

**STANDARDS GENERATION PROCESS REPORT**  
**SGB: GENERIC MANAGEMENT**  
**STRATEGIC HUMAN RESOURCE PLANNING IN THE PUBLIC SERVICE**

**BACKGROUND**

A survey conducted in the first half of 2001 indicated that most Government Departments have not been able to develop integrated human resource plans. The Department of Public Service and Administration (DPSA) developed guidelines to assist departments in conducting integrated human resource planning as contemplated in Part IIID of Chapter 1 of the Public Service Regulations. The document, *'Guidelines on integrated human resource planning in the Public Service'*, is used by National, Provincial and Local Government Departments and directs how strategic human resource planning should be done in the Public Service. A subsequent review of human resource planning by Department of Public Service and Administration indicated that there is significant shortage of human resource planning skills in the public service, and an urgent need for a strategic intervention in the area of strategic human resource planning.

The State President indicated in his State of the Nation Address in 2007 that the content of training that public servants receive in various institutions and the role of the South African Development Institute (SAMDI), now reconstituted as a Public Service Academy, have emerged as critical areas for strategic intervention.

Capacity building needs in the public service are complex. The Department of Public Service and Administration (DPSA) and the Academy collaborate on the improvement of the human resource function within the public service. The Academy's mandate is to provide quality and customised training and development to the public service so as to ensure increased capacity for service delivery and implementation of government initiatives aligned to national priorities. The Ministerial Committee proposed that training in the Public Sector Academy (the Academy) should be credit bearing and the Academy is required to operate within the NQF to achieve consistency in its services. Accreditation in terms of Unit Standards registered on the National Qualifications Framework (NQF) is part of an attempt to improve the Academy's response to capacity building needs within the public service.

The German Federal Ministry for Economic Cooperation and Development (BMZ) mandated the German Agency for Technical Co-operation (GTZ) to assist the Academy in improving the performance of the public sector in South Africa. This project was informed by the poor quality and inability of departments to independently develop strategic human resource plans.

There were no suitable Unit Standards for strategic human resources planning for the proposed training registered on the National Qualifications Framework (NQF). The Academy and GTZ therefore requested the development of Unit Standards for strategic human resource planning in the Public Service to assist the Academy to deliver training in strategic human resource planning to Public Service Human Resource Planners so that they have the knowledge and skills to compile, implement and report on their Human Resource Plans.

A Unit Standards 252393 *Produce a Human Resource (HR) Plan to achieve organisational results*, was developed in conjunction with SAMDI in 2007 and registered in February 2008. The Unit Standard is intended to assist organisations in conducting integrated human resource planning and develops the knowledge and skills required to design a strategic human resource plan according to an organisation specific human resource framework or template. The Academy and GTZ subsequently identified the need for additional Unit Standards in strategic human resource planning for Human Resource Planning targeting post levels 4-9 in the Public Service to ensure that there is progression and articulation for learners as well as employees and increase the supply side of potential employees for the public service.

The proposed Unit Standards are intended for middle and junior managers. They are aligned to the Academy's National Training Framework and will make it possible for the Academy to quality-assure the curricula and materials used by providers and to monitor the delivery of the training.

## **GENERATION PROCESS**

Initially the Academy and GTZ intended entering into a Joint Implementation Plan (JIP) with SAQA to develop the required Unit Standards. After many discussions with SAQA and GTZ it was agreed that GTZ would appoint a consultant from SAQA's list of preferred providers and would fund the development of the Unit Standards outside of a JIP.

A task team was appointed to develop the required Unit Standards and a consultant, Penny Mackrory, was appointed to assist with the development. The group met on 17, 18 and 19 June 2008 at the SAQA offices. The task team conducted a scoping exercise to determine the required levels of the Unit Standards to be registered in relation to the posts 4-9 in the Public Service. The team considered positions at all levels in the Public Service where people are involved in strategic human resource planning. It was agreed that senior and some middle managers are the group that are responsible for strategic human resource planning and that the Unit Standards should target public service levels 9 to 13. Most public sector employees at this level are graduates with at least one degree. After careful consideration of the SAQA Level descriptors, it was agreed that the required Unit Standards should be pegged mainly at NQF Level 6 and that there should be one Unit Standard at NQF Level 5 for people who research issues and gather data.

The task team referred to the registered level 6 Unit Standard and scoped six possible titles for Unit Standards that would scaffold learning and serve as building blocks leading to the registered Unit Standard, 252393 *Produce a Human Resource (HR) Plan to achieve organisational results*. Every effort was made to ensure that gaps were addressed and there is continuity and cohesion in the set of Unit Standards with the minimum possible overlap. Four titles at Level 6 and one title at Level 5 were identified that support Unit Standard, 252393 *Produce a Human Resource (HR) Plan to achieve organisational results and provide the:*

- Context for human resource planning in the public service.
- Background knowledge and competencies necessary to do strategic human resource planning.

The task team met again at the Academy on 1 July 2008. The titles matrix was revisited and two of the titles were rationalised. The task team then wrote the remaining Unit Standards. A process to facilitate the required narrow consultation, and timeframes to ensure that the five Unit Standards in the matrix could be submitted in time for registration at the meeting of the SAQA Board on 22 October 2008 were agreed.

Participants agreed to send the Unit Standards out for comment by 13 July 2008. Critiquing guides were supplied with the Unit Standards to assist commentators in critiquing the Unit Standards.

Five Unit Standards (one at Level 5 and four at Level 6) were written. They are intended for learners in senior and middle management in the public service who are required to develop strategic human resource plans. They are building blocks that scaffold learning, allowing learners to develop competencies that will enhance their ability to do strategic human resource planning, but do not actually require learners to develop strategic human resource plans.

The Unit Standards are intended to ensure that managers in the Public Service:

- Understand the context within which human resource planning occurs in South Africa including knowledge of the Public Service and regulatory structures to enable informed implementation of government initiatives aligned to national priorities.
- Understand big picture issues that impact on a Department or Directorate's planning and operations.

- Understand the importance of integrated human resource planning and the relationship between human resource planning and a department's strategic planning. .
- Are able to access, collect and organise qualitative and quantitative information for specific audiences and purposes as part of a human resources planning function.
- Are able to monitor and evaluate the on-going effectiveness of a Department and its personnel.

Drafts of the Unit Standards were distributed via e-mail to the provincial and national government structures, higher education institutions and the SABPP and IPM for comment. A critiquing session was held at the Academy on 14 and 15 July 2008 to refine the Unit Standards, check for internal cohesion in each Unit Standard, address gaps and eliminate unnecessary overlap. Final changes to the Unit Standards were debated at the final task team meeting on ----

The Unit Standards submitted to SAQA for registration are part of a joint SAMDI and DPSA initiative within the Human Resource Curriculum Framework for the Public Service. They will ensure that there is progression and articulation for learners and employees along a clearly defined learning pathway.

**Participants who scoped and wrote the five Unit Standards in July 2008.**

<b>Name</b>	<b>Organisation</b>	<b>Division</b>	<b>Qualifications and experience</b>
Marius Pheiffer	South African Board of Personnel Practice (SABPP) and Institute for People Management (IPM) Human Resources Bureau (Pty) Lty		SABPP: Mentor Chairperson IPM: Fellow, Honorary Fellow and Director BA (Hons) Industrial Psychology
Lindi Mhlanga	Department of Health	HR Policy and Planning	M Diploma Human Resource Management B Cur MPH
John Slater	Department of Education		
Thulani Sikhosana	Department of Public Service and Administration	Human Resource Planning	B Tech Human Resource Management National Diploma Management Diploma Business Management
Leonoré Neethling	SAMDI (the Academy)		
Penny Mackrory	Consultant		M.Education Registered with SABPP as a Master HR Practitioner

**NARROW CONSULTATION**

The Unit Standards were sent to the members of the task team who undertook to circulate them widely to interested parties, including the provincial and national government structures, higher

education institutions, the Human Resource Planning Committee, the Human Resource Learning forum, the South African Board for Personnel Practice (SABPP) and Institute of People Management (IPM) for comment. First round comment was requested by 13 July 2008. All members of the task team were requested distribute the Unit Standards for final comment widely and to supply the names of individuals who had been asked to comment as part of the narrow consultation process by 23 July 2008. Minor adjustments were made to the Unit Standards in response to comments received in the narrow consultation process and the terminology used in the Unit Standards was checked for consistency. The Unit Standards were signed off by the work group on 24 July 2008?.

**The Unit Standards were sent to the following people with a request that they be passed on to the appropriate person for comment by 13 July 2008:**

Name	Department/Division/Organisation
Aziz Jardine	German Agency for Technical Co-operation (GTZ)
Zarina Khan	German Agency for Technical Co-operation (GTZ)
Ernst Hustapt	German Agency for Technical Co-operation (GTZ)
Rashidaw	Department of Agriculture Western Cape
David Marco	Department of Agriculture Western Cape
Anm Paterson	Human Sciences Research Council
Ms Shamira Huluman	General Secretary: National Public Service C ?? Bargaining C? (PSCBC)
Swanee	University of South Africa
Iver Meul	University of Pretoria
Huma Van Rensburg	CEO South African Board of Personnel Practice
Elijah Litheko	CEO Institute of People Management (IPM)
Laura B	
Smit	WRC???
Jaco Nel	
G Kaylor	Provincial Government Western Cape
Avreenen	Provincial Government Western Cape
Mr.Njikelana	Office of the Premier Eastern Cape
Heinrich Luiters	Office of the Premier Eastern Cape
Mr.Abram Mosupa	Office of the Premier Free State
fstdi	Office of the Premier Free State
Moeketsi	Gauteng
Mr.Madoda Jamile	Office of the Premier KwaZulu-Natal
Ms.Johana Mojapelo	Office of the Premier Limpopo
Ms.Mapule Mailane	Mpumalanga
Ms.Dipuo Moses	Northern Cape
Mr. M.E Magakwe	North West
Ms Sarah Melane	Western Cape
Marishane Thobejane	Department of Agriculture
Ketlametswe Maoe	Department of Agriculture
Mandy Matyila	Department of Arts and Culture
Kedibone Sekwela	Department of Communications
Alina Fosi	Department of Correctional Services
Allen Young	Department of Defence
Morgan Pillay	Department of Education
Albert Mafanele	Department of Environmental Affairs

<b>Name</b>	<b>Department/Division/Organisation</b>
Stephina Nkadimeng	Department of Foreign Affairs
Howard Freese	GCIS
Thabiso Mphahlele	GCIS
Mchel Matsepe	Department of Health
Tempane Sefanyetso	Department of Home Affairs
Somon Nkhabelane	Department of Housing
Pinki Makobe	ICD
Bheki Gama	Department of Labour
Lizelle Strydom	Department of Land Affairs
Romeo Adams	National Prosecuting Authority
NickJohnson	National Prosecuting Authority
Heather Engelbrecht	DPLG
Simon Manganyi	Department of Public Enterprise
Sibusiso Chibi	Department of Public Service Commission
Brenda Hendricks	Department of Public Service & Administration
J v Rensburg	Department of Science & Technology
Yaco Vister	SAMDI
Mary Groenewald	South African Police Services
Lucy Malele	Department of Social Development
Daniel Mabulane	Department of Sports & Recreation
Eric Theunisson	Statistics South Africa
Sidney Mashiloane	Presidency
Mmatlou Kganyago	Department of Transport
Ms N.Makiwane	Department of Water Affairs
R Strydom	Department of Education Free State
Bob Tladi	Department of Education Free State
Lucy	Department of Agriculture, Free State
J Blomam	Department of Health, Free State
Ngeleza	Department of Health, Free State
Amanda M	Free State
Sanette	Free State
Corp sec	Office of the Premier, Free State
Josiah A	Office of the Premier, Free State
Mahogo M	Department of Safety, Free State
Mokhitli	Department of Social Development, Free State
Howard C	Department of Social Development, Free State
Manku	Sac Free State
Loftiep	Sac Free State
Tebo	Treasury Free State
Cindy Zwane	Department of Transport Kwa Zulu Natal
M Molepo	North West Provincial Government
Masete N	Drt Limpopo
C Mokoena	North west Provincial Government
Henry Kgomo	Gauteng Provincial Government
I Skosana	Mpumalanga Provincial Government
Skhumbuzo Sibisi	Department of Transport Kwa Zulu Natal
D L Mabuye	Mpumalanga Provincial Government
Rasefates	Drt Limpopo
Nomvuyo Bono	Dot Eastern Cape
Bongani. Botha	Dot Eastern Cape
Javeeden	Provincial Government Western Cape

<b>Name</b>	<b>Department/Division/Organisation</b>
V T Heunis	Provincial Government Western Cape
P Piedt	Provincial Government Western Cape
C Miles	Provincial Government Western Cape
T Joseph	Provincial Government Western Cape
P Stofile	Provincial Government Western Cape
JA du Plesis	Provincial Government Eastern Cape
Geeva	Department of Public Service and Administration
Thulani	Department of Public Service and Administration
Elna van Niekerk	
Jaco J	
Victor	
Shcyster	Provincial Government Western Cape
Egierdien	Pwg ??
J A du Plessis	Provincial Government Eastern Cape
T Joseph	Provincial Government Western Cape
P Stofile	Provincial Government Western Cape
Desigann	Provincial Government Gauteng
Sipho Ngomane	Provincial Government Gauteng
Sanet Fourie	Provincial Government Gauteng
P Mazibuko	Provincial Government Mpumalanga
T Biyela	Provincial Government Mpumalanga
Mogoboya	Provincial Government Mpumalanga
An ueckermann	Department of Education Mpumalanga
Yise Njikelana	Office of the Premier Eastern Cape
Moeketsi V	Provincial Government Gauteng
Jamile M	Office of the Premier, Kwa Zulu Natal
Mojapelo J	Office of the Premier, Limpopo
M Maelane	Provincial Government Mpumalanga
P Vykens	Northern Cape
M Magakwe	Provincial Government North West
S Melane	Provincial Government Western Cape
I Delpont	Department of Education Mpumalanga
T Malapane	Provincial Government Mpumalanga
D Sedibana	Provincial Government Mpumalanga
Mamagagula	Provincial Government Mpumalanga
M Maelane	Provincial Government Mpumalanga
J P Dlamini	Provincial Government Mpumalanga
NR Mzangwe	Provincial Government Mpumalanga
J vntimba	Provincial Government Mpumalanga
Marisanit	Nda Agriculture
Ketlametswem	Nda Agriculture
Mandy Matyila	dac
Kedibone	doc
Alinahfosi	dcs
Anya Pieterse	Cd: Corporate Services Agriculture
Leana Boucher	D: Hrm Agriculture
Heleen Du Plessis-Klopper	Manager: Sms And Ims Agriculture
Ria Olefentse	Arts And Culture
Mandisa Matyila	D: Hrm Arts And Culture
Thabiso Mphahlele	D:Hrm Gcis
Brig Gen A.L De Wit	Hr: Planning Defence

<b>Name</b>	<b>Department/Division/Organisation</b>
Mmp Motsepe	D: Hr Defence
Col K M Richards	Defence
Col A Young	Hrd Defence
Mr Thula Nkomo	Education
L Munday	Hr Planning Education
A Lebepe	Hr Education
Stephina Nkadimeng	Hr Planning And Resourcing Foreign Affairs
Anne Louw	Shrp Health
Sibongile Dube	Ad: Hrm Health
M K Kgang	D:Hr P+C Home Affairs
Henry Deacon	Housing
Charles Ramalepe	Housing
Helga Winkler	Housing
Tshidi Modise	Justice And Constitutional Development
Hanellie Van Niekerk	D: Hrd Acting Chief Director Justice And Constitutional Development
Bongani Yika	Labour
Z Mdebuka	Labour
Manase Badimo	Hrm Land Affairs
Juanita Van Der Merwe	Hrm Minerals And Energy
Danie Olivier	Hrm Minerals And Energy
Karena Makgohlo	Hrp & Pmds Minerals And Energy
N Maleka	Asd: Hrp & Pmps Minerals And Energy
Thembile Maja	Hr Planning National Intelligence Agency
Jaco Nel	National Intelligence Agency
Khosi Makamba	Hrd National Treasury
Peter Monondlela	Hrd South African Management Development Institute (Samdi)
A P Maphakela	Dm: Transformation & Ep South African Management Development Institute (Samdi)
L Neethling	Curriculum Design South African Management Development Institute (Samdi)
Sipho Ntombela	Department of Public Service and Administration
Leon Pretorius	Department of Public Service and Administration
Floors Pelsler	Department of Public Service and Administration
Braam Vd Walt	Department of Public Service and Administration
E Harris	Department of Public Service and Administration
V Vumendlini	Department of Public Service and Administration
Robert Lidhevhele	Department of Public Service and Administration
Ms Oratile Tshehla	Department of Public Service and Administration
Mr Mpho Mabe	Department of Public Service and Administration
Ms Nozipho Zulu	Department of Public Service and Administration
S Rowney	Department of Public Service and Administration
Dr Margaret Crawage	Department of Public Service and Administration
H Ranwedzi	Department of Public Service and Administration
G Pillay	
Mashaing Makhubedu	Hr Admin Transport
M S Makhabela	South African Police Services
Shawn Gani	Pm South African Police Services
Anusha Naidoo	Ep South African Police Services
N Shwala	The Presidency

<b>Name</b>	<b>Department/Division/Organisation</b>
Thomas Van Standen	Od Provincial & Local Government
Liesel Bothma	Provincial & Local Government
Anneline Stroebel	Pm Public Enterprise
Sipho Ntombela	Public Enterprise
George Malatsi	Public Enterprise
Sibusiso Chibi	Hr Planning Public Service Commission
Thembi Hlatswayo	Public Works
Johan Jansen Van Rensburg	Science & Technology
Carmen Van Der Westhuizen	Hrd Social Development
E Ngoepe	Hrd Social Development
E Van Vuuren	Human Capital Social Development
Rudie Van Loggerenberg	Hrd Social Development
P N Mahlangu	Hrm Statistics South Africa
Fatima Gallie	Trade And Industry
Bronkhorst Heilet	Water Affairs & Forestry
Machethe Kaizer	Water Affairs & Forestry
Jonathan Williams	Gauteng Department of Education

## **INTERNATIONAL COMPARABILITY:**

### **Introduction**

One of SAMDI's strategic objectives is to arrange customised training programmes in support of South Africa's foreign policy within the African Union (AU) and the New Partnership for Africa's Development (NEPAD). The Academy's international programme include capacity-building initiatives on the work of the African Management Development Institute's Network (ADMIN), NEPAD and AU, the India-Brazil South Africa (IBSA) co-operation programmes as well as bi-lateral engagements with other countries on the continent and more broadly.

On-going capacity development is undertaken in the Democratic Republic of the Congo, Sudan and there are Joint Memoranda of Agreement with Department of Public Service and Administration for Rwanda and Burundi. The Africa Management Development Institute is lodged at the Academy.

The proposed Unit Standards will probably be used for short courses for learners in Government Departments. Examples of short courses, particularly those intended for learners in the public service, were therefore investigated for this comparison.

### **Reason for the Selection of Countries for Comparison**

It was not possible to access examples of short courses for the strategic human resource planning in the public service in Africa. Considering SAMDI's initiatives in Africa it is almost certain that the materials to be developed and aligned to the proposed Unit Standards will be customised for use in other countries within the African Union.

The new strategy of the Academy was informed in part by international precedents such as the use of a learning framework approach in Canada and the Academy liaises with the UK Open University regarding blended learning for public management. The United Kingdom and Canada therefore appear to be useful countries for comparison. India was selected for comparison because of the IBSA co-operation programmes. Course Outlines did not include an indication of the content (knowledge or competencies) and it was therefore not possible to include an example from India.



Collectively, the Greater Mekong Sub region countries, are examples of developing countries with similar skills shortages and challenges to South Africa. The Asian Institute of Management (AIM) course is included as an example of training of public service employees in a developing economy.

### **Canada School of Public Service**

The Canada School of Public Service offers a variety of learning products that help learners in the public service to enhance their skills, improve core competencies and broaden their abilities. There are classroom and e-learning courses available to public service employees. These include:

- **Human Resources Planning (P702)**

Human Resources Planning (P702) is a four day introductory course that explores the fundamentals of Human Resource planning within the federal public service. It provides an opportunity for learners to use tools to provide advice and services to managers. It is a classroom based course: At the end of the course learners are able to analyze HR management and planning issues against the backdrop of operational goals and challenges, and the current environment in which the federal public service, the learners own department and clients operate. Participants use tools that have been developed to provide informed advice and services to managers within their organization.

- **Integrated HR and Business Planning (P100)**

This course is premised on the idea that business plans must clearly reflect current and future human resources (HR) needs. It covers the five-step approach outlined by the Interdepartmental HR Planning Advisory Committee in its integrated HR and business planning tool kit. Participants acquire the knowledge needed to meet their responsibilities and accountabilities as outlined by the *Public Service Modernization Act*.

- **Integrated HR and Business Planning for Senior Managers (P099)**

Business plans must clearly reflect current and future human resources (HR) needs. This course helps senior managers to understand the five steps involved in integrating HR and business planning, evaluate the plans of their subordinate managers and integrate the plans of their various organizational units into an organization-wide plan. Participants learn about gap analysis, HR strategies, and monitoring and reporting techniques.

- **Introduction to Human Resources (P001)**

Human resources (HR) management within the federal public service is governed by a number of laws, regulations, policies and processes. This introductory course outlines the HR management disciplines, the interrelationship between HR specialties and the roles and responsibilities of key HR stakeholders. Participants become familiar with the different functions associated with HR management and administration.

- **Labour Relations for Human Resources Advisors (P703)**

Human resources (HR) advisors should have solid labour relations skills in order to build support within a team. This interactive course explores management rights, limitations to the collective bargaining process, interpreting collective agreements, strikes, mediation, grievances and termination of employment mechanisms in the context of the *Public Service Modernization Act* (PSMA). Participants learn to work with management and bargaining agent representatives on major activities related to employer-employee and employer-union relations.

- **Labour Relations for Non-Specialist HR Advisors - Pilot Course (P220)**

Human resources (HR) advisors, who may not be working as specialists in labour relations, can still gain insight into the discipline. This course provides knowledge of the legislation, regulations, policies, collective agreements, principles and practices used on a daily basis by labour relations specialists. Through various exercises such as discovery activities and case scenarios, participants learn to work effectively with management to acquire a deeper understanding of the labour relations discipline.

- **Labour Relations: Principles and Practices for Supervisors and Managers (G244)**

Supervisors and managers are expected to know the foundations and practices of the labour relations regime in the public service. This course examines the dynamics of modern labour relations from dispute resolution to joint problem-solving. Participants will study, from both the employer and union perspectives, the implications of an approach based on collaboration and partnership.

- **Leading Strategically: Shaping the Future of a Modernized Public Service (P113)**

Leading strategic change within a modern public service demands an understanding of the complexities and challenges regarding renewal, reform and culture change. This course enriches knowledge and encourages the reflection and discussion needed to enhance the role of managers. Participants will benefit from a blended learning approach that supports the development of key leadership competencies.

- **Managing Project Quality (I724)**

Managers should apply systematic quality activities to ensure that their projects meet anticipated requirements. This course presents quality management processes within a project life cycle framework and examines quality issues such as the cost of quality and other planned activities. Participants will learn how to identify which quality standards are relevant to their projects and determine how to satisfy them.

- **Orientation and Integrated Planning: Understanding your Business (P200)**

Human resources (HR) planning needs to be linked to business planning in order to manage efficiently. This course is the first module of the HR professional training program and presents the basic elements of HR management. Participants will be introduced to the interrelationship between HR specialties and to the roles and responsibilities of key stakeholders.

- **Orientation to Public Policy Development (T718)**

It is important to understand how public policy is developed within the priorities and requirements of the Government of Canada. This orientation course provides the tools and reference materials needed to stay abreast of government policies and encourages participants to share their knowledge of the policy development field. Through practical exercises based on current affairs, participants will be introduced to the issues and constraints of public policy development.

- **Orientation to Public Policy Implementation (T719)**

Moving a policy from words to action is an exciting challenge that demands an understanding of the various stages of the policy implementation process. This orientation course outlines the processes that lead to the implementation of public policies within the

federal public service, including the establishment of programs and services. Participants will gain knowledge about evaluation and performance measurement, as well as communications and education-related issues.

- **Regulatory Performance Measurement and Evaluation (R003)**

Developing key performance indicators is a necessity for any regulatory initiative. This course provides the knowledge and skills needed to oversee the design of a sound performance measurement and evaluation framework. Participants will be better able to report on and evaluate regulatory programs and initiatives.

- **The Essentials of Managing in the Public Service (G110)**

Managers at all levels can benefit from an overview of the policies and accountabilities governing their activities, roles and responsibilities. This interactive course provides an overview of human resources, finance, procurement, information management and related fields. Participants will gain a better understanding of their operating environment and hone the competencies required to manage programs within the Public Service of Canada.

- **The Essentials of Managing in the Public Service for New Executives (G126)**

New executives can benefit from a better understanding of their roles, responsibilities and accountabilities within the federal government and central agency governance structures. This interactive course provides an overview of the human resources, finance, procurement, information management and related fields. Participants will renew their understanding of the public service environment and hone the competencies required for optimum performance.

- **The Federal Public Service Demystified for Newly Appointed Senior Leaders (Z117)**

Newly appointed executives with limited experience in the federal government should have structured support mechanisms to aid in their transition. This course examines the function of the public service, the decision-making process, the roles of different stakeholders, the management practices and the culture of the public service. Participants will gain the skills and knowledge needed for a successful transition into the Public Service of Canada.

- **The Practice of Supervision: A Workshop (G125)**

Learning how to supervise a team effectively is a critical skill for supervisors at all levels. This workshop explains how to better apply a variety of supervisory theories, techniques and tools that are used in the federal public service. Participants will have the opportunity to share and learn from colleagues and to improve the quality of the supervision they carry out for their teams.

- **Theories, Techniques and Tools of Supervision (G501)**

Learning how to effectively supervise a team is an important skill for new supervisors. This course provides an overview and practical application of the theories, techniques and tools of supervision. Participants will acquire teamwork and performance management skills which will help them to provide support to their middle managers.

- **Understanding the Government Environment and its Impact on Crown Corporations (Z115)**

Board directors can benefit from a better understanding of their duties within the federal government context. This course explores how the federal government is organized, where Crown corporations fit within government and within their departmental portfolio. Participants will gain a better understanding of their role as a Board director in a federal Crown corporation.

### **Asian Institute of Management (AIM). (Greater Mekong Sub region countries)**

In 2002 the countries of the Greater Mekong Sub region (GMS) identified a key need for a critical mass of highly competent and qualified middle and senior level officials to lead and drive their complex development agenda. The GMS - Phnom Penh Plan for Development Management (PPP) was the sub region's initial response to this challenge.

GMS - Phnom Penh Plan for Development Management (PPP) offers demand-driven learning programs as a response to the priority capacity building needs of the GMS officials. There is a PPP learning program on the themes, *Leadership and General Development Management* which includes Leadership, Strategic Management, Planning, Human Resource Management, Project Design and Feasibility, Public Policy and Public Management. The Asian Institute of Management (AIM) facilitates the ten-day course.

The program on Strategic Human Resources Management provides middle level officials with the knowledge, skills, and attitudes required to be able to take the lead in defining their institutions' human resource roles and functions in the light of changes in the internal and external environments of the Greater Mekong Sub region (GMS). The course focuses on aligning employee actions with strategic directions of public institutions. The course themes include, inter alia, plan formulation and implementation.

On completing the course, learners are required to carry out a needs assessment of their organization's human resource requirements and development a human resource management plan.

#### **Course Outcomes:**

By the end of the training program, the participants will have acquired the knowledge, skills, and attitudes required to manage a functional and strategic human resource development (HRD) program in their respective government institutions. Specific competencies include:

- Ability to analyse the external and internal environments as these shape strategic imperatives of the organization/sector
- Ability to identify organizational issues that arise out of strategy which HRD has to address; This would include issues such as how to continue to attract, retain, and motivate "superior employers" and how to build an organizational culture that encourages continuous learning and experimentation, fosters field based, action oriented research, while enables employees to their full professional and personal potentials
- Ability to put together function and job requirement lists and function and job descriptions, performance standards, monitoring and review systems
- Ability to set key directions for the development of HR systems through an HR Plan
- Ability to undertake critical HRD activities such as the selection of the right people, application of standards and measures of performance and development of skills to ensure continuous improvement among people at various levels of the organization
- Ability to help develop plans at both the strategic and operating levels for the organization as a whole and for the human resource function in particular (Covered in the South African Standard, 252393 *Produce a Human Resource (HR) Plan to achieve organisational results*)

### **Australian Human Resources Institute (AHRI) (Introduction to Human Resources and Human Resource planning.)**

The Australian Human Resources Institute (AHRI) is the national association representing human resource and people management professionals. AHRI sets standards and builds the capability of the profession. AHRI offers practical, relevant and cost-effective ways to obtain a professional human resources qualification through its two education courses:

- Foundations of HR, a comprehensive 10 topic certificate program designed to meet the needs of people who have new responsibilities in the HR area,
- Professional Diploma of HR a four-unit postgraduate level course that provides the knowledge and skills necessary to achieve at management level in HR.

In addition, AHRI offers short HR education courses including a one day (7 hour) course, Introduction to Human Resources and Human Resource planning which is offered through distance education. This course introduces the fundamentals of human resources management including the HR planning process and the importance of linking HR planning with strategic business objectives and plans. This course is a topic from the Foundations of Human Resources course and learners who are assessed as successful on completion of the course receive credit towards the qualification. Assessment consists of a workplace application (written assignment) that is assessed by an AHRI accredited assessor.

The course is intended for:

- line managers with responsibility or interest in HR
- people who wish to renew skills or learn new ones at an introductory level in separate components of the HR function

#### **Learning outcomes:**

- describe what human resources management means identify the range of activities and occupational competencies incorporated into the role of a human resources practitioner/manager
- demonstrate an understanding of human resource planning and the approaches available to undertake this task
- demonstrate an understanding of strategic human resource planning

#### **Soft skills (a division of Velsoft Courseware Inc UK)**

Soft Skills Courseware offers HR training materials in a unique, flexible and easy-to-use solution in a fully customizable, print-on-demand format.

**HR for the Non-HR Manager** is part of the Supervisors and Managers Training Courseware Series.

#### **What participants will learn:**

- The latest trends in the human resource field and the changing role of the human resource professional
- How human resource planning and the organization's strategic plan work together
- How to write job specifications and identify core competencies
- Methods of finding, selecting and keeping the best people using behavioural description interviewing techniques
- How to get employees off to a good start
- How to deal with compensation and benefits
- How to maintain healthy employee relations
- How to make performance appraisals a cooperative process.

#### **University of Gloucestershire**

The University of Gloucestershire offers full-time and part-time study towards a wide range of qualifications from Degree or HND to Certificates and PhDs. Most students are required to attend 10-15 hours of classes a week, with additional independent study.

- **IL302: Strategic Human Resource Management**

IL302: Strategic Human Resource Management is offered by the Department of Leisure Tourism and Hospitality. The module includes practical approaches to strategic HR planning brings together the management of human resources as a function of management and the specialist role of the HR manager within the leisure industries.

**Knowledge and Understanding**

On completion of this module, students should be able to:

- Critically review how the modern approaches to the management of HR contributes to business objectives
- Evaluate the implications of the economic, political, social and technological factors, which impact upon the management of human resources in the leisure industries
- Creatively apply techniques appertaining to employee resourcing, employee relations and employee development.
- Exercise judgment within a working knowledge of employment legislation and the concept of diversity.

**Conclusion**

**ARTICULATION POSSIBILITIES AND LEARNING PATHWAYS**

The Unit Standards were developed as stand alone Unit Standards that will be added as electives to existing Public Administration and Local Government Qualifications at Levels 5 and 6, and will also be offered separately as skills programmes.

**POSSIBLE ETQA**

As the proposed Unit Standards are pegged at NQF Levels 5 and 6 it is anticipated that The QCHE will be the quality assurer.

**POSSIBLE NUMBERS OF LEARNERS**

It is anticipated that about 7 000 Senior Managers and 250 000 junior/middle managers will eventually be trained against the Unit Standards.

**POSSIBLE TRAINING PROVIDER**

The South African Management Development Institute (SAMDI) has been reconstituted as a public service training Academy responsible for facilitating training, collaborating with other service providers and providing comprehensive coverage of training for the public service. As training is required on a massive scale, the actual training will be provided by external service providers including Higher Education Institutions, Further Education and Training Colleges, training academies and units of provincial governments and private sector organisations. The Academy will foster, co-ordinate, monitor and quality assure the training to be delivered by the participating institutions, set norms and standards and appoint service providers to train against the Unit

Standards. For middle and junior management training, including training against the proposed Unit Standards, the Academy will develop and manage a National Training framework to quality-assure the curricula and materials to be used by the providers and will monitor the delivery of training against the Unit Standards.

The Academy has a vibrant relationship with Higher Education Institutions which partner with the Academy in delivering and accrediting programmes targeting junior and middle managers.

1st draft