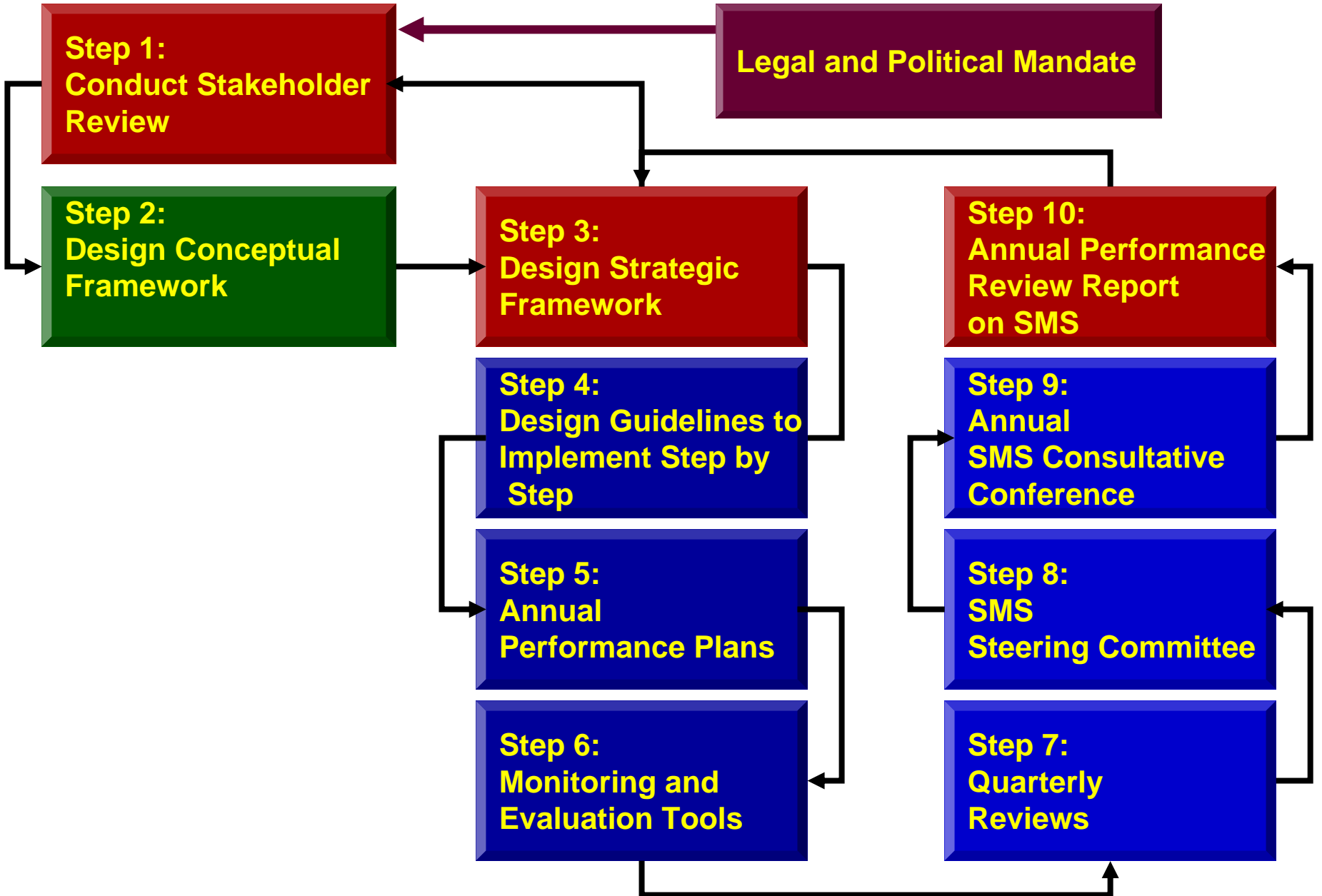
OPM

MACI

LDC

TDM

Implementing a Strategic Framework for LDM for SMS



HRM is NOT a matrix function it is a critical support function along with finance



HR



Line Manager



Finance



Discussion
&
Questions