



**the dpsa**

Department:  
Public Service and Administration  
REPUBLIC OF SOUTH AFRICA

Private Bag X916, PRETORIA, 0001 Tel: (012) 336 1000, Fax: (012) 326 7802  
Private Bag X9148, CAPE TOWN, 8000 Tel: (021) 467 5120, Fax: (021) 467 5484

Enquiries: Mr Victor Modubu

Tel: (012) 336 1302

Email: [modubuv@dpsa.gov.za](mailto:modubuv@dpsa.gov.za)

## **CIRCULAR NO. 25 of 2023**

**TO: ALL HEADS OF DEPARTMENT, PROVINCIAL ADMINISTRATIONS AND GOVERNMENT COMPONENTS**

**RE: PUBLIC SERVICE SKILLS AUDIT METHODOLOGY FRAMEWORK**

### **1. PURPOSE**

- 1.1. This circular deals with the introduction of the Public Service Skills Audit Methodology Framework (PS-SAMF) which seeks to bring about a uniformed and standardised approach to determining the nature of skills demands and assessment of skills needs as well as determining disparities within the public service departments.
- 1.2. The Framework outlines the strategic purpose of undertaking a skills audit process in an organisation, in the context of public service. It identifies the key steps involved, the principles guiding the process, and the roles and responsibilities expected in undertaking a process of skills audits.

### **2. BACKGROUND**

- 2.1. The National Skills Development Plan (NSDP) requires the identification of current and future skills demand as accurately as possible if the goals of the National Development Plan are to be achieved within the Public Service and South Africa as a whole. More specifically, the National Human Resource Development Strategy requires that skills gaps and needs be identified and addressed through appropriate interventions.
- 2.2. The Public Service Human Resource Development Strategic Framework envisages the development of a common framework and guidelines for skills audits, needs assessment, and the evaluation of the impact of training on workplace performance.

- 2.3. The development of this PS-SAMF was informed by historical lessons learnt from previous interventions to provide mechanisms for skills audit exercises in the public service, including a methodology referred to as HR Connect, which ended in 2012.

### **3. THE APPROACH AND OPERATIONALISING THE FRAMEWORK**

- 3.1. The approach adopted in developing this Framework was one which first seeks to empower the departments with sustainable capability from a policy point of view, which outlines clear rationale and goals for undertaking a skills audit within the context of the Public Service employment, thereafter, follow it with the automation. This approach leaves the organisation and its employees with a sustainable critical insight and capability to continue to function and apply the framework with its supporting instruments, even manually, should technology fail.
- 3.2. The Framework is accompanied by a Skills Audit Toolbox which enables the department to undertake a manual step-by-step skills audit process using appropriate instruments and templates to support the implementation of the skills audit framework e.g. Organisational Structures, Organisational Competency/Skills Framework, Job Profiles and Job Descriptions, employee survey forms which could be automated, and further indicate typical examples of what an organisational skills audit report could be used for.
- 3.3. The Framework follows and recognises existing DPSA prescripts and guidelines on a number of policy practices, for example, the SMS and MMS Competency Frameworks, amongst others.
- 3.4. The Framework further acts as a guide to departments on the critical processes and requirements which need to be put in place before a skills audit project can be undertaken. The Framework can also serve as a good guide to inform the development of specifications in the event the process needs to be outsourced.
- 3.5. The DPSA in partnership with the PSETA has developed Generic Guidelines for compiling Organisation-specific Competency Frameworks which are amongst the fundamental steps towards undertaking a skills audit exercise in an organisation.

### **4. DEVELOPMENT OF AN ONLINE SKILLS AUDIT SYSTEM**

- 4.1. A possible online solution, which can be adopted, expanded and / or customised to become a skills audit system for the public service, is currently being explored for ease of implementation.
- 4.2. Regular progress updates on both the development of the Online Skills Audit System and the Generic Guidelines for compiling Organisation-specific Competency Frameworks projects will be provided to the departments through various methods of communication to departments, including capacity building workshops.

## **5. SCOPE OF APPLICATION**

- 5.1 This Framework is applicable to all national departments, provincial departments, and Government components as contemplated in Schedules 1, 2, and 3 of the Public Service Act, 1994, as amended.

## **6. AUTHORISATION**

- 6.1. Sub-Sections 3(1) (c) and (i) of the Public Service Act (PSA) of 1994 as amended empowers the Minister for the Public Service and Administration (MPSA) to establish norms and standards relating to inter alia “the conditions of service and other employment practices for employees” and “transformation, reform, innovation and any other matter to improve the effectiveness and efficiency of the public service and its service delivery to the public”, respectively.
- 6.2. A skills audit exercise is an integral part of human resource planning necessary to perform the department’s functions required of Executive Authority (EA) in terms of Sub-Regulation 26(2) (a), (b) and(c) of the Public Service Regulations (PSR) (2016).

## **7. COMMENCEMENT DATE**

- 7.1 The date for the implementation of the Public Service Skills Audit Methodology Framework from the date of signature.

## **8. FUNDING**

- 8.1 A Head of Department shall ensure that there is a sufficient budget from the department’s baseline budget to undertake a skills audit project.

## **9. ADMINISTRATIVE PROCEDURES**

- 9.1. All employee data collected for the purposes of conducting a skills audit must be treated with the strict confidentiality, adhering to all relevant legislation, including the Protection of Personal Information Act No.4 of 2013 and the Minimum Information Security Standards (or MISS) of 1996.
- 9.2. All data collected on behalf of the department about the employees, the organisation, the skills dimensions and associated results shall remain the property of the State.
- 9.3. Where an external service provider has been appointed to collect data for the purposes of conducting a skills audit, the service provider must provide reasonable proof that adherence to the relevant legislation on information protection shall be complied with and on the completion of the project all data in its complete form shall handed over to the department.
- 9.4. While the DPSA is investigating the development of a public service online skills audit system, the departments currently undertaking skills audit projects are advised to ensure that the data thereof is stored in a manner that will enable submission of the same to a central national database once finalised.

## 10. MONITORING AND EVALUATION

- 10.1. The Department of Public Service and Administration shall monitor the implementation of this Framework. The Departments are required to submit reports on the implementation of the framework to the Director-General, as part of the Annual HRD Implementation Plans and Monitoring and Evaluation on 31 March of each year.

Kind Regards



---

**MS YOLISWA MAKHASI**  
**DIRECTOR-GENERAL**

**DATE:** 11/05/2023