Human Resource Development
Strategy for the Public Service

Steering Committee Launch

21 June 2007
To provide an overview of collaborating, connecting, co-ordination and compliance linkages between DPSA, sector and line departments and Provinces with respect to HRD
PURPOSE OF THE HRD STRATEGY

• Prioritizing and allocating targeted resources to achieve defined objectives.

• Recognize that any strategy is purpose-driven.

• Base a strategy on analysis of evidence presented— that looks at what is working and what is not and recognizing capacity constraints.

• Develop a focused implementation plan which includes external strategic control points.

• Recognize that some skills are more in short supply in the Public Service than the private sector.

• Measure the efficacy of the strategy periodically.
VISION CRAFTING FOR HRD

STRATEGIC FOCUS AREAS

ELEMENTS OF AN HRD VISION

- Building Human Capital
- Focus on Performance
- Focus on results in Service Delivery
- Building Commitment and Capability
- Dedication, Responsiveness & Productivity
- Meeting Government’s Agenda

STRATEGIC INTENT

Communicating the Vision

Exploring the meaning of Vision as a means of mobilizing support

Integrating Vision in Plans and Activities
10 Principles of Action

• Principles of action underpin all 4 PILLARS – to promote unity of focus & strategic focus;
  – Focus on all levels performance levels of employment
  – Responding to needs of designated groups (esp. women & persons with disabilities)
  – Cohesiveness & Integration
10 Principles of Action

- Flexibility & adaptability
- Recognises contextual differences
- Maintaining a performance focus
- Responding to sectorial differences
- Building learning communities & organisations
- Promoting the agenda of development
- Continuity through all spheres of government
10 CORE PRINCIPLES FOR IMPLEMENTATION

A SET OF CORE PRINCIPLES

A basis for common understanding and concerted action among stakeholders and practitioners in HRD

1. Focus on all Levels of Employment
   - Full access capacity at all levels

2. Cohesiveness & Integration
   - Maximizing Collective Capacity by Limiting Fragmentation

3. Flexibility & Adaptability
   - Promoting Customized Solutions

4. Contextual Differences
   - Developmental thrusts that are responsive to org. circumstances

5. Performance Focus
   - Training must result in enhanced performance and service delivery

6. Sectoral Differences
   - Respecting the circumstances and inherent practices of different sectors

7. Learning Communities & Organizations
   - Expanding access to knowledge & promoting individual responsibility for learning

8. An Agenda of Development
   - A collective focus on the core service delivery issues

9. Continuity through Levels of Government
   - Ensuring cohesive & consistent governance

10. Needs of Designated Groups
    - Promoting access to provide opportunities to designated groups
CORE ELEMENTS OF STRATEGIC FRAMEWORK

- PILLAR 1: Capacity Building Initiatives
- PILLAR 2: Organisational Support Initiatives
- PILLAR 3: Governance Initiatives
- PILLAR 4: Government’s Economic Growth & Development Initiatives
Objectives informing the 4 HRDS Pillars

• To adopt a wide set of options for capacity building in order to respond to varying needs and requirements of the PS and build the capacity of employees to undertake their responsibilities

• To strengthen support structures and systems in public organisations in creating a sound foundation for HRD practice
Objectives (cont..)

• To ensure that HRD in the PS is effectively governed in order to promote effective implementation of the strategy.

• To ensure that HRD plans, strategies & activities seek to integrate, promote & respond to the economic growth and development initiatives of government.
# A Vision for HRD

**A dedicated, responsive and productive Public Service**

## Building Human Capital for High Performance and Enhanced Service Delivery

<table>
<thead>
<tr>
<th>Category</th>
<th>Initiatives</th>
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</thead>
<tbody>
<tr>
<td>Fostering HEI &amp; FETC Partnerships</td>
<td>Mobilization of management support</td>
</tr>
<tr>
<td>E-Learning for the Public Service</td>
<td>Career Planning &amp; Talent Management</td>
</tr>
<tr>
<td>A National Public Service Academy</td>
<td>Managing Employee Health &amp; Wellness</td>
</tr>
<tr>
<td>Promoting Learnerships, Internships &amp; Traineeships</td>
<td>Ensuring adequacy of Physical &amp; Human resources &amp; facilities</td>
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<tr>
<td>A more strategic role for professional bodies</td>
<td>Promoting appropriate Org. Structure for HRD</td>
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<tr>
<td>Leadership Management Development Strategies</td>
<td>Performance Management &amp; Development Systems</td>
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<td>Integrated ABET framework</td>
<td>Knowledge &amp; Information Management</td>
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<tr>
<td>Strengthening Systems for Workplace Learning</td>
<td>HR Planning - Supply &amp; Demand Management</td>
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### Capacity Building Initiatives

### Organizational Support Initiatives

### Governance Initiatives

### Economic Growth & Development Initiatives

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

<table>
<thead>
<tr>
<th>Pillars</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Focus on all levels of employment, responding to needs of designated groups, women &amp; disabilities, cohesiveness &amp; integration, flexibility and adaptability, recognizing contextual differences, maintaining performance focus</td>
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<tr>
<td>2</td>
<td>Responding to sectoral differences, building learning communities, organizational development, promoting the agenda of development, continuity through all spheres of government</td>
</tr>
<tr>
<td>3</td>
<td>Legislative framework as a foundation, awareness promotion of growth &amp; development initiatives, integrating NEPAD, AU, Regional &amp; Global Programmes</td>
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## 10 Core Principles Informing Implementation of HRD Strategy

1. Focus on all levels of employment
2. Responding to needs of designated groups, women & disabilities
3. Cohesiveness & integration
4. Flexibility and adaptability
5. Recognizing contextual differences
6. Maintaining performance focus
7. Responding to sectoral differences
8. Building learning communities & organizational development
9. Promoting the agenda of development
10. Continuity through all spheres of government
CAPACITY BUILDING INITIATIVES

STRATEGIC FOCUS AREAS

- Fostering HEI and FETC partnerships
- E-Learning for the Public Service
- A National Public Service Academy associated with Provincial Academies
- Promoting Learnerships, Internships & Traineeships
- A More Strategic Role of Professional Bodies
- Leadership Development & Management Strategies
- Integrated ABET Framework
- Strengthening Systems for Workplace Learning

STRATEGIC INTENT

- Partnership to Promote Relevance, Quality, Standards & Consistency
  - The full potential of HEIs & FETCs in the supply pipeline is not explored
- Accessibility of Knowledge to All
  - Training is still not fully accessible in the right place, at the right time, for the right people
- Overall Condition & Management of Quality & Standards of Training
  - Lack of accessibility & variation in the quality & content of courses
- Using work place as laboratory for productive & experiential learning where learners can apply theory to practice
  - Workplace learning not effectively managed
- Partnerships to Promote Quality & Standards
  - Standard of qualifications & performance of employees in same jobs varies
- Better Management for Better Dev & Performance of Human Capital
  - Sometimes ineffective management compromises progress & contribution in the field
- Lifelong Learning for All
  - All employees do not benefit from training for self & professional development
- Promoting Learning in the Workplace
  - Workplace learning is not effectively managed

Growing Human Capital in Public Organizations
Mobilization of Management Support for HRD

Career Planning & Talent Management

Ensuring the adequacy of physical and human resources and facilities

Promoting adequate organizational structures in HRD

Performance Management & Development Systems

Knowledge and Information Management

Human Resource Planning Supply & Demand Management

Employee Health & Wellness

ORGANIZATIONAL SUPPORT INITIATIVES

Organizational Support Initiatives

Ensuring organizational capacity and support to maximize the productivity of Human Capital

STRATEGIC FOCUS AREAS

STRATEGIC INTENT & RELEVANT RESEARCH FINDINGS

Strategic Location of HRD for maximum Org. effect
Managers do not fully understand HRD and do not support HRD strategic initiatives

Consistency in the Supply of Skills
The long & short term career development needs of employees are not considered

Availability and Proper Utilization of Resources
Lack of adequate finance & HR for HRD & misallocation of training resources

Structures must also eliminate Fragmentation & Compartmentalization
HRD component must function through viable org. structures which will allow efficient & effective operation

Linking Training to Performance
HRD not linked to PMDS processes

Accountability & Awareness of Organizational Status
Lack of usable information systems & lack of a knowledge culture

Accountability & Awareness of Organizational Status
Lack of usable information systems & lack of a knowledge culture

Concern for whole person whose general wellness is basis of their productivity
Needs resulting from HIV and AIDS & other diseases require more attention to employee wellness
**GOVERNANCE INITIATIVES**

The capacity of governance structures to create facilitative environments for successful implementation of the Strategic Framework

- **STRATEGIC FOCUS AREAS**
  - Values, Ethics & Professional Codes of Practice
  - Promoting HR Learning Networks
  - Managing the Effectiveness of Communication
  - Fostering effective monitoring, evaluation & impact analysis
  - Managing HRD policy & Planning Frameworks & Guidelines
  - Strengthening and aligning governance roles in HRD SETA, DPSA, SAMDI
  - Full utilization of the strategic value of SETAs in capacity building

- **STRATEGIC INTENT & RELEVANT RESEARCH FINDINGS**
  - Leadership in Further Professionalizing the field of HRD
    - There are differences in perception about what constitutes HRD
  - Leadership in Expanding Access to Knowledge & Support
    - Need for more open access to professional information & support
  - Promoting Commitment through Awareness of Provisions of the Strategy
    - Many HRD practitioners were not fully aware of all the provisions of HRDS 2002-2006
  - Tracking Progress to Promote Accountability
    - Little account is taken on the effect of training on improved performance
  - Promoting Implementation by closing Policy Gaps and ensuring Pans, Policies & Strategies are linked
    - Gaps in policies which affect performance
  - Aligning & Streamlining Governance
    - General lack of full understanding of roles, responsibilities, relationships & obligations of key institutions
  - Take full advantage of strategic role of SETAs in governing capacity building in the respective economic sectors
    - Full potential of SETAs contribution to capacity building in the Public Service is not exploited
GOVERNMENT’S ECONOMIC GROWTH & DEVELOPMENT INITIATIVES

STRATEGIC FOCUS AREAS

- Promoting Responsiveness to Millennium Development Goals
- Promoting and Facilitating integrated Inter-Sectoral Approaches
- Capacity Building to Promote Success in Implementation
- Awareness Promotion of Growth & Development Initiatives
- Integrating NEPAD, AU, Regional & Global Programmes for capacity development

STRATEGIC INTENT & RELEVANT RESEARCH FINDINGS

- Ensuring there is awareness, capacity & a coordinated & cohesive response by public institutions to aspects of the MDG which relate to their mandated responsibilities
  - There is general lack of awareness of global development priorities

- Facilitating Integrated Responses to Public Service Organizations
  - Generally Departments seek to act independently in addressing developmental priorities

- Capacity Building to Promote Success of Industrial & Economic Plans
  - In many cases, employees are not prepared to implement new development programmes

- Promoting Awareness as basis for Commitment and Action in Support of Development
  - Many participants were not fully aware of the priority programmes of Government

- Ensuring there is awareness, capacity & coordinated & cohesive response by public institutions to provision of regional intentions & agreements which relate to their mandated responsibilities
  - Generally there is lack of awareness of the implications of regional priorities for the Agenda of Departments
# Conceptual Framework for Facilitating Implementation of the HRD Strategy – Pillars & Drivers

<table>
<thead>
<tr>
<th>PILLAR 1</th>
<th>PILLAR 2</th>
<th>PILLAR 3</th>
<th>PILLAR 4</th>
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<tbody>
<tr>
<td>Developing Capacity in People</td>
<td>Ensuring adequate org. support structures &amp; systems for HRD</td>
<td>Providing leadership to ensure effective implementation</td>
<td>Responding to the Agenda of Growth &amp; Development</td>
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### PILLAR 1: MACRO LEVEL Governance
- National Institutions
  - SAMDI Programme
  - Leadership Management & Dev Strategy
  - HEI programming

### PILLAR 2: MESO LEVEL Governance
- Provincial Institutions
  - Professional Public Service Academies
  - FET programmes
  - Programmes coordinated through Prov Academies

### PILLAR 3: MICRO LEVEL Governance
- Depts & Institutions
  - In-service programmes
  - In-house/Workplace programmes
  - ABET programmes

### PILLAR 4: National Frameworks for delivery
- National Frameworks for delivery
- Provincial Frameworks for delivery adapted for Prov. needs
- National Frameworks for delivery

### Capacity Building Initiatives
- Professional Public Service Academies
- FET programmes
- Programmes coordinated through Prov Academies

### Org. Systems & Initiatives
- HR Learning Networks
- Professional Bodies
- SETAs
- E-Learning Coordination

### Governance Initiatives
- Provincial HRD forums
- Provincial HRD strategies
- Provincial HR learning networks
- Regional SETA offices

### Economic Growth & Dev Initiatives
- Workplace Skills Plans
- Personal Development Plans
- Workplace Skills Plans
- Personal Development Plans

### National Frameworks for delivery
- NSDS; JIPSA
- ASGISA
- EPWP; DMG

### Provincial Frameworks for delivery adapted for Prov. needs
- PGDP
- Sector Skills Plans

### Departmental Framework & Processes
- Structural changes & innovations in organizations
- Change management strategies
- Departmental and Institutional strategy development
- Skills Development committees
THE HUMAN RESOURCE CONTEXT OF THE NATION

South African HRD Strategy → DoE & DoL

HRD Strategic Framework for Public Service → DPSA

Relevant Sector HRD Strategy (e.g. Health or Education) → Sector Growth & Dev. Strategy → Sector Skills Plans

Provincial HRD Strategy → Provincial Administration → Provincial Growth & Dev Strategies → Occupational Specific needs

Departmental HRD Strategy → Line Departments → Department of Strategic Planning

Operational Plan for HRD Directorates in Departments → Skills Planning Process → Workplace Skills Plan

Work Plan → Individual Performance Contracts/PMDS

PDP → Individual Employee needs & Gaps

STRATEGIC FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT IN THE PUBLIC SECTOR
SKILLS PLANNING PROCESS FLOW

HRD Skills Strategy

Sector Skills Plans

Organizational Objectives

Outcomes-based Job Profiles

Individual Skills Profiles

Skills Gap Audits

Unit Skills Plans

Individual Skills Plans (PDPs)

Public Service Skills Plan

SETA/Sector Skills Plan

Organizational Skills Plan

Progress Reporting
Discussion