HUMAN RESOURCE DEVELOPMENT FOR THE PUBLIC SERVICE

“Analysing HRD needs in the Public Service: a South African Experience”

Presented by Ms Colette Clark
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Human Resources Management and Development
South African HRD Context

1. **The National Human Resource Development Strategy** which is the country strategy falls under the auspices of the DoEducation and addresses the **supply of human resources** to meet broader societal & economic needs of South Africa.

2. **The Strategic Framework for the Development of Human Resources in the Public Service** – is a sub-system which addresses the focused demand for human resource development in the public service for employees of the Public Service.
Core Elements of the HRD Strategic Framework

- **Pillar 1**: Capacity Development Initiatives (Individual)

- **Pillar 2**: Organisational Support Initiatives (Organisation)

- **Pillar 3**: Governance and Institutional Development Initiatives (Group of Organisations horizontally and vertically)

- **Pillar 4**: Government’s Economic Growth & Development Initiatives (Regionally, Continently, Globally)
## A Vision for HRD

A dedicated, responsive and productive Public Service

### Building Human Capital for High Performance and Enhanced Service Delivery

#### 1. Capacity Development Initiatives

- Fostering HEI & FETC Partnerships
- E-Learning Programmes for the Public Service
- A National/Provincial Public Service Academy
- Promoting Learnerships, Internships & Traineeships
- Development programmes of professional bodies
- Leadership Development Management Strategies
- Integrated ABET Framework
- Workplace Learning Programmes

#### 2. Organizational Support Initiatives

- Mobilization of management support
- Career Planning & Talent Management
- Managing Employee Health & Wellness
- Ensuring adequacy of Physical & Human resources & facilities
- Promoting appropriate Org. Structure for HRD
- Performance Management & Development Systems
- Knowledge & Information Management
- HR Planning - Supply & Demand Management

#### 3. Governance & Institutional Development Initiatives

- Utilization of the strategic role of SETAs
- Values, Ethics & Professional Code of Practice
- Promoting HR Learning Networks
- Managing Effectiveness of Communication
- Fostering Effective Monitoring, Evaluation & Impact Analysis
- Managing HRD Policy & Planning Frameworks & Guidelines
- Strengthening & aligning governance roles in HRD

#### 4. Economic Growth & Development Initiatives

- Responsiveness to Millennium Development Goals
- Promoting integrated & inter-sectoral approaches to developmental priorities
- Capacity Development to promote success of Industrial & Economic Plans
- Awareness promotion of growth & development initiatives
- Integrating NEPAD, AU, SADC, Regional & Global Programmes
- ASGISA, JIPSA, EPWP, PGDP, IDPs

### 4 Key Pillars for High Performance in the Public Service through HRD

- Focus on all performance levels of employment
- Responding to needs of designated groups (women & disabilities)
- Cohesiveness & integration
- Flexibility and adaptability
- Recognizing contextual differences
- Maintaining a performance focus
- Responding to sectoral differences
- Building learning & development communities
- Promoting the agenda of development
- Continuity through all spheres of government

### 10 Core Principles Informing Implementation of HRD Strategy

- Focus on all performance levels of employment
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### Legislative Framework as a Foundation

- Integrating NEPAD, AU, SADC, Regional & Global Programmes
- ASGISA, JIPSA, EPWP, PGDP, IDPs

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*Note: The text is presented in a table format to enhance readability and organization.*
THE HUMAN RESOURCE CONTEXT OF SOUTH AFRICA

- South African/National HRD Strategy
- Strategic Framework for the Development of Human Resources in the PS
- Relevant Sector HRD Strategy (e.g. Health or Education)
- Provincial HRD Strategy
- Departmental HRD Plan
- Operational Plan for HRD Directorates in Departments
- Work Plan
- PDP
- DoE & DoL
- DPSA
- Sector Growth & Dev. Strategy
- Sector Skills Plans
- Occupational Specific needs
- DoE & DoL
- DPSA
- Provincial Government
- Line Departments
- Provincial Growth & Development Strategies
- Departmental Strategic Planning
- Skills Planning Process
- Workplace Skills Plan
- Individual Performance Contracts/PMDS
- Individual Employee needs & gaps

STRATEGIC FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT IN THE PUBLIC SERVICE
SKILLS PLANNING PROCESS FLOW

HRD Skills Strategy

Sector Skills Plans

Organizational Objectives

Outcomes-based Job Profiles

Individual Skills Profiles

Skills Gap Audits

Individual Skills Plans (PDPs)

Unit Skills Plans

Workplace/ Organizational Skills Plan

SETA/Sector Skills Plan

Public Service Skills Plan

Progress Reporting

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Public Service Skills Plan

Progress Reporting
CONTEXT FOR HRD NEEDS ANALYSIS

Organizational Structure
Management Process
Responsiveness to Government Priorities
Finance
Skill Supply and Demand
HR Planning & Programming
HRD Culture & Performance Orientation
Accessibility of Training
Quality of Training Initiatives & Facilities
Responsiveness to Government Priorities
Implementation Plan

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Implementation Plan
e-HRM Skills Database

A. The Public Service Education and Training Authority MIS data (PSETA)
   = Qualification data
   = learner data (achievements and enrolments)
   = training data

B. The DPSA HR Connect Employee database
   = employee skills
   = post skills for each occupation in the public service
   = proficiency levels needed

A + B = Public Service Skills Database
Convergence of Skills Profiling for HR Planning

- SKILLS COMPATIBILITY
- Organising Framework of Occupations (OFO)
- Career path
- Qualifications
THE ORGANISING FRAMEWORK OF OCCUPATIONS (OFO)
FOR SOUTH AFRICA

1. MANAGERS

2. PROFESSIONALS

3. TECHNICIANS & TRADE WORKERS

4. COMMUNITY & PERSONAL SERVICE WORKERS

5. CLERICAL & ADMINISTRATIVE WORKERS

6. SALES WORKERS

7. MACHINERY OPERATORS & DRIVERS

8. LABOURERS AND ELEMENTARY WORKERS
The Disconnect

The ‘Disconnect/GAP’

Society

Economy

Public Sector Labour Market Actors

Needs

Flow of Skills

Provider & Employer System

Qualifications

SAQA

ETQAs

NQF

SGBs
UNPACKING THE OFO FRAMEWORK

National Career Policy Framework

Skills Specialisation

Skills Level

Curriculum

NQF Level

Proficiency

Competency

Posts

Structure

Occupations
Occupation Profile

Deputy Director

- Skills: Analytical
- Knowledge: Strategic Plan
- Qualifications: Nat Dip: HRM
- Professional Registrations: RHRP
- Physical Ability: No Restriction
- Experience: 5 years in field of exp

Job / Post Profile

Deputy Director: HRM

- Skills: Analytical
- Knowledge: Dept Strategic Plan
- Qualifications: Nat Dip: HRM
- Professional Registrations: RHRP
- Physical Ability: No Restriction
- Experience: 5 years HR

PDP

Mr Joe Soap

- Skills: Analytical
- Knowledge: Depart Strategic Plan
- Qualifications: Degree: Social Science
- Professional Registrations: RHRP
- Physical Ability: Sight Disability
- Experience: 7 years HR

Training and Development Plan
Workplace Skills Plan & Annual Training Report
<table>
<thead>
<tr>
<th>QUALIFICATION</th>
<th>COMPETENCY</th>
<th>WORKPLACE LEARNING AND EXPERIENCE</th>
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<tbody>
<tr>
<td>General Knowledge &amp; Theory + Specialised &amp; contextual theory &amp; knowledge</td>
<td>General &amp; occupationally relevant skills and competencies</td>
<td>Practice &amp; experience in an occupationally relevant context/environment</td>
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Application of knowledge & theory → Development of occupational skills and competencies
# Overview of HR Connect Project

<table>
<thead>
<tr>
<th>Phase</th>
<th>Survey Data Collected for Competence Profile</th>
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<tr>
<td></td>
<td><strong>Individual</strong></td>
</tr>
<tr>
<td>1</td>
<td>• Biographical data</td>
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<td>• Formal Qualifications</td>
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<td>• Experience.</td>
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<tr>
<td>2</td>
<td>Involve subject matter experts in profiling specific unique jobs in a Department e.g. HR practitioners</td>
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<tr>
<td>3</td>
<td>• Details regarding qualifications obtained/confirmed</td>
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<tr>
<td></td>
<td>• Professional Registrations.</td>
</tr>
<tr>
<td></td>
<td>• Employee Development Plans, based on gaps identified from job survey forms generated for each post.</td>
</tr>
<tr>
<td></td>
<td>• Assessment Instruments for assessing specific proficiency</td>
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</tbody>
</table>
• **Desired attributes for generic HR competencies**: The desired attribute is a generic requirement applicable to all HR practitioners and describes the ideal attribute to be displayed by all HRM practitioners, irrespective of their position. The desired attribute is typically what is required from HR practitioners to render a professional service to their citizen client.

• **Proficiency levels for technical/functional competencies**: Describes the output and outcomes produced according to a proficiency scale (scale of expertise) that provides for behaviours on the job in terms of a range of designated proficiency indicators, such as, quality, speed, efficiency and application etc. These exist within certain work and organizational constraints (e.g. equipment resource, job aids)

• **Behavioural Indicators for each proficiency level**: What the person shows when displaying the competency. It is a behaviour, action or psychomotor response that an observer can see or expect to see.
Distinction between Competency and Competence

- A **competency** can be described as a mix of skills, related knowledge/qualifications and attributes to do a job/ task to a set standard.
- A **competency standard** can be described as a generally accepted standard or specification of performance which sets out those skills, knowledge and attitudes required to operate effectively. Possession of a certain competency does not necessarily equate to being competent at a particular job. Job competence relates to the “what” has to be done/is expected to be done, whilst competencies relates to the “how” part.
- **Competence** - relates to the outcomes which would define effective performance, i.e. aspects of the job at which a person is competent, e.g. conducting a skills audit, training staff. People demonstrate competence by applying their competencies within the work setting.
- **Competencies** - relates to behaviours demonstrated to achieve the desired outcomes/behaviours underpinning successful performance, i.e. aspects of the person that enable him/her to be competent e.g. communication.
Implementing a competency framework for HR components

- Three clusters of **generic competencies**
  - Professional ethics
  - People skills
  - Emotional intelligence/Cognitive Personality Profile

- Six clusters of **functional competencies** for HR job
  - Business/operational strategy translation and alignment of HR management strategies
  - Talent management
  - HR administration
  - HR information and knowledge management
  - HR research and process development
  - HR monitoring, evaluation and reporting
HR Functional Work Streams

Five Broad Functional areas in HR Value Chain
The following five Functional work areas have been identified around which the functions of HR can be analyzed further to the smallest work units to enable the definition of specific technical/functional competencies:

- **HR Organizational strategy** - Organisation Development and Design and Organisation Information Systems
- **HR Practices** - Recruitment and Employee Life Cycle management, Compensation Management and Conditions of Service
- **HR Utilization and development** - Human Resource Development
- **Quality of Work Life Management and Environment Management** - Employee Health and Wellness and Occupational Health and safety
- **Employee Relations** - Collective Bargaining and Labour Relations
Strategic Roles of HR

HR practitioners should adopt four strategic roles

1. **Change agent** (HR-planning, policy development, organizational development, change management)
2. **Talent and employee champion** (Recruitment, retention, labour relations, performance management, HR development and training, career management, termination of employment)
3. **HR-administrator** (Maintenance of Administrative processes, document/record management, payroll administration)
4. **HR-information and knowledge generator** (HR-information management, research and dissemination of information)
The overall hr management domain should consist of 5 definite organizational roles

- Executive oversight (Executing authority)
- Strategic leadership (Head of department)
- Functional leadership (Head of HR component)
- Functional specialization (HR specialists/practitioners within hr-component)
- Operational and support (HR administrative staff)
CONCLUSION

THANK YOU