



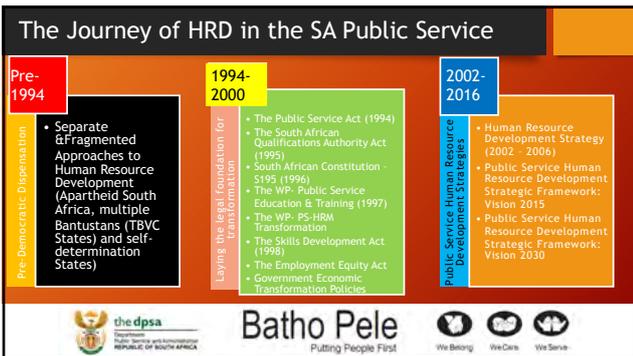
Human Resource Development Strategy for the Public Service

International Exchange Programme Seminar
27 September 2011

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The Journey of HRD in the SA Public Service

Pre-1994
Pre-Democratic Dispensation
• Separate & Fragmented Approaches to Human Resource Development (Apartheid South Africa, multiple Bantustans (TBVC States) and self-determination States)

1994-2000
Laying the legal foundation for transformation
• The Public Service Act (1994)
• The South African Qualifications Authority Act (1995)
• South African Constitution - S195 (1996)
• The WP- Public Service Education & Training (1997)
• The WP- PS-HRM Transformation
• The Skills Development Act (1998)
• The Employment Equity Act
• Government Economic Transformation Policies

2002-2016
Public Service Human Resource Development Strategies
• Human Resource Development Strategy (2002 - 2006)
• Public Service Human Resource Development Strategic Framework: Vision 2015
• Public Service Human Resource Development Strategic Framework: Vision 2030

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Policy Trajectory

Political Policy Thrust
"... We will have to attend to the improvement of the state machinery on a sustained basis so that it is both responsive to the needs of the people and accessible to the masses. Among other things, this requires that those who serve within the public service should have the necessary skills to provide the required goods and services as well as commitment to serve the people."
Late Former President Nelson R. Mandela, (1918 - 2013) 90th Anniversary of the ANC in January 2002

Vision:
The development of a dedicated, productive and people-centred public service staffed by public servants whose performance is maximised and whose potential is fully developed via the comprehensive provision of appropriate and adequate training and education at all levels .

Mission:
The creation of a coordinated framework for ensuring the provision of appropriate and adequate public service training and education that will meet the current and future needs of public servants and contribute positively to the realisation of the vision. *White Paper on Public Service Training and Education (1997)*

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Legislative Principles

<p>Constitution</p> <ul style="list-style-type: none"> Public Administration governed by the democratic values and principles where: <ul style="list-style-type: none"> A high standard of professional ethics are promoted and maintained; Efficient, economic and effective use of resources is promoted; Public administration is development-oriented; and Good human resource management and career-development practices, to maximise human potential, are cultivated. 	<p>Public Service Act & Regulations</p> <ul style="list-style-type: none"> Employees should have ongoing and equitable access to training geared towards achieving an efficient, non-partisan and representative public service. Training should support work performance and career development. It should become increasingly driven by needs, and link strategically to broader HRM practices and programmes aimed at enhancing employment equity and representativeness.
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HRD Strategy for the Public Service (2002-2006)

Key challenges facing Human Resource Development in the Public Service (2002 - 2006)

Ensuring effective service delivery	Coordinating missions and goals
Keeping effective managers and people with scarce skills	Complex organizational structures
Coping with limited resources	Establishing effective management information systems
Effective financial practices	Impact of HIV/AIDS
Integration of career and life goals	Performance management in the Public Service
Meaningful advancement of women and the disabled in the Public Service	Performance management in the Public Service





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HRDS I Review Process





THE REVIEW OBJECTIVES 7

Review the HRDS (2002 - 2006) and Develop a Revised Public Sector HRD Strategy which is based on the findings and will:

1. Promote and support the National Skills Development agenda, including National Growth Path objectives and National Development Plan initiatives.
2. Align all HRD strategies with sectoral and provincial economic and development growth needs.
3. Be aligned to the objectives of the NSDS
4. Ensure a continuous supply of specialist skills and absorption thereof into the public sector labour market.

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PROJECT OBJECTIVES cont. 8

5. Address the national skills challenges at all public sector delivery points within a developmental state.
6. Ensure that there is a steady flow of contributing and productive public servant at all spheres of government
7. Enable human capital performance in public sector organizations that ensures effective service delivery in all spheres of Government.

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SHORTCOMINGS IDENTIFIED FROM HRD STRATEGY I 9

1. Lack of data on how many departments have HRD Strategies.
2. No generic Guidelines on the formulation of an HRD Strategy for a line or sector department and a Provincial Administration
3. No established Governance Structure to oversee the implementation of HRD objectives .
4. No framework provided as to how the Provincial Growth and Development Strategies are linked to the departmental HRD Strategies.

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KEY FINDINGS 10

- There is a sense of an overall improvement in the capacity of public service organizations to lead and manage the HRD process. This impact can be attributed to the “push” effect of National policy requirements.
- The compliance requirements have forced public organizations to place more emphasis on planning. However, the monitoring and evaluation thereof still remains a challenge.

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KEY FINDINGS 11

- The development of capacity of staff, although a line management responsibility, is still left as the sole responsibility of HRD practitioners.
- There is more integration of HRD and performance management.
- The policy field for HRD within the public service is perceived to have become more complex, disconnected and duplicative because of competing line/sector and sphere needs. While all policies are recognized as essential, the “policy synergy” is missing, and the applicability to operational issues and activities is unclear.

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KEY FINDINGS 12

HRD practice has generally improved in terms of:

- Application of learnership and internship.
- Quality of planning and policy frameworks.
- Adherence to National standards and quality provision in training.
- Clearer definitions of job competencies and training requirements for senior managers.
- Understanding the linkages of training needs to performance management.

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KEY FINDINGS 13

- Low priority given to HRD in organizations in comparison to other areas that are considered as critical.
- Despite been competent and committed, many HRD professionals do not seem to be able to strategically integrate the wide variety of policies and regulations which affect their field, with core business needs.
- Career/succession planning and management of skills utilisation.

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KEY FINDINGS 14

- General lack of understanding of linkage between HRD and government's economic growth and development goals.
- Limited availability of qualified trainers and training organizations.
- Rural personnel have limited access to training.
- HRD interventions still seem to be ad hoc and fragmented and not articulated and developmental.
- Understaffing of HRD components and inability to retain senior HRD staff.
- Organizational structures are in constant flux and often disrupting developments in HRD.

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KEY FINDINGS 15

- The divide still exists between HRM and HRD where training and development are not informed by proper identification of skills gaps and retention strategies.
- A Skills database is almost non-existent in most departments.
- Training is still not linked to service delivery and transformation.
- Training is still not based on strategic needs - there is a short-term focus on training depending on individuals needs.
- Skills Resources are still disproportionately spent on conferences and non-accredited training programmes.

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KEY FINDINGS 16

- Gaps between training and operational requirements of the job are not addressed adequately.
- Training is not outcomes based, not competency based, not linked to proper identification of skills gaps and not linked to performance improvement or strategic objectives.
- There is no policy on training and development which results in inappropriate training provided by many in-service and external providers.
- The competency assessment and performance evaluation results are generally not used to develop PDPs in order to inform the development of Workplace Skills Plans.
- Training resources are focused mostly on poor performers but high performers are seldom beneficiaries of advanced training opportunities.

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Strategic Focus 17

from transactional management of HRD to key performance indicators for successful strategic implementation

“When great learning comes up against an unsupportive organisational culture, the culture wins every time”

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Objective 18

To provide an overview of the revised HRD Strategy for the Public Service

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To what purpose? 19

To create:
smart public service departments – where a learning culture thrives - that allows knowledge and capabilities, enabled by technology, to grow and flow freely across departmental or hierarchical boundaries, where it is shared & made actionable for use & benefit of all

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Outline of Presentation 20

The HRDS Resource Pack

1. Overview of the Review process
2. Overview of the revised HRD Strategic Framework
3. Overview of the Implementation Framework

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PURPOSE OF THE HRD STRATEGY 21

- Prioritizing and allocating targeted resources to achieve defined objectives.
- Recognize that any strategy is purpose -driven.
- Base a strategy on analysis of evidence presented - that looks at what is working and what is not and recognizing capacity constraints.
- Develop a focused implementation plan which includes external strategic control points.
- Recognize that some skills are more in short supply in the Public Service than the private sector.
- Measure the efficacy of the strategy annually

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Strategic Framework for HRD for the Public Service

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THE LEGAL & POLICY FRAMEWORK GOVERNING HRD IN THE PUBLIC SECTOR

LEGAL FRAMEWORK FOR HRD IN THE PUBLIC SERVICE						
South African Constitution	Skills Development Act, Relevant SETAs & G-SETA	Skills Development Levies Act	National Qualifications Framework Act	Public Service Act, PAM Act & Regulations	Employment Equity Act	Labour Relations Act
STRATEGIC FRAMEWORK FOR HRD IN THE PUBLIC SECTOR						
White Paper on Public Service Education and Training	White paper on HR Management in the Public Service	National Skills Development Strategy	HR Development Strategy for South Africa 2030	HR Development Strategy for the Public Service	Sustainable Development Goals	
CONCEPTUAL BASE FOR TRANSFORMING THE PUBLIC SECTOR						
Batho Pele White Paper		White paper on Transforming the Public Service		White Paper on a New Employment Policy for the Public Service		
ECONOMIC AND SOCIAL POLICY FRAMEWORK AND PROGRAMMES						
Presidential Pronouncements and Budget Speech	Integrated Development Plans (IDPs)	Medium Term Strategy Framework	National Spatial Development Strategies			
PROGRAMMES: NEW GROWTH PATH, EPWP, NATIONAL DEVELOPMENT PLAN						
DEVELOPMENT IMPERATIVES						
•Poverty Alleviation Unemployment •Backlogs in Service Delivery - Housing, Water, School Infrastructures, Electrification			•Reducing Crime and Violence •Managing HIV and AIDS			

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CORE ELEMENTS OF STRATEGIC FRAMEWORK

- PILLAR 1: Capacity Building Initiatives
- PILLAR 2: Organisational Support Initiatives
- PILLAR 3: Governance Initiatives
- PILLAR 4: Government's Economic Growth & Development Initiatives

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Objectives informing the 4 HRDS Pillars

- To adopt a wide set of options for **capacity building** in order to respond to varying needs and requirements of the PS and build the capacity of employees to undertake their responsibilities
- To strengthen **support structures and systems** in public organisations in creating a sound foundation for HRD practice
- To ensure that HRD in the PS is effectively **governed** in order to promote effective implementation of the strategy
- To ensure that HRD plans, strategies & activities seek to integrate, promote & respond to the **economic growth and development initiatives** of government.

A VISION FOR HRD

A dedicated, responsive and productive Public Service

BEING AN IDEAL CAREER CHOICE FOR HIGH PERFORMANCE AND ENHANCED SERVICE DELIVERY

Planning HRD & HRD Performance E-Learning for the Public Service A National Public Service Academy Training Leadership, Intermediate & Transdisciplinary A more strategic role for professional bodies Leadership Management Development Strategies Integrated ASSET Framework "Onramping" Systems for Workplace Learning	Human Resource Management Systems Career Planning & Talent Management Managing Employee Health & Wellbeing Promoting Diversity of Skills & Human Resources & Abilities Promoting Professionalism & Ethical Standards for HRD	Measurement of the Impact and Effectiveness of HRD Values, Ethics & Professional Code of Practice Promoting 90 Learning Networks Managing Stakeholders & Communications Fostering Effective Monitoring, Assessment & Impact Analysis Reviewing HRD Policy & Planning Frameworks & Guidelines Institutional & Ongoing Knowledge Role in HRD	Responsiveness to International Development Goals Promoting Integrated & Inter-sectoral approaches to development activities Capacity building to promote success of Integrated & Economic Plans Accelerated promotion of growth & development initiatives Integrating HRD into HRD, Integrated & Global Programmes HRD, HRD, HRD, HRD, HRD
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4 KEY PILLARS FOR HIGH PERFORMANCE IN THE PUBLIC SERVICE THROUGH HRD

1 CAPACITY BUILDING INITIATIVES **2 ORGANISATIONAL SUPPORT INITIATIVES** **3 GOVERNANCE & INSTITUTIONAL DEV. INITIATIVES** **4 ECONOMIC GROWTH & DEVELOPMENT INITIATIVES**

10 CORE PRINCIPLES INFORMING IMPLEMENTATION OF HRD STRATEGY

LEGISLATIVE FRAMEWORK AS A FOUNDATION

10 CORE PRINCIPLES FOR IMPLEMENTATION

SET OF CORE PRINCIPLES

A Public Service that is accessible, accountable and effective in its service delivery

Focus on all Levels of Employment Inclusiveness & Integration Flexibility & Adaptability Sectoral Differences Learning Communities / Organisations An Agenda of Development Continuity through Levels of Government	Full access capacity at all levels Maximising Collective Capacity by Learning / Progression Promoting Customised Solutions Developmental focus that are responsive to job circumstances Training must result in enhanced performance and service delivery Respecting the circumstances and inherent practices of different sectors Expanding access to knowledge & promoting individual responsibility for learning A collective focus on the core service delivery result Ensuring coherence & consistent governance Promoting access to provide opportunities to develop / progress
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Needs of Designated Groups

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Implementation

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CONCEPTUAL FRAMEWORK FOR FACILITATING IMPLEMENTATION OF THE HRD STRATEGY - PILLARS & DRIVERS

PILLAR 1		PILLAR 2		PILLAR 3		PILLAR 4	
Developing Capacity in People		Ensuring adequate org. support structures & systems for HRD		Providing leadership to ensure effective implementation		Responding to the Agenda of Growth & Development	
- SACRO level Governance	- SSC Programmes	- Leadership Management & Dev Training	- Policy Frameworks & Support Systems	- HR Learning Networks	- Professional Bodies	- Presidency & DMET	- National Frameworks for delivery
- National Institutions	- HRD programming	- HRD programming	- HRD programming	- SETAs	- Expanding Contribution	- HRD	- HRD
- HRD level Governance	- Professional Public Service Academies	- HRD level Governance	- HRD level Governance	- HRD level Governance	- HRD level Governance	- HRD level Governance	- HRD level Governance
- National Institutions	- HRD level Governance	- HRD level Governance	- HRD level Governance	- HRD level Governance	- HRD level Governance	- HRD level Governance	- HRD level Governance
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THE HUMAN RESOURCE CONTEXT OF THE NATION

South African HRD Strategy

HRD Strategy Framework for Public Service

Relevant Sector HRD Strategy

Departmental HRD Strategy

Operational Plan for HRD Initiatives in Departments

Work Plan

PDP

DMET & DMET

DMET

Sector Skills & Dev. Strategy

National Skills Development Strategy

Line Departments

Skill Planning Process

Individual Performance Contracts (IPCS)

Individual Employee Needs & Gaps

STRATEGIC FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT IN THE PUBLIC SECTOR

Sector Skills Plans

Occupational Specific Needs

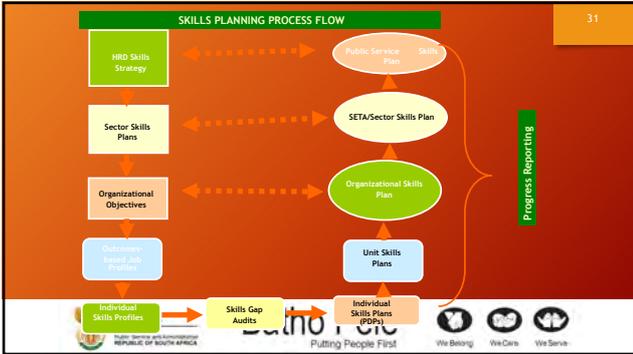
Departmental HRD Strategy

Department of Economic Planning

Workplace Skills Plan

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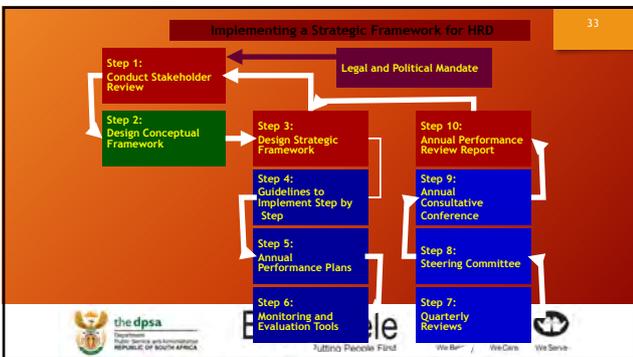
Implementation Process

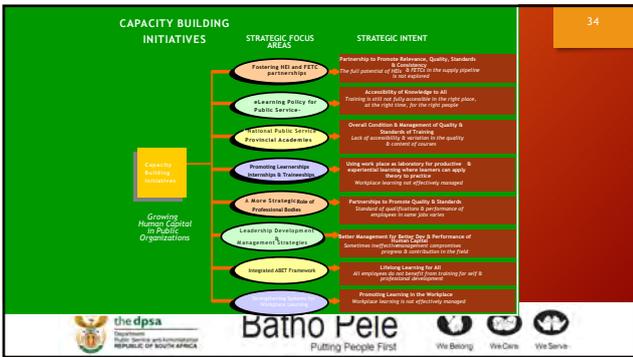
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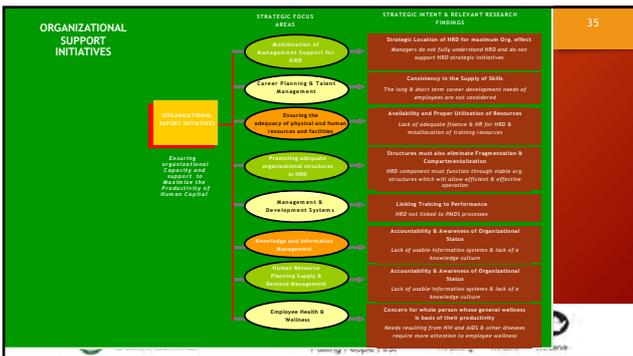
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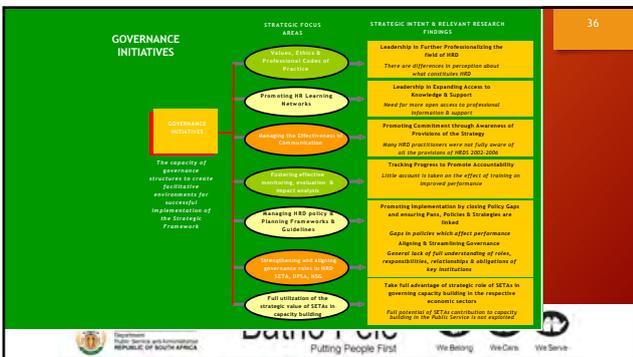
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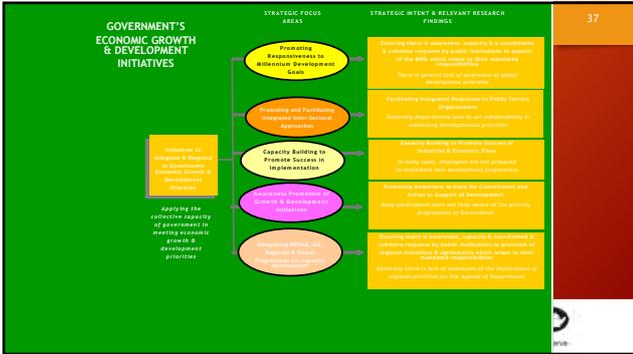
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Revised HRD Strategic Framework 2030

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Evaluation Framework (1)

Governance and Institutional Development Initiatives

- Policy, Framework, Guidelines and Templates
- Planning and Reporting
- Budget & Training expenditure
- Monitoring and evaluation
- Institutional: Coordination and cross-cutting
- Values, ethics and professional code of practice for HRD; Promoting HR learning networks
- Communication

Institutional - coordinating and cross-cutting

- HRD structures and clear roles and responsibilities
- Values, ethics and professional code of practice for HRD

Capacity Development Initiatives

Design and development of cross public service training frameworks and programmes

- Leadership and management development
- E-learning
- Implementation of Internships, Learnerships and Bursaries
- The role of PALAMA/ NSG in programme design and delivery
- NEI and FETC partnerships

Evaluation Framework (2)

- Strengthening the capacity of departments to manage effective HRD:
 - The number and quality (qualifications and experience) of HRD practitioners in departments
 - Financial resources for training
 - The institutional capacity of departments to deliver HRD
 - Management support for HRD in departments
 - HRD monitoring and evaluation capacity of departments
 - HRD alignment and integration with the PMDS in departments



Rationale for Revision

- Assess the efficacy of the strategic framework since implementation in 2009;
- Determine the levels of compliance and performance, as well as the maturity of HRD practices in the public service;
- Align monitoring and evaluation of Public Service HRD with the Government-wide M&E Framework;
- Align the PS-HRD Strategic Framework with broader government development policies introduced after 2007, including the National Development Plan;
- Determine where improvements needs to be made.



Evaluation Findings

FINDINGS RELATED TO THE HRD STRATEGIC FRAMEWORK

- The pillars of the Framework do not show relationship to one another.
- Focus on Pillar 1, with less focus on Pillars 2 & 3, while Pillar 4 is completely ignored.
- The capacity of the DPSA HRD Policy to support implementation at departmental level not always adequate and consistent.
- Some departments still do not enjoy adequate support of the top management for HRD implementation in terms of human and financial resources.
- Departments and practitioners have only recently begun to understand the framework.
- Not all departments have adequately resourced HRD Units and many HRD practitioners still struggle to fully understand the strategic role of the HRD function.
- HRD implementation plans not a conscious exercise in many departments and therefore what is planned is not what is implemented.
- Weak alignment between HRD processes and HRM processes.



A Case for the HRD Strategic Framework for the Public Service 46

- As the largest single employer in the country, the Public Service should be at the forefront of setting the agenda for work place skills development.
- This should be the case in order to ensure that the Public Service itself is well resourced and enabled to deliver on the ever increasing needs from the public.
- Secondly, in order to attract new talent and become an employer of choice, it is important that the Public Service is seen to be providing opportunities for staff to be developed and groomed for current and new roles.
- The rapidly changing environment that the Public Service finds itself in where technology-driven services are becoming the norm and new skills are required to keep pace with those developments.
- The complexity and variation of departmental structures, models of service delivery and sectoral mandates obtaining in the Public Service mitigates against a one size fits all approach yet a minimum framework is required across the Public Service.
- The HRD strategic framework therefore provides strategic vision and direction for human resource development across the entire Public Service.



THE LEGAL & POLICY FRAMEWORK GOVERNING HRD IN THE PUBLIC SECTOR 47

LEGAL FRAMEWORK FOR HRD IN THE PUBLIC SERVICE						
South African Constitution	Skills Development Act Relevant SETAs & G-SETA	Skills Development Levies Act	National Qualifications Framework Act	Public Service Act, PAM Act & Regulations	Employment Equity Act	Labour Relations Act
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PROGRAMMES: NEW GROWTH PATH, EPWP, NATIONAL DEVELOPMENT PLAN						
DEVELOPMENT IMPERATIVES						
-Poverty Alleviation Unemployment -Backlogs in Service Delivery - Housing, Water, School Infrastructure, Electrification			-Reducing Crime and Violence -Managing HIV and AIDS			



The National Development Plan–Vision 2030 48

- The focuses on the imperatives of a capable and developmental state and sets out a number of thematic HRD areas to be pursued such as:
 - Building a capable state.
 - Making the Public Service a career of choice – including a Formal Central Graduate Recruitment Scheme for the Public Service
 - Building capacity for technical skills and specialized professions.
 - Developing a long term plan for managing training.
 - Reviving the role of the state in developing skills for its current and future (skills needs,



National HRD Strategy –Vision 2030 49

- Workforce development
- Professional development.
- Youth development.
- Skills for the economy.

REPOSITIONING of the PS - HRDSF 50

Needs to Achieve:
A Capable state with a Public Service that is a source of choice and with capacity for technical skills and operational professionals as well as a large base of the remaining training and skills pipeline.

Goals to Achieve:
Coordinate institutional arrangements for skills, education, training, care, and re-education. Expand skills development and increase quality, access, capacity and improve skills, service delivery and building of a development state.

HRDSF

- Vision
- Objectives and Outcomes
- Focus and Areas of Work
- Core Competence

Goals to Achieve:
Capability to meet the strategic priorities of the South African developmental state.

REPOSITIONING of the PS - HRDSF 51

- As per the recommendations, this is not a new framework, but it's a repositioning which is:
 - **fundamentally about differentiating the strategic and the operational thrusts of the framework.** It is about creating two distinct yet iterative realms for the HRDSF:
 - the transversal (Public Service wide) and
 - the departmental (department specific) implementation frameworks.
 - **re-engineering the institutional model for HRD strategic leadership and implementation in the Public Service.**
 - The HRD roles of the DPSA
 - national and provincial government departments
 - Offices of the Premier in the provinces have been re-defined.

TEN PS-HRDSF INDICATORS(1) 58

1. **Competence of Public Service Workforce:** incumbents in the Public Service workforce possess qualification skills, experience and attributes consistent with the requirements of positions they hold.
2. **Planned and Accurate Skill Demand:** the demand of skills by the Public Service is driven by a medium to long term skills acquisition plan coupled with an accurate recruitment plan for short term unplanned vacancies that accurately reflect the operational requirements and cost effectiveness.
3. **Sector and Generic Skills Profile of the Public Service:** the Public Service has a comprehensive skills profile of its entire workforce managed through a reliable skills information management system that is up to date and reliable.
4. **Sustainable Skills Supply:** the human resource development output of educational and training institutions is qualitatively and quantitatively aligned with the human resource needs of the Public Service with reliable supply and pipeline of scarce skills and targeted groups.
5. **Skills Placement and Deployment:** right skills are placed in the right place at the right time all the time in the Public Service.



TEN PS-HRDSF INDICATORS (2) 59

6. **Relevance of Training and Development:** Human resource development institutions in the public and private sectors deliver training and development programs that are relevant to the human resource requirements of the Public Service.
7. **Skills Partnerships:** Strategic skills partnerships with educational role players and stakeholders are structured and managed to facilitate appropriateness of skills development practices aligned with the skills development needs of the Public Service.
8. **Management and Leadership Development:** the National School of Government and Provincial Academies delivering programmes to address needs of Departments.
9. **Talent Retention:** skills, talent and competent personnel in general must be retained within the Public Service allowing for career progression, deployment that stimulate creativity and productivity.
10. **Quality of HRD Outcomes:** personnel training and human resource development practices and programs are relevant and produce the requisite capacity of the Public Service workforce to achieve the desired level of performance and delivery of public services.





PILLARS OF THE HRDSF



ANCHORING THE REVISED HRDSF

The HRDSF Centrepiece – HRD Contribution to Economic Growth and Development

THIS IS THE CENTERPIECE OF THE HRDSF TO WHICH THE COLLECTIVE CAPABILITY OF THE PUBLIC SERVICE SHOULD BE DIRECTED TO ACHIEVE THE VISION OF A DEVELOPMENTAL STATE.

IT CUTS ACROSS AND IS REFLECTED IN ALL THE FOUR PILLARS OF THE HRDSF.

IT IS BEDROCK AGAINST WHICH THE SUCCESS OF HRD EFFORTS IN THE PUBLIC SERVICE WILL BE ASSESSED.

- Awareness of the NDP and MTEF goals and alignment of HRD Plans accordingly.
- Articulation of Departmental mandate in relation to economic growth and development.
- Assessment and development of relevant skills in the Department relative to the economic growth and development thrust.

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PILLARS OF THE HRDSF - ORGANIZATIONAL STRENGTHENING

ORGANIZATIONAL STRENGTHENING PILLAR

This PILLAR institutionalizes and mainstreams HRD into the organisational fabric of the Public and all its government Departments.

MACRO STRATEGICAL FRAMEWORK FOCUS AREAS

- **Clarification and management of Public Service HRD institutional mandates, roles and responsibilities.**
- **Definition and management accountability matrix for HRD institutions, stakeholders and role players servicing the Public Service.**
- **Setting national norms and standards for the organisation of the HRD function in the Public Service.**
- **Development of HRD policies, planning frameworks and guidelines.**
- **Professionalization of the HRD practice in the Public Service.**

DEPARTMENTAL IMPLEMENTATION FRAMEWORK FOCUS AREAS

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PILLAR: HRD ORGANISATIONAL STRENGTHENING

Transversal Strategic Thrust

PERFORMANCE OBJECTIVES

- The roles and responsibilities of key role players and stakeholders in the HRD value chain is clarified and documented and key players including DHET, DBE, HEI's, QCTO, SETA's, NSG and Provincial Academies contribute quantifiably in the supply and nurturing of skills and talent required to achieve the HRDSF Vision.
- All Departments and institutions responsible for HRD in the Public Service are effectively accountable against the HR performance framework based on the HRDSF and Departmental HRD and WSP Plans.
- National norms, standards and code of practice for HRD are set, complied with and measurably contribute towards the organisational capacity of HRD to build a capable developmental Public Service.

BROAD PERFORMANCE ACTIVITIES

- Public Service HRD Charter containing roles, responsibility and accountability matrix for all role players in the Public Service is adopted.
- HRDSF national norms and standards and code of practice promulgated.
- Comprehensive compliance, progress and outcome assessment of HRD Charter and norms, standards and code of practice completed and presented for stakeholder engagement and adoption by Cabinet after 5 years from the Cabinet approval of the HRDSF 2016.

PERFORMANCE INDICATORS

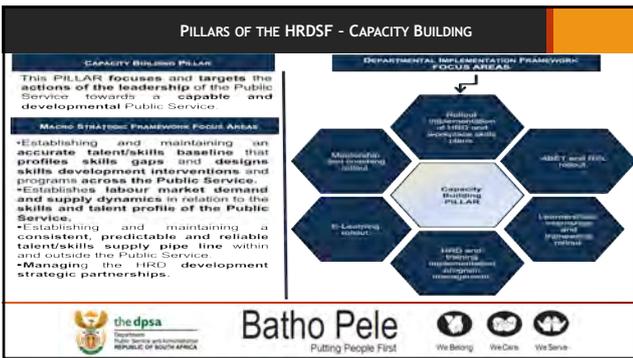
- Level of awareness of HRD Charter, norms and standards and code of practice.
- Level of compliance, progress and quality of outcomes of HRD implementation against the HRDSF.
- Increased accountability by Executing Authorities and Accounting Officers for HRD implementation in the Public Service.

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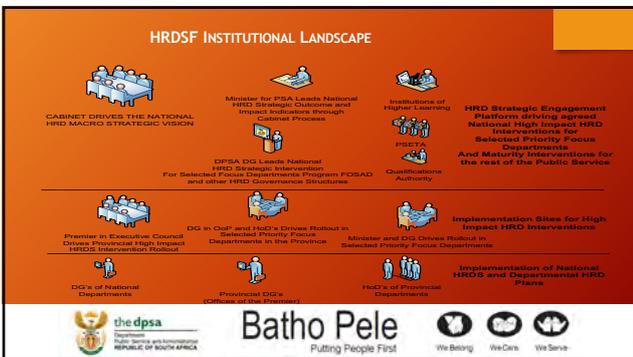
PILLAR1: HRD ORGANISATIONAL STRENGTHENING				
FOCUS AREA	TRANSVERSAL ROLE OF DPSA	PROVINCIAL ROLE OF OFFICE OF THE PREMIER	DEPARTMENTAL ROLE OF HRD UNIT	DEPARTMENTAL ROLE OF ACCOUNTING OFFICER
Public Service HRD Institutional Roles and Responsibilities	Issue directive on norms and standards minimum HRD institutional roles and responsibilities.	Support, monitor and report for compliance.	Implement directive and compile reports.	Institutionalise the directive in the Department and sign-off compliance reports to the DPSA/OtP.
Accountability for HRD	Issue directive to Promote Accountability for HRD implementation across the Public Service	Implement implementation oversight in line with the directive that promotes accountability for HRD implementation in	Implement directive and compile reports.	Institutionalise the directive in the Department and sign-off compliance reports to the DPSA/OtP.



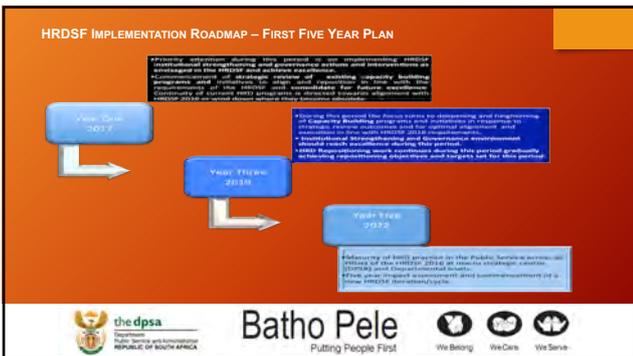
PILLAR 2: CAPACITY BUILDING	
Transversal Strategic Thrust	<p>PERFORMANCE OBJECTIVES</p> <ul style="list-style-type: none"> The talent profile for the Public Service has been mapped out and development interventions have been defined. Regular research is undertaken to examine the labour market trends in relation to the Public Service. Lobbying and advocacy is undertaken to position the Public Service as an employer of choice. Partnerships are established with institutions who can support the delivery of quality HRD Programmes. Programmes are implemented to address Public Service skills deficits related to the provision of services to the Public.
	<p>BROAD PERFORMANCE ACTIVITIES</p> <ul style="list-style-type: none"> Scarce skills have been identified for Strategic National Priority Sector Departments (SNPS) notably Education, Health, SAPS, Economic Development. An Annual Public Sector Labour Market Analysis is commissioned and published. An annual Indaba is co-hosted by DPSA with the DHET and NSG and attended by Public Service Academies and Institution of Higher Learning. Public Service Day celebrations are branded to profile the Public Service as an employer of choice. Reports from SNPS Departments reflect that training spend is increased beyond 50% and targeted at priority and relevant skills programmes.
	<p>PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> Strategic National Priority Sector Departments personnel are actively enrolled on programmes that enable them to deliver on their priorities. National standards and expectations inform the curriculum and inputs of all training providers. The profile of the Public Service as an innovative and effective workplace is established. Training budget analysis reports indicate an upward trend.











HRDSF IMPLEMENTATION ROADMAP - OUTER FIVER YEAR PLANS

2022-2027

This will follow the same pattern of implementation and simultaneous monitoring and evaluation to adjust to changing conditions and expectations. It is envisaged that each five year period may have a specific theme based on the priorities and targets such as the Graduate Recruitment Initiative.

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Dankie / Thank you / Ngiyathokoza
Enkosi / Ngiyabonga / Ke a leboga
Ke a leboha / Ndi a livhuwa
Ndza khensa



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