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

• 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 (LDMSF).

• The draft LDMSF 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 LDMSF 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.
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
# The Legal & Policy Framework Governing HRD in the Public Sector

## Legal Framework for HRD in the Public Service

<table>
<thead>
<tr>
<th>Skills Development Act</th>
<th>Skills Development Act</th>
<th>SAQA Act</th>
<th>Public Service Act &amp; Regulations</th>
<th>Employment Equity Act</th>
<th>Labour Relations Act</th>
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</thead>
<tbody>
<tr>
<td>Relevant SETAs &amp; PSETA</td>
<td>Relevant SETAs &amp; PSETA</td>
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## Strategic Framework for HRD in the Public Sector

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## Conceptual Base for Transforming the Public Sector

<table>
<thead>
<tr>
<th>Batho Pele White Paper</th>
<th>White Paper on Transforming the Public Service</th>
<th>White Paper on a New Employment Policy for the Public Service</th>
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## Economic and Social Policy Framework and Programmes

<table>
<thead>
<tr>
<th>Presidential Pronouncements and Budget Speech</th>
<th>IDPs</th>
<th>Medium Term Strategy Framework</th>
<th>National Spatial Development Strategies</th>
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</thead>
<tbody>
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</tbody>
</table>

## 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)
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.
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.
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.
CORE ELEMENTS OF THE LEADERSHIP VALUE CHAIN
“Manage the Organisation and Lead Change”

Organisational Performance Management (OPM)
- Strategic Planning Frameworks
- Organisational Management Systems
- Financial Management Systems
- Programme Performance
- Employee PMDS
  PILLAR 1

Management of Career Incidents (MACI)
- Recruitment and Selection Policy
- Talent /Nomination Management
- Vacancy Management
- Disclosure Framework
- Conduct Management
  PILLAR 2

Development Assessment Centre (DAC)
- Competency Assessment Battery Framework
- Audit Centre Profiling
- Performer level Proficiencies
- PDP Design
- Professional Counselling
  PILLAR 3

Training and Development Management (TDM)
- Learning Centre Management of PDPs
- Induction, Orientation Coaching, Mentoring
- Short, Medium and Long Term Programmes
- Critical Mission Deployments
- Kheadu Projects
  PILLAR 4
Implementing a Strategic Framework for LDMS

Step 1: Consider Recruitment and Selection Policies

Step 2: Conduct Competency Assessment & Dev PDPs

Step 3: Design/decide on a training intervention

Step 4: Implement a training intervention Step by Step

Step 5: Annual Performance Plans

Step 6: Monitoring and Evaluation Tools

Step 7: Quarterly Reviews

Step 8: Steering Committee

Step 9: Annual Consultative Conference

Step 10: Annual Performance Review Report

Legal and Political Mandate
Performance of the department

- Organisational performance
- Programme performance
- Financial performance
- Employee performance

The performance of the department is influenced by these four aspects, which are interconnected.
### A

<table>
<thead>
<tr>
<th></th>
<th>Period</th>
<th>Strategic</th>
<th>Financial</th>
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<tbody>
<tr>
<td>Organisational</td>
<td>Medium</td>
<td>Strategic Plan</td>
<td>MTEF Budget</td>
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<tr>
<td>planning planning</td>
<td>term</td>
<td>Operational Plan</td>
<td></td>
</tr>
<tr>
<td>frameworks and</td>
<td>Annual</td>
<td>Workplans</td>
<td></td>
</tr>
<tr>
<td>processes</td>
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</tbody>
</table>

### B

#### MANAGEMENT

| Governance and        | Portfolio Com | Corporate culture    |
| management structures | Minexco Clusters | Management styles    |
| and processes         | Exco Manco    | Org. processes       |

#### STRUCTURES

| Org. structure        | Org. structure |
| Corporate culture     | Corporate culture |
| Management styles     | Management styles |
| Org. processes        | Org. processes |

### C

#### MANAGEMENT SYSTEMS

| Employee performance | HoD Evaluation (PSC) |
| management & appraisal systems; M&E tools & external strategic control points |                      |
| SMS PMDS (DPSA) | |
| Levels 1 to 12 (Own) | |
| Quarterly reviews | 7 |
Year 0

Five-year Strategic & Performance Plan

Annual Performance Plan of Year 0

Annual Budget of Year 0

Three-year Medium Term Expenditure Framework

Performance Agreements of Year 0

Monthly Financial Reports of Year 0

Quarterly Performance Reports of Year 0

Year 1

Update of Strategic & Performance Plan for Year +1

Three Quarter Financial and Performance Reports of Year 0

Update of Strategic & Performance Plan for Year +2

Annual Report and annual financial statements of Year 0

Annual Review & Oversight Processes of Year 0

Year 0
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

<table>
<thead>
<tr>
<th>DESIGNING OF PLANNING &amp; STRATEGIC FRAMEWORKS</th>
<th>EMPLOYEE RELATIONS MGT</th>
<th>PROJECT/PROGRAMME PERFORMANCE</th>
<th>IN YEAR MONITORING</th>
<th>CHANGE RESULTS HAVE IMPACT</th>
<th>BUSINESS PROCESS DELIVERY LOOPS</th>
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</thead>
<tbody>
<tr>
<td>LEADING PEOPLE AND TASK EXECUTION MGT</td>
<td>EHW AND DIVERSITY MANAGEMENT</td>
<td>PROJECT/PROGRAMME EXECUTION</td>
<td>FINANCIAL EXECUTION &amp; BUDGETING</td>
<td>EXECUTES PLANNED CHANGES</td>
<td>SUBJECT MATTER SPECIALISATION</td>
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<tr>
<td>ANNUAL PERFORMANCE REPORTING</td>
<td>HR PLANNING AND DEVELOPMENT</td>
<td>PROJECT/PROJECT PLANNING</td>
<td>FINANCIAL PLANNING &amp; PFMA, MTEF, MTSF</td>
<td>ENVISIONS STRATEGY &amp; PLANS CHANGE</td>
<td>BEST PRACTICE</td>
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<tr>
<td>STRATEGIC CAPABILITY AND LEADERSHIP</td>
<td>PEOPLE MANAGEMENT AND EMPOWERMENT</td>
<td>PROJECT &amp; PROGRAMME MANAGEMENT</td>
<td>FINANCIAL MANAGEMENT</td>
<td>CHANGE MANAGEMENT</td>
<td>TECHNICAL AND PROFESSIONAL SKILLS</td>
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</table>

#### Core Competencies

<table>
<thead>
<tr>
<th>CONSULTATION</th>
<th>REDRESS</th>
<th>PROVIDING INFORMATION</th>
<th>OPENNESSES AND TRANSPARENCY</th>
<th>VALUE FOR MONEY</th>
<th>SETTING SERVICE STANDARDS</th>
<th>ENSURING COURTESY</th>
<th>INCREASING ACCESS</th>
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</thead>
</table>

#### Core Principles (8 Batho Pele Principles)

**Legislative Framework as a Foundation**
### Focus Areas for Training and Development

<table>
<thead>
<tr>
<th>Focus Areas</th>
<th>Training and Development Programmes</th>
<th>Performance Improvement</th>
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</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Technical and Professional Skills Development Programmes</td>
<td></td>
</tr>
<tr>
<td>Organizational Development</td>
<td>Organizational Leadership Development Programmes</td>
<td></td>
</tr>
<tr>
<td>Technical and Professional Skills</td>
<td>Technical and Professional Skills</td>
<td></td>
</tr>
</tbody>
</table>

### 10 Core Principles

- **A Vision for SMS**
- **A highly competent, dedicated, responsive and productive leadership cadre of the Public Service**

### Legislative Framework as a Foundation
CORE COMPETENCY: STRATEGIC CAPABILITY

- Lead knowledge and learning
- Lead Service delivery innovation
- Lead with clear communication
- Lead with accurate problem solving and analysis
- Lead with honesty and integrity
- Lead the political and cultural context applying Batho Pele Principles

DIMENSIONS

- Designing planning and strategic frameworks
- Leading people & task execution mgt
- Strategic Capability & Leadership
- Annual performance reporting
Applies Batho Pele Principles in all the projects/programs to achieve GPOA

Lead with honesty and integrity

Lead with accurate problem solving and analysis

Leads and organizes knowledge and learning in terms of projects

Leads projects applying service delivery innovation

Leads with clear communication strategies

Project & Programme Management

Programme and project planning

Programme and project performance: M&E

Programme and project execution

CORE COMPETENCY: PROJECT AND PROGRAMME MGT
CORE COMPETENCY: FINANCIAL MGT

- Financial planning and Performance
- Financial execution and budgeting

DIMENSIONS

- Client Orientation and customer focus
- Honesty and integrity
- Knowledge and learning
- Service delivery innovation
- Communication
- Problem solving and analysis

FINANCIAL MANAGEMENT

FINANCIAL MGT
CORE COMPETENCY: CHANGE MGT

- Client Orientation and customer focus
- Honesty and integrity
- Problem solving and analysis
- Communication
- Service delivery innovation

Envisage strategy, plans change, and executes planned change

Organisational design, structural changes and change mgmt

Change impact
CORE COMPETENCY: PEOPLE MANAGEMENT AND EMPOWERMENT

Client Orientation and customer focus

honesty and integrity

problem solving and analysis

knowledge and learning

Service delivery innovation

communication

DIMENSIONS

EHW and Diversity mgt

HR planning and development

People mgt and empowerment

Employee relations mgt
RECRUITMENT AND SELECTION POLICY DEVELOPED AND IMPLEMENTED

- Short Term, Medium Term; Long Term training interventions identified.
- Training and development interventions implemented
- Short, Medium, Long Term training completed

- Redeployed/ transferred
- Re-assessment done

- Report on Performance improvement and Development
- Decision/Develop/Exit

- Promoted

PROCESS FLOW FOR COMPETENCY BASED ASSESSMENTS
## The Proficiency Levels

<table>
<thead>
<tr>
<th>Descriptor</th>
<th>Indicator</th>
<th>Training Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Not achieved</td>
<td>No ability displayed with regard to the task at hand</td>
<td>Beginner - basic training program to address gap</td>
</tr>
<tr>
<td>2. Partially achieved</td>
<td>A minimum display of working knowledge</td>
<td>An intermediate – training intervention to address gaps</td>
</tr>
<tr>
<td>3. Achieved</td>
<td>Fulfilled task requirement</td>
<td>Competent – recommended for an advanced training programme for the level</td>
</tr>
<tr>
<td>4. Exceeded Expectation</td>
<td>Achieved beyond the required performer level</td>
<td>Advanced – training in preparation for the next performer level</td>
</tr>
</tbody>
</table>
1st Self Management

2nd Managing Others

3rd Managing Self and Others

4th Managing managers/functions

5th Managing a group of functions

6th Managing an enterprise

Accelerated development – Moving from 1st to 3rd and skipping 2nd

Accelerated development – Moving from 3rd to 5th and skipping 4th

Accelerated development – Moving from 4th to 6th and skipping 5th

Accelerated development – Moving from 2nd to 4th and skipping 3rd
### PERFORMER LEVEL

<table>
<thead>
<tr>
<th>Junior Management Service (JMS)</th>
<th>Middle Service (MMS)</th>
<th>Senior Management Service (SMS)</th>
<th>Executive Management Service (EMS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Director (ASD)</td>
<td>Deputy Director (DD)</td>
<td>Directors and Chief Directors (D&amp;CD)</td>
<td>Deputy Director-General (DDG) and Director-General (DG)</td>
</tr>
<tr>
<td>(levels 9&amp;10)</td>
<td>(levels 11&amp;12)</td>
<td>(levels 13&amp;14)</td>
<td>(levels 15&amp;16)</td>
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</tbody>
</table>

### MEDIUM TERM DEVELOPMENT PROGRAMMES ASSOCIATED WITH PERFORMER LEVELS

<table>
<thead>
<tr>
<th>Junior Management Development Programme (JMDP)</th>
<th>Middle Development Programme (MMMDP)</th>
<th>Senior Development Programme (SMDP)</th>
<th>Executive Management Development Programme (EMDP)</th>
</tr>
</thead>
</table>

### SHORT TERM DEVELOPMENT PROGRAMMES ASSOCIATED WITH PERFORMER LEVELS

<table>
<thead>
<tr>
<th>Managing Self</th>
<th>Managing Self and others</th>
<th>Managing a function</th>
<th>-Managing a corporate</th>
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<tbody>
<tr>
<td>Induction and Orientation</td>
<td>Induction and Orientation</td>
<td>Induction and Orientation</td>
<td>Induction and Orientation</td>
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<tr>
<td>Khaedu 1</td>
<td>Khaedu 2</td>
<td>Khaedu 3</td>
<td></td>
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<tr>
<td>Mentoring</td>
<td>Mentoring</td>
<td>Coaching</td>
<td>Coaching</td>
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### LONG TERMSHORT TERM DEVELOPMENT PROGRAMMES ASSOCIATED WITH PERFORMER LEVELS

<table>
<thead>
<tr>
<th>- technical programmes</th>
<th>- technical programmes</th>
<th>- Exchange programmes</th>
<th>Sabaticals</th>
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<tr>
<td>- Research work</td>
<td>- Research work</td>
<td>- Research work</td>
<td>- Exchange programmes</td>
</tr>
<tr>
<td>Managing Self</td>
<td>Managing Self and others</td>
<td>Managing a function</td>
<td>-Managing a corporate</td>
</tr>
</tbody>
</table>
**Junior management service (JMS) - managing self**

**ASD (LEVELS 9/10)**
- Short term prog
- Medium term prog
- Long term prog
- Induction/ orientation/mentoring, JMDP, Technical prog / research work

**DD (LEVELS 11/12)**
- Middle management service (MMS) – Managing self and others
- Short term prog
- Medium term prog
- Long term prog
- Induction/ orientation/mentoring/ Khaedu 1, MMDP, Technical prog / research work

**D &CD (LEVELS 13/14)**
- Senior Management Service (SMS) – Managing a function
- Short term prog
- Medium term prog
- Long term prog
- Induction/ orientation/coaching/ Khaedu 2, SMDP, Exchange prog / research work

**DDG & DG (LEVELS 15/16)**
- Executive management service (EMS) – Managing the corporation
- Short term prog
- Medium term prog
- Long term prog
- Induction/ orientation/coaching/ Khaedu 3, EMDP, Sabbaticals/Exchange prog/research work
<table>
<thead>
<tr>
<th>CAREER PATHS</th>
<th>MANAGERIAL 100%</th>
<th>TECHNICAL</th>
<th>PROFESSIONAL</th>
<th>Proposed Weighting Combination %</th>
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</thead>
<tbody>
<tr>
<td>6</td>
<td>HOD (DG)</td>
<td>Head of Technical Services (SG)</td>
<td>Head of Professional Services (SG)</td>
<td>50/50</td>
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<tr>
<td>5</td>
<td>Executive Manager (DDG)</td>
<td>Executive Technician (DDG)</td>
<td>Executive Professional (DDG)</td>
<td>50/50</td>
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<tr>
<td>4</td>
<td>Senior Manager (Chief Director)</td>
<td>Senior Technician (Chief Director)</td>
<td>Senior Professional (Chief Director)</td>
<td>65/35</td>
</tr>
<tr>
<td>3</td>
<td>Manager (Director)</td>
<td>Technician (Director)</td>
<td>Manager (Director)</td>
<td>70/30</td>
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<tr>
<td>2</td>
<td>Middle Manager (Deputy Director)</td>
<td>Middle Technician (Deputy Director)</td>
<td>Middle Professional (Deputy Director)</td>
<td>80/20</td>
</tr>
<tr>
<td>1</td>
<td>Junior Manager (Assistant Director)</td>
<td>Junior Technician (Assistant Director)</td>
<td>Junior Professional (Assistant Director)</td>
<td>80/20</td>
</tr>
</tbody>
</table>
STAGES IN ASSESSMENT/DEVELOPMENT
CENTRE DESIGN

- Define Organisational objectives
- Gain Commitment
- Review/ Validate Existing Procedures
- Job Analysis
- Define Competencies
- Select Exercises
- Design Programme
- Develop Exercises
- Train Assessors
- Run Pilot
- Implement Programme
- Review & Validate
Discussion & Questions