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Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

REPORT ON ORGANISATIONAL SKILLS REQUIREMENTS AND SMS MEMBERS SKILLS GAPS

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Presentation Outline

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Introduction

- At the January 2010 Cabinet Lekgotla, Cabinet adopted 12 Outcomes. Outcome 12 focuses on “an efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.”
- There is a need to develop or identify thought leaders that will guide the transformation of the state as well as identify and address symptomatic challenges faced by Government.
- The analysis of the organisational skills requirements compared to the skills possessed by Senior Managers will assist in developing targeted interventions to close the identified skills gaps.
- In the Senior Management Service, continuous development is key to improving the quality of service delivery.

Introduction

- All SMS members in the Public Service are expected to possess the following generic managerial competencies referred to as Core Management Criteria (CMC) as outlined in the SMS Competency Framework in order to function optimally in their work area:
 - i. Strategic Capability and Leadership
 - ii. Financial Management
 - iii. People Management and Empowerment
 - iv. Programme and Project Management
 - v. Change Management
 - vi. Problem Solving and Analysis
 - vii. Service Delivery Innovation
 - viii. Client Orientation and customer focus
 - ix. Knowledge Management
 - x. Communication

Methodology and rationale for data sets used

Three types of data sets were used, namely:

- i. Workplace Skills Plans from departments and entities in the Public Service
 - The WPSP indicates the skills gaps that the department has identified in all employees comparing that to what is needed within the organisation to be able to deliver on its mandate.
- ii. Validation study report on newly developed competency assessment tools
 - During 2008-2010, the Senior Management Service Unit developed new assessment tools that will be used to assess senior managers to determine their development gaps in order to ensure planned and coordinated training initiatives.

Methodology and rationale for data sets used

- The results of this study prove to provide valuable information on SMS generic managerial competencies.
- iii. Competency based assessment data over a four year period.
- Competency assessments in the public service are at identifying critical development gaps of members of the SMS in relation to generic managerial competencies
 - Competency assessment for senior managers involve both an evaluative as well as a developmental component in the sense that where the assessments indicate gaps, personal development plans (PDP's) will be implemented and managed to ensure appropriate development for long-term effective functioning of all office bearers.

Sample of data used

- Workplace Skills Plans
 - The sample for the research in respect to the WPSP constituted of National and Provincial Departments as well as Entities. In total 86 Departments and Entities were analysed.
- Validation Study
 - The sample comprised 324 individuals
- Competency based assessment data
 - A total of 7973 competency assessments were conducted over four years, between 2008-2011.

Findings

- Workplace Skills Plan
 - The information gathered from the WPSPs revealed that Senior Managers have critical gaps in the CMCs and also in technical skills.
- Validation study report on newly developed competency assessment tools
 - The result of the study show that the Strategic Capability and Leadership competency was the strongest competency measured while the Financial Management Competency was the weakest.
- Competency based assessment data over a four year period
 - The findings of competency assessments conducted on various performer levels revealed that on average SMS members possess the following strengths and weaknesses:

Findings

- Director

Strength	Weakness
Communication	Service Delivery Innovation
People Management and Empowerment	Programme and project Management
Problem Solving and Analysis	Financial Management

- Chief Director

Strength	Weakness
Communication	Service Delivery Innovation
Knowledge Management	Programme and project Management
People Management and Empowerment	Financial Management

Findings

- Deputy Director-General

Strength	Weakness
Strategic Capability and Leadership	Service Delivery Innovation
People Management and Empowerment	Programme and project Management
Change Management	Financial Management

- Director-General

Strength	Weakness
Strategic Capability and Leadership	Service Delivery Innovation
Communication	Programme and project Management
People Management and Empowerment	Financial Management

Analysis and Interpretation

- Based on the data gathered and analysed, it became evident that SMS members do not only fall short on generic managerial competencies, but also on technical competencies and other related skills that are necessary for a well functioning organisation and effective service delivery.
- Service Delivery Innovation, Programme and Project Management as well as Financial Management are problematic competencies across all levels of management. On the other hand, Strategic Capability and Leadership, Change Management, Communication and People Management and Empowerment were achieved at the required proficiency level.

Analysis and Interpretation

- The key technical competencies that were identified as posing a challenge amongst senior managers are Policy Development and Implementation, Risk Management, Supply Chain Management, Monitoring and Evaluation, Research, Job Evaluation, Labour Relations, Organisational Development and Performance Management and Development.
- Other related skills that were identified as lacking amongst senior managers are Computer Skills, Soft Skills, Values and Integrity as well as Mentoring and Coaching. These skills complement CMCs and technical competencies as they enable an organisational climate that is conducive for continuous learning

Recommendations

- Based on the above findings it is clear that there is a need to strengthen the development initiatives in order to address the identified training gaps which will enable senior managers to achieve the required proficiency levels.
- It is important that departments prioritize these areas as stated above and ensure that all SMS members are trained through long and short term initiatives in the above issues.
- It is therefore relevant that policies, planning frameworks and guidelines to ensure that the right training and development opportunities and programmes relevant to senior managers in the public service are provided in order to develop sustainable and effective leadership pipelines.
- Most departments have indicated the proposed interventions to address the skills gaps identified in their SMS members. Amongst others, these include Management and Development Programmes/ courses, Khaedu, Leadership Programmes, Computer training and Soft skills training.

Conclusion

- Every Department is expected to be committed to the continuous training and development of its employees to achieve its vision, mission and strategic objectives and to empower employees across all levels.
- Departments should manage training and development initiatives within the guidelines of relevant national policies and legislation.
- It is therefore expected that an integrated approach to Human Resource Management be followed, that Human resource development should form an integral part of human resource planning and management.

Thank you!