

Directive on compulsory capacity development programmes, mandatory training days and minimum entry requirements for SMS



CONSULTATIVE WORKSHOP



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Background

- z Prior to the establishment of the SMS certain key challenges were identified in a 2000 research report commissioned by the MPSA. The challenges related to skills development were:
 - y Poor levels of performance and skills among managers which resulted in inadequate service delivery
 - y Insufficient attention to training and development and nurturing of a sustainable senior cadre of management.
- z In 2005, a review of the SMS was commissioned by the MPSA and there was a strong indication in the findings for targeted training and development



Background

- z In order to give perspective to how development will be managed, the Leadership Development Management Strategic Framework was developed considering training and development linked to performance management and competency based assessments.
- z This Directive has also been informed by the skills gap analysis of 2010-11 / 2011-12.



Purpose and objective

z Purpose

- y The intention and purpose of this Directive is to instill a culture of continuous professional development through compulsory capacity development for SMS.

z Objectives

- y Identify compulsory training programmes
- y Promote continuous professional development
- y To promote and encourage SMS members to be trained in a structured manner.
- y Achieve a highly competent SMS cadre



Roles and responsibilities

z Role players include:

y DPSA

y PALAMA

y HEIs

y Heads of Department

y Programme Managers

y Supervisors of Senior Managers

y SMS members



Linkage to PMDS

- z Following the identification of developmental gaps, such gaps must be incorporated into the Personal Development Plan (PDP)
- z The PDP must include areas of compulsory training for SMS, which must be considered over a three year performance cycle.



Compulsory capacity development

z Performer level specific training

y SMS members are required to complete Public Service specific training linked to their performer level prior to advancing to the next level.



Compulsory capacity development

z Technical / Professional Capacity Development

- y** SMS members are required to ensure that skills related to their occupational classifications are updated on an annual basis.
- y** Supervisors must ensure that technical training is captured in the PDP.
- y** This Directive determines specifically generic compulsory training. Technical training programmes and the identification thereof remains the responsibility of the relevant department.



Compulsory capacity development

Z **Computer Literacy:**

y As the Public Service become more dependent on technology (eg. Integrated Financial Management System- IFMS), the value an SMS member has may be measured in terms of his or her technological competency and ability to harness and utilize technology to improve performance.

Z

Z **Policy Development and Implementation**

An SMS member must possess the skill to articulate the policy cycle; understand the process and impact of policy development and implementation.



Compulsory capacity development

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- y** An SMS must be given the opportunity to be deployed to a service delivery point once in a 3 year performance cycle.

z Induction

- y** All newly appointed SMS members must report for induction within 2 months of their appointment.
- y** All existing SMS members who have not been inducted must go through a re-orientation programme within the first 12 months of issue of this policy.



Compulsory capacity development

z Pre-entry certificate in Senior Management Development Programme:

y In order to ensure that potential SMS members have a background on processes and procedures linked to the SMS, a further requirement to enter into the SMS will be the successful completion of the Senior Management Leadership Programme with either PALAMA or a partner HEI. This is applicable for internal, external and existing candidates or Managers. With effect from 1 April 2016, an individual may only qualify to enter or progress within the SMS, if they have successfully completed the Senior Management Leadership Programme.



Core Management Criteria

- z Strategic Capability and Leadership:** involves building and sustaining relationships, and managing in the political-cultural context. Leaders and managers create and drive the vision, the strategy and lead people to execute the mandate of government.
 - x Strategic Planning Frameworks:** Organisational Performance; Programme Performance; Financial Performance.
 - x Leading People and Task Execution Management:** Organisational Management Systems and Individual Performance Management Systems.
 - x Annual Performance Reporting:** Responsive to MDGs; Macro/ micro economics, Globalisation



Core Management Criteria

- z People Management and Empowerment:** Managers must ensure that people perform, are managed and developed in order to achieve the desired results.
 - x HR Planning; HR Management and HR Development: Planning, Recruitment, Selection; Career management (Leadership Pipeline), Talent and retention management; Job evaluation.
 - x Employee Health and Wellness & Diversity Management
 - x Transformation management.
 - x Performance Management and Development
 - x Employee Relations Management: Labour relations management



Core Management Criteria

- z Programme and Project Management:** Departmental mandates are achieved through programmes and projects. Manager's work entails managing programmes or projects which are strategic in nature and involves both the management of people, finance/budget and expenditure of the project/programme.
 - x Project Planning
 - x Project Execution.
 - x Project Performance: Monitoring and Evaluation.



Core Management Criteria

- z Financial Management:** The management role includes budgeting and spending and the success of all programmes and projects of government rely on the extent of financial management of those programmes.
 - x Financial Planning and Performance:** PFMA, MTSF, MTEF, Treasury regulations
 - x Financial Execution and Budgeting:** Assets Management, financial accounting, Supply Chain management and procurement, Risk Management.
 - x Financial Reporting:** In Year Monitoring, Auditor General's Report.



Core Management Criteria

- z Change management:** The Public service requires expertise in change management, therefore managers are expected to develop and implement turnaround strategies to accelerate transformation and positively change the lives of South African.
 - x Envision Change Strategy, Plans Change and Executes Planned Changes: Transformation management.
 - x Organisational Design, Structural Changes and Change Management: Practical change models.
 - x Change Impact: Results have positive impact on the lives of citizens.



Mandatory training days

- z Based on research, SMS members are required to spend a **minimum** of 10 days / 80 hours on generic / technical training over a 3 year performance cycle as indicated in their PDP.



Minimum entry requirements

- z In addition to the achievement of minimum competency requirements, to qualify to enter or progress within the SMS a minimum qualification of a three year degree/diploma or equivalent (NQF level 6) as well a certificate of successful completion of the Senior Management Leadership Programme is required.
- z Implementation of this practice will take effect on 1 April 2016.



Financial Implications

- z Departments must ensure that sufficient funding is made available for the application of this Directive.



M&E and Reporting

- z A template of what departments will be expected to report on annually forms part of the Directive.
- z Annual Training Reports from PALAMA
- z The Directive will be reviewed when deemed necessary.



Thank You