

HUMAN RESOURCE DEVELOPMENT

For the Public Service

OVERVIEW

HRD Resource Pack: Part 1



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

RESOURCE PACK

- PART 1 Overview
- PART 2 Review Report
- PART 3 HRD Strategic Framework for the Public Service
- PART 4 Implementation Guide and Annual Implementation Plan
- PART 5 CD

HRD RESOURCE PACK

INTRODUCTION

The HRD Strategy Resource Pack is constituted of a series of documents which, together, makes an overall presentation of the HRD Strategic Framework for the Public Service. The Resource Pack is intended for stakeholders and practitioners who will play a role in the implementation of the strategy. The Pack essentially presents the overall conceptualization of the HRD strategy from research review to implementation planning.

In addition to the Overview and a CD, the Resource Pack presents 3 critical documents: The Research Review as Part 2; the Strategic Framework as Part 3; the Implementation Guide as Part 4. The CD is included as Part 5. Each of the three main documents covers one critical component of the Strategic Framework. The CD is an interactive presentation of all these documents.

The Overview of the Resource Pack presents a summary of each of 3 documents within the Resource Pack: The Research Review, the Strategic Framework for HRD in the Public Service, and the Implementation Guide. The brief summary of these documents seeks to capture the most essential features of the Resource Pack. This overview is intended as an introduction to the Pack so that the reader may have a general overview of the key features of the HRD Strategy.

The actual documents in the pack present in detail the features, provisions and requirements of the HRD Strategy for the Public Service.

OVERVIEW OF RESEARCH REVIEW REPORT : PART 2

The initial HRD Strategy of the Public Service was published in April 2002 with an implementation period which extended between 2002 and 2006. This period ended, and, in light of developments during the period, the need for a revised strategy was seen as most crucial.

As the first phase in developing a revised Strategic Framework for Human Resource Development, the DPSA undertook a National Stakeholder Review process which sought to assess the impact of the HRD Strategy of 2002, and which sought to solicit ideas for developing and successfully implementing a revised strategy for HRD for 2007 forward. The stakeholder review was undertaken through a series of 10 regional workshops which generated a rich base of data to guide and inform the revised HRD Strategy. The workshop process was participative and interactive as it sought to facilitate an open conversation among workshop participants. The input gained through the process covered perceptions regarding the gains that have been made in the field, the challenges which exist, and the manner in which some of these challenges could be mediated. Overall, there was a total of 235 participants in these workshops. But, in addition, 37 individual interviews were conducted, making the sum total of all respondents 272. While the majority of respondents were HRD practitioners in national and provincial government departments, the sample also included universities, private providers, members of organized labour, representatives from a few of the SETAs and research institutions. The data collection process was sufficiently thorough so that a rich body of detailed and valuable information could be collected from a sample that was generally representative, but relatively modest in terms of size.

GENERAL OBSERVATIONS FROM THE REVIEW PROCESS

Human Resource Development in the Public Service is in an ongoing state of evolution as it becomes more purposeful, thorough and effective. The effect of ongoing growth, adaption and refinement in the field, is a body of constraints and challenges which still affects practice in the field. While some departments, because of inherent historical advantages, have progressed well in creating an effective infrastructure for capacity development, others, which may not have been as well resourced historically, still face challenges in meeting the demands to build human capital in their respective jurisdictions.

In spite of this, HRD, as a field, has moved significantly forward. This progress or movement cannot be solely attributed to the HRDS 2002-2006. It is all too often evident that the overall refinement of policy frameworks and accountability structures of Government have had significant spillover effects on the growth, efficiency and performance of HRD in the Public Service. As the field moves ahead at different rates in different jurisdictions and in different areas of performance, HRD still struggles to set its anchor and find meaning and stability in the Public Service. As a result, challenges still exist. But these challenges cannot overshadow the gains which have been made in the field.

FINDINGS

Overall, there is a sense that HRD in the Public Service has moved significantly forward. Practitioners in the field are generally more capable; HRD planning and management are a bit more needs-based and outcomes-oriented, but not sufficiently so; the policy framework is more thorough and facilitative of transformation; and, among others, there is a wider range of training

options and more access to training.

The extent to which education and training leads to improved performance and enhanced service delivery is still subject to question. In essence, there is a general view that, in spite of progress in the field, capacity development in the Public Service has only just begun to make in-roads on performance and service delivery. The limited progress observed has resulted from some of the traditional challenges in HRD which still persist. These challenges are reviewed below in terms of the typical areas in which these challenges have traditionally arisen.

Policy Frameworks

On the whole, the policy framework for HRD in the Public Service is well advanced. There is policy guidance on the general operational issues which affect performance. However, gaps still exist at a more practical and institutional level. There is lack of uniformity in strategies and plans; training expenditures are not properly monitored; and there is little follow through to link training and performance, for instance. In this sense, further policy refinement is needed at the level of institutional operations and performance. But even more critical in this context, is the general feeling that policies and strategies are well prepared but are rarely implemented. There is a sense that our policy focus and sophistication is not properly honoured in terms of service delivery and performance.

Organizational Structures

Organizational structures for HRD differ widely. Most HRD units are still placed low in the organizational hierarchy, and are not given priority in the strategic conversations of many departments. HRD units are still generally under-staffed; HRD operations and financing are still generally fragmented; and, the framework of responsibilities in HRD is still diverse, sometimes unclear and generally incoherent.

There are, for instance, still gaps between HRD, HRM and PMDS; and the range of responsibilities undertaken by HRD units differs widely across departments nationally.

Quality of Training

The quality of training, overall, has improved because of SAQA unit standards, the initiatives of SAMDI, and the emergence of partnership arrangements with service providers. More learnerships, internships and bursaries are available, and there is an increased use of mentoring and coaching as a vehicle for workplace and practical learning. But training standards vary. There are still issues in terms of the workplace relevance of training content and the unavailability of a diverse base of qualified trainers. Increasingly, competency frameworks are being used as a basis for planning training and as a source of input for assessing the competencies of employees. But even here, these competency frameworks are not yet articulated into clear performance standards, requirements and contracts.

Planning and Management

Generally, HRD is more effectively planned and managed. Planning has improved because of the standards, requirements and legal expectations of Workplace Skills Plans (WSPs) and because of the increased scrutiny of the WSPs by the respective SETAs. But the overall accountability requirements of Government have also resulted in progress in this regard. More use is made of skills audits and needs assessments as a basis for planning, and more attention is given to the strategic requirements of the organization in determining the structure and content of HRD

interventions. This more objective and rigorous approach, however, is not generally practiced. Training is still not linked to PDPs, and learnerships, though more available, are not always well managed. Again, the issue is not policies and strategies, but the extent to which these are successfully implemented.

Funding and Resources

With the SDA, more funds are generally available for training. But, the full allocation of funding is sometimes not used because of procurement hurdles, among other challenges. Many believe that funds could be more effectively and more strategically utilized for training purposes. In some jurisdictions, the need is so great, that funding is still not sufficient even with the significant increases in the level of resourcing. In other organizational entities, there are complaints that skills development funds are sometimes utilized for non-training activities.

Status and Priority

The status of HRD and the priority given to HRD initiatives are still generally low. Many managers do not seem to take their HRD responsibilities seriously, and many senior managers are perceived to be unsupportive of HRD initiatives. Although there is generally an increased sense by all concerned that HRD is critical to organizational performance, those sentiments and perceptions are sometimes not reflected in practice, and are not generally evident in the level of consideration afforded to the HRD components of the organization.

Accessibility

Training is generally more accessible to all levels in the organization, although there are a few exceptions. Training is still not as accessible in the rural areas because of the increased cost of delivery, the lack of training providers, and, in some cases, the unavailability of facilities. In many cases, the right people do not attend the training programmes offered. Here, the issue is the extent to which training resources are managed in a manner that meets transformational priorities. Since meeting such critical organizational priorities may pose more challenges in delivery, the course of least resistance is sometimes taken, and training is, as a result, not responsive to the needs and circumstances of the organization.

Governance

Although the appropriate structures are in place, national governance arrangements to drive the HRD strategic agenda have been lacking. While some of this is due to lack of staff in organizations with oversight responsibilities, a larger part of the issue is the lack of well defined and properly communicated governance arrangements.

While the strategic objectives and delivery requirements have been set, sufficient resources have not been made available to drive the HRD agenda through effective support, properly planned monitoring and evaluation interventions, and the establishment of clear accountability lines and reporting structures. Governance has not been sufficiently articulated inter-organizationally so that responsibilities are properly differentiated and undertaken at all levels of government. In this regard, responsibilities have not filtered through the respective national bodies and organizations to the respective points of action provincially, institutionally and locally.

Interpretation of HRD Function

The meaning and interpretation of HRD differs among HRD professionals and among managers in the respective departments. While some see HRD in a broader and holistic sense as an investment in human capital to meet the organization's strategic agenda, others see HRD as merely training that is delinked from its effect on performance and productivity. Unfortunately, the perceptions of HRD are reflected in the manner in which the HRD function is organized, orchestrated and prioritized in public organizations.

One can assert, therefore, that while the field of HRD in the Public Service has progressed, and while much benefit has accrued to public organizations through HRD, there is still much room for improvement. Provinces and departments have progressed at different rates depending on the level to which organizational capacity was inherited. This HRD strategy must therefore take account of these inherent differences, and it must respond in a manner that does not further disadvantage those that are lagging behind. The greatest room for improvement is in ensuring continuity between policy provision and strategic prioritization, and in promoting successful implementation and the attainment of tangible outcomes in terms of enhanced performance and service delivery.

CONCLUSION

The stakeholder review process provides a rich base of valuable information which enriches and informs the design of the new Strategic Framework for HRD for the Public Service. The value of the review could only be truly determined in the content and focus of the Strategic Framework, and in its accomplishments in the future. Although the review has uncovered a host of challenges, we should not be discouraged. The review has also revealed that the field has a bright and productive future because of the high commitment and quality of practitioners in the Public Service who now undertake HRD responsibilities.

OVERVIEW OF HUMAN RESOURCE DEVELOPMENT STRATEGIC FRAMEWORK FOR THE PUBLIC SERVICE : PART 3

The **National Human Resource Development Strategy** under the auspices of the DoE - addresses the **supply of human capital to meet broader societal & economic needs** of South Africa.

The Strategic Framework for the Development of Human Resources in the Public Service is a sub-system of a larger human resource development framework which addresses the focused demand for human resource development in the Public Service.

Here, human resource development in the Public Service is defined as those efforts undertaken by organizations to ensure that employees are well prepared to undertake their responsibilities and grow into viable careers, thereby adding value to the productivity and service of their organizations, the motivation and performance of their peers and the attainment of the overall vision of the developmental state. In doing so, organizations seek to ensure that the right people are prepared at the right place, at the right time and for the right positions to which they can readily contribute.

The Human Resource Development Strategic Framework for the Public Service represents yet another milestone in the continuing effort of Government to enhance the performance and service delivery of the Public Service through its people. This ongoing process to enhance the capacity of people in the Public Service is set against the significant needs that exist in most of our communities for basic services which will enable them to live a better life for all. In light of the existing backlogs in every dimension of public responsibility, and because of the persistence of social challenges such as poverty, crime and unemployment, among others, enhanced service delivery has become ever more important on the public policy agenda.

The realisation that enhanced service delivery in the Public Service depends largely on the capacity and performance of people is not new. It was on this basis that the White Paper on Public Service Training and Education (WPPSTE, 1998) recommended the development of a coherent and coordinated Human Resource Development Strategy for the Public Service, and thereby established the foundation of a new and more vigorous approach to developing the capacity of people to perform. The first HRD Strategy for the Public Service was prepared and launched in April 2002 to cover the period 2002-2006. Its intent was to initiate and support a more holistic approach to HRD, and to establish the foundation for a more responsive and cohesive approach to capacity development in the Public Service. Since the year 2006 marked the end of this initial effort, it was necessary to initiate yet another phase of strategic interventions in order to enhance HRD in the Public Service. A thorough initiative to revise the existing HRD Strategy was therefore undertaken.

As a result, the process which resulted in the current strategic framework for HRD in the Public Service was initiated in November 2006. The process started with a review of the previous HRD Strategy for the Public Service (2002-2006), and, based upon its findings, a new strategic framework was formulated to continue the evolving process of building and transforming the Public Service through developing the capacity of its people to perform. This overview seeks to summarise the findings of the research review process, outline the core elements of the Strategic

Framework and highlight the plans that are being established to promote successful implementation.

WHAT PROGRESS HAS BEEN MADE?

Overall, there is a sense that HRD in the Public Service has moved significantly forward. Practitioners in the field are generally more capable; HRD planning and management are more needs-based and outcomes-oriented, but not sufficiently so; the policy framework is more thorough and facilitative of transformation, and, among others, there is a wider range of training options and more access to training.

The extent to which education and training leads to improved performance and enhanced service delivery is still subject to question. In essence, there is a general view that, in spite of progress in the field, capacity development in the Public Service has only just begun to make in-roads on performance and service delivery. The limited progress observed has resulted from some of the traditional challenges in HRD which still persist. These challenges are reviewed below in terms of the typical areas in which these challenges have traditionally arisen. The review presented here is brief since more details are available in Part 2 of the Resource Pack.

Policy Frameworks

On the whole, the policy framework for HRD in the Public Service is well advanced. There is guidance on the general operational issues which affect performance. However, gaps still exist at a more practical and institutional level. There is lack of uniformity in strategies and plans; training expenditures are not properly monitored; and there is little follow through to link training and performance, for instance. In this sense further policy refinement is needed at the level of institutional operations and performance. But even more critical in this context, is the general feeling that policies and strategies are well prepared but are rarely implemented. There is a sense that our policy focus and sophistication is not properly honoured in terms of service delivery and performance.

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Although the appropriate structures are in place, National governance arrangements to drive the HRD strategic agenda have been lacking. While some of this is due to lack of staff in organizations with oversight responsibilities, a larger part of the issue is the lack of well defined and properly communicated governance arrangements.

While the strategic objectives and delivery requirements have been set, sufficient resources have not been made available to drive the HRD agenda through effective support, properly planned monitoring and evaluation and the establishment of clear accountability lines and structures. Governance has not been sufficiently articulated inter-organizationally so that responsibilities are properly differentiated and undertaken at all levels of government. In this regard, responsibilities have not filtered through the respective National bodies and organizations to the respective points of action provincially, institutionally and locally.

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One can assert therefore, that while the field of HRD in the Public Service has progressed, and while much benefit has accrued to public organizations through HRD, there is still much room for improvement. Provinces and departments have progressed at different rates depending on the level to which capacity was inherited. This HRD strategy must therefore take account of these inherent differences, and it must respond in a manner that does not further disadvantage those that are lagging behind. The greatest room for improvement is in ensuring continuity between policy provision and strategic prioritization, and in promoting successful implementation and the attainment of tangible outcomes in terms of enhanced performance and service delivery.

CORE ELEMENTS OF THE PROPOSED NEW STRATEGIC FRAMEWORK

The Strategic Framework for HRD in the Public Service stands on four pillars of strategic interventions. Based on the research review, each of these pillars represents a critical set of strategic initiatives which will further strengthen Human Resource Development in the Public Service. Each strategic pillar, and the initiatives they embody, are highlighted and discussed briefly below. The strategic framework also promotes 10 principles of action. These too are highlighted in this section.

PILLAR 1: The Capacity Development Initiatives

The capacity development initiatives of the strategy focus on “*building human capital for high performance and service delivery*”. Capacity development is at the centre of HRD as a profession, and, as a result, it is one of the primary areas of focus here. Interventions related to capacity development sought to identify strategic interventions which could add the highest value to the public infrastructure for developing the capacity of people. Adding the highest value here means the interventions must resolve the persistent issues which compromise the process of capacity development. But in addition, interventions were also designed to set the foundation for a new era of capacity development where learning environments are created where people can assume the responsibility for developing themselves. Embodied in the capacity development pillar are eight areas of strategic interventions. These are as follows:

1. *Strengthening systems for workplace learning*
2. *Integrated ABET framework*
3. *Leadership development management strategies*
4. *A more strategic role for professional bodies – Norms, Standards & Capacity Development*
5. *Promoting learnerships, internships & traineeships*
6. *A National/Provincial Public Service Academy*
7. *E-learning for the Public Service*
8. *Fostering HEI and FETC Partnerships*

PILLAR 2: The Organizational Support Initiatives

The organizational support pillar of the Strategic Framework is presented in recognition of the fact that the services of HRD in the Public Service depends on the extent to which pertinent organizational support structures and systems are properly integrated so that they may complement and support the activities of HRD. The research review process has highlighted that many of the more persistent issues in HRD in the Public Service relate to the inadequacy of organizational support. Among the many possible interventions which could have been selected, therefore, this pillar seeks to embody those interventions which could have the highest impact in transforming the environment in which HRD is undertaken. As a result, the selected strategic interventions are those which could provide a platform to further strengthen and support a transformed HRD function.

The organizational support pillar includes 8 areas of strategic interventions as follows:

1. *Human Resource Planning – Supply and Demand Management*
2. *Knowledge and Information Management*
3. *Performance Management Development Systems*
4. *Promoting appropriate organizational structures for HRD*
5. *Ensuring the adequacy of physical and human resources and facilities*
6. *Managing Employee Health & Wellness*
7. *Career Planning & Talent Management*
8. *Mobilization of management support*

PILLAR 3: The Governance and Institutional Development Initiatives

Successful implementation of the Strategic Framework is not possible without good governance. Governance here means that the HRD Strategy Framework must be properly driven at all levels so that there is a coordinated and concerted effort in understanding shared responsibilities. Good governance here must be facilitative in its efforts to create an environment that promotes professionalism and fosters implementation success. But good governance must also promote a level of accountability which will ensure that each party meets its obligations within the strategic framework. This pillar therefore embodies strategic initiatives which add value in terms of oversight, strategic support and the promotion of professionalism in the field. The pillar on governance initiatives embodies 7 areas of strategic intervention as follows:

1. *Strengthening and aligning governance roles in HRD (SETAs, DPSSA, SAMDI)*
2. *Managing HRD policy and planning frameworks and guidelines*
3. *Fostering effective monitoring, evaluation and impact analysis*
4. *Managing the effectiveness of communication*
5. *Promoting HR learning networks*

6. *Promoting values, ethics and a professional code of practice*
7. *Utilization of the strategic role of SETAs*

PILLAR 4: Initiatives to Support Government's Economic Growth & Development Initiatives

The end result of Government's efforts is seen in the extent to which its services contribute to the lives and welfare of people. In this light, all public services are focussed on a development agenda that seeks to promote the general welfare. With this more comprehensive view, the HRD Strategic Framework cannot ignore or overlook its responsibility to enable the Public Service to more adequately contribute to an agenda of development which includes economic growth and development initiatives. This pillar therefore seeks to craft selected strategic interventions which will strengthen and streamline support for the developmental priorities of Government.

This pillar embodies the following 6 strategic initiatives:

1. *Promoting ASGISA, JIPSA, EPWP, PGDP, IDPs*
2. *Integrating NEPAD, AU, regional and global programmes for capacity development*
3. *Awareness promotion of growth and development initiatives*
4. *Developing capacity to promote success in implementation*
5. *Promoting integrated and inter-sectoral approaches to developmental priorities*
6. *Responsiveness to the millennium development goals*

PRINCIPLES OF ACTION

In promoting and implementing the Strategic Framework practitioners will seek to abide by 10 principles of action. These principles are value-based understandings and considerations which are intended to promote unity of focus in guiding our behaviour, streamlining our interactions and informing our strategic choices. The principles are as follows:

1. *Ensuring a focus on employees at all occupational levels, and in all occupational classes.*
2. *Responding to the needs of designated groups.*
3. *Promoting cohesiveness and integration in structures, systems and practices.*
4. *Ensuring flexibility and adaptability so that none is constrained by the rigidity of strategic approaches.*
5. *Recognizing and responding to contextual differences so that each entity develops at a comfortable and sustainable pace.*
6. *Maintaining a performance focus so that capacity development contributes to performance and service delivery.*
7. *Responding to sectoral differences so that each sector pursues a course which takes advantage of its inherent strengths.*
8. *Building learning communities and organizations so that learning becomes a routine event.*
9. *Promoting the agenda of development so that Public Service efforts respond to the development challenges of the nation in a coordinated manner.*
10. *Promoting continuity of action through levels of Government so that the impetus of interventions in HRD is not lost and is duly reflected in the lives of people.*

PROMOTING SUCCESSFUL IMPLEMENTATION

The Strategic Framework is without value if it is not properly implemented. In this light, a concerted effort was made to promote and support the successful implementation of the HRD Strategic Framework for the Public Service. There are three main features of the implementation strategy: *an Implementation Guide; an Annual Conference on Progress in Implementation which will be the basis for an Annual Performance Report; and a Quarterly Monitoring System to provide departments with the opportunity to report on progress in implementation.* The approach taken in promoting the success of implementation is one that seeks to ensure that there is a balanced application of support from oversight organizations with the promotion of accountability through consistent monitoring and evaluation. In the end, successful implementation is the reward for good governance at all levels. Good governance creates an environment where success can happen.

CONCLUSION

The HRD Strategic Framework for the Public Service as outlined herein is presented as the basis upon which all HRD practitioners at all levels and in various roles can come together with a common vision and a common strategic thrust. It is presented here as a platform for cohesive and concerted effort, and as a call to action for all those whose role may contribute to the transformation of the Public Service through developing capacity in people. Ultimately, the framework must make its mark, not in meeting technical targets and building more elaborate delivery systems, but in attaining enhanced performance and service delivery which ensures that people are well served, and that the welfare of individuals and their communities are properly secured.

OVERVIEW OF IMPLEMENTATION GUIDE : PART 4

The Implementation Guide is prepared as a resource document. Its intention is to assist HRD practitioners in implementing the provisions of the HRD Strategic Framework for the Public Service. As a Guide, the document is neither rigid nor prescriptive. At the core of its approach is the desire to assist practitioners in choosing and adapting the initiatives of the Strategic Framework to fit their own departmental needs and circumstances. In this sense, the Guide presents a process through which practitioners are supported in the development of implementation plans. These plans prioritize and specify the activities and initiatives of the strategic framework which they have chosen to undertake. The activities chosen in these plans are selected in response to the organizational circumstances relating to HRD, and the immediate demands and requirements of the organizations which affect HRD operations.

The process in the Guide is divided into 12 steps. Each step is specified in detail, and each presents a practical activity, resource information in the form of resource sheets, and descriptive details which explain the purpose and rationale for the activities undertaken. The steps in the process and the focus of each step are outlined and described briefly below.

Step 1: Noting Rationale and Purpose

It is critical to understand the rationale and purpose of the Guide so that the approach taken to foster effective implementation can be understood. This step in the process enables practitioners to develop familiarity with the focus of the Guide, but it also encourages them to reflect on their own rationale and purpose for developing their implementation plans. The step therefore seeks to highlight very early in the process that implementation of the strategic framework must be tailored to local needs, circumstances and perceptions. The Guide is the vehicle through which departments use the strategic framework to align and focus their efforts to meet their needs.

Step 2: Understanding Background and Focus

The background enables participants to locate the strategic framework within the larger field of HRD policy nationally. It seeks to provide a deeper understanding and meaning to the strategic provisions of the framework. It seeks to ensure that practitioners act from the basis of an in-depth understanding of the historical and policy contexts, and a full awareness of the current environment of delivery.

Step 3: Creating a State of Readiness for Implementation

This step introduces participants to the concept of implementation and to some of the issues, circumstances and conditions which undermine implementation success. The focus here is on the exposure of practitioners to the routine circumstances which affect implementation success. It seeks to educate participants on the basis of a rich body of theory on implementation successes and failures. This, however, is done in a very practical manner.

Step 4: Understanding the Strategic Framework of HRD

This brief section seeks to contextualize HRD in the Public Service with the overall HRD agenda of the country as a whole, and within the more specific agendas of HRD in respect to provinces, in departments and the various sectors of Government. This section of the Guide establishes and highlights an understanding that HRD in the Public Service must be contextualized as part of a wider HRD agenda to ensure the responsiveness of HRD interventions, and to facilitate continuity between policies, plans and strategies from various sources.

Step 5: General Communication and Awareness Promotion

This step addresses one specific aspect of the HRD Strategy implementation process. It highlights the promotion of awareness and communication as a fundamental requirement of the process. Communication is a fundamental driver of implementation success. Unless people have full awareness and understanding, they cannot comply, and they are unable to respond in a manner that meets the overall expectations of the strategic framework. This step seeks to enable that awareness and understanding.

Step 6: Assessment of Readiness for Implementation

Organizational readiness to implement relates to a variety of organizational and contextual factors that determine whether an organization is in a position to successfully undertake particular aspects of the HRD strategy, or whether the organization is in a position to undertake the implementation of the strategy as a whole. One important consideration in determining readiness is the nature of the organizational structure and the nature of institutional arrangements that are in place to undertake HRD responsibilities. This step recommends a basic organizational structure which promotes effectiveness in delivery of HRD and it presents a readiness assessment schedule for organizations to undertake a self assessment.

Step 7: Prioritizing Activities for Implementation

This step focuses on the prioritization process to be undertaken by departments in order to ensure that only the most appropriate and feasible initiatives are entertained for adoption. Here, practitioners are introduced to processes and considerations for prioritization. The prioritization process seeks to recognize that it is not feasible to immediately adopt all the provisions of the strategic framework. It therefore establishes a process where the activities for adoption could be sequenced in such a manner that the most appropriate and feasible are adopted first. Prioritization is the first stage of sequencing or phasing.

Step 8: Phasing Implementation Activities

The process of phasing the implementation of activities in the strategy refers to the process of ensuring that a sequential and developmental approach to the adoption of activities is undertaken. For some initiatives, a proper foundation must be built before more advanced processes or innovations are adopted. In some cases, there may be a clear set of developmental pre-requisites to be put in place before more advanced initiatives are embraced. This step discusses the process of phasing initiatives for adoption and makes recommendations in this regard.

Step 9: Preparing a Departmental Plan

Each department is advised to prepare a plan which outlines the manner in which it will respond to the HRDS for the Public Service. While this plan can be prepared as a separate “*stand alone*” document, it is advised that such plans must be integrated with other organizational planning and strategic documents. This step of the Guide describes the plan development process and the manner in which the plan will be utilized

Step 10: Overall Strategy Adoption in One’s Department

Strategy adoption refers to the process of endorsing implementation activities and the process through which these activities are placed on the policy and operational agenda of the department. Here, the outline of implementation activities is explained, and recommendations are provided about the manner in which these activities are to be undertaken. Each stage of the strategy adoption process is explained.

Step 11: Undertaking Individual Implementation Initiatives

The core focus of the Guide is to provide guidance on the manner in which separate initiatives can be undertaken so as to ensure success in undertaking these initiatives. This step in the Guide describes the framework for providing guidance on each initiative of the strategy framework. It seeks to assist practitioners through the provision of more in-depth guidance on the specific initiative.

Step 12: Quarterly and Annual Assessment Process

The key consideration here is the extent to which organizations are moving forward in respect to their HRD structures, processes and accomplishments. This step in the Guide presents details on the process of ensuring and promoting accountability in implementation and on the manner in which accountability processes are managed in the organization.

The Guide seeks to facilitate success. It is designed to foster reflection, self assessment and engagement with colleagues, and to enable learning through practical exercises. The Guide is both a resource booklet and a workshop manual. It simultaneously guides and seeks input for guidance. It fosters learning through the generation of information and ideas in one's own context. It contains specific information and guidelines, but yet it is open to further development through the information that is generated by practitioners in their engagements and interactions. The Guide is designed both as an instrument and a process which brings the provisions of the strategic framework into reality.

SUMMARY

This overview document was presented as an introduction to the HRD Strategy Resource Pack. Its purpose is not to present the details of the HRD Strategy, but rather to present the framework within which the strategy is outlined and presented in the separate documents to follow. Together, these documents complete the overall conceptualization of the strategy from research review to implementation planning. They are intended to assist practitioners in understanding the context that gave rise to the strategic provisions, and to assist them in successfully implementing the strategy. While this overview provides a general introduction to the strategy design and the overall expectations for successful implementation, each of the full-length documents seeks to provide more elaborate details that will enable practitioners to gain a fuller understanding of the strategic agenda, and a lot more clarity and guidance for managing the process of implementation.

