

# Conference Recommendations and Resolutions – focus on breakaway sessions

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# CIP 13-14 Field Testing Session 1



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# Workshop Brief

The workshop:

1. deliberated on the notion/concept/definition of Induction for Senior Managers, reflecting on the links of induction with workplace duties and expectations
2. discussed competences (i.e. knowledge/skills/values) for SMS members and how these relate to the above-mentioned notion/concept of induction
3. explored the facilitation methodology to ensure development of above-mentioned competences among SMS members
4. identified ways to use inter-departmental resources to efficiently and effectively deliver the above-mentioned notion/concept of induction
5. reflected on systems, structures, processes and procedures that need to be put in place to efficiently and effectively deliver the above-mentioned notion/concept of induction
6. proposed ways to ensure and measure impact of the above-mentioned notion/concept of induction

# Recommendations

The workshop adopted the following recommendations:

1. Notion/concept of induction: Induction should be viewed as a formal, structured programme and process that integrates new employees into the public service in general and the workplace in particular. In short, generic and department-based induction must be aligned. In addition to the technical aspects, induction should ensure employees have the requisite mind-set and is introduced into the department's culture and ethos. Improved leadership must also emanate from the induction.
2. Competences: Curriculum must be of a higher standard. In addition to understanding the constitution, legislative frameworks, financial imperatives, strategic leadership and change management, newly employed senior managers' emotional intelligence, values, (e.g. honesty and integrity) and code should be developed through practice. The Inductee must be enabled to inspire employees, solve delivery problems and work smart.
3. Mode of delivery: eLearning must be largely utilised. Use departmental trainers, do not move towards outsourcing trainers. Locally based trainers are ideal but must have vast experience. NSG should increase the capacity of trainers to enable central trainers of SMS members. Resources must be shared across departments. Policies and procedures to regulate the CIP are required.
4. Systems, structures, processes and procedures: Aligned, integrated and synergised approach is required.
5. Impact: Impact is about the effectiveness of the employee in operations. Impact assessment. Role clarification is a measure of a successful induction programme. Database, evaluation forms,

Note: Due to time-constraints, details on the design and delivery matters were not discussed. The NSG was requested to use the inputs of the workshop and consultations with provinces and focus group session to finalise the conceptual framework and materials to be field-tested in November-December 2015. Departments would also provide the NSG with verified names of new entrants, supervisors, prospective facilitators and lead facilitators.

**Quality Assurance in the Public Sector: From Theory to Practice: opportunities, challenges and recommendations**

# Session 2



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# Workshop Brief

The workshop:

1. deliberated on the notion/concept/definition of quality assurance in the public sector reflecting on the previous presentations - quality education and learning, including multi modes of delivery (Prof Levin); notions of efficiency, effectiveness and productivity (Ms Clark), emphasis on fully accredited courses (Mr Gxoyiya)
2. discussed quality assurance as one of the critical levers in developing human capability for productivity in the public sector, its rationale, legislative and policy frameworks governing quality assurance
3. explored the roles, functions including interfaces of organizations in the quality assurance environment (SAQA; Quality Councils – QCTO, QCHET, UMALUS; SETAs, ETQAs, Providers)
4. identified quality management system (QMS) policies needed in our institutions
5. reflected on challenges relating quality assurance
6. proposed ways to ensure quality is institutionalized in the public sector

# Recommendations

The workshop adopted the following recommendations:

1. Establish clear and consistent governance structure for quality assurance
2. Institutionalise quality culture in our organisations and in the entire education, training and development environment
3. Embrace quality assurance as a critical lever to improve education and training, including development of human capability for productivity in the public sector
  - ✓ Establish clear learning and development opportunities for personnel involved in QA
  - ✓ Enhance provision of human and financial resources for quality assurance
  - ✓ Clarify recruitment requirements for personnel involved in quality assurance
  - ✓ Develop a handbook that provides clear guidelines, principles and procedures for QA in the public sector
4. Develop a database of good practice in quality assurance to inspire the public sector
5. Establish more meaningful indicators of quality for e-learning
6. Profile quality assurance function strategically (e.g. locating the function in the Office of the Accounting Officer) for it to enjoy both conceptual and administrative authority needed to make quality everyone's business

**Consultative Workshop on Professionalization of HRD  
Practitioners  
Session 3**



# Workshop Brief

The workshop:

1. deliberated on the **critical skills shortages** in HRM/D in the public service (14% vacancy rate of HR occupations; 34 000 HRD practitioners in the Public Service)
2. discussed correlation of MPAT HRD/M scores to organizational performance
3. explored the PSETA interventions (e.g 100 HRD learnerships, 10 per province) and in particular NSG/ PSETA collaboration as evinced in the case study relating to CIP Trainers Capacity Building
4. reflected on professional bodies linked to HRD practitioners
5. Highlighted need for a generic **National Trainer Policy and service standards**

# Recommendations

The workshop adopted the following recommendations:

1. Utilisation and Professionalisation of public service trainers to be supported and endorsed ( **read:** policy framework including institutional arrangements)
2. Fast track the development of the **National Trainer Policy for the Public Service as well as standards and code of ethics**
3. Explore the issue a professional body for Public Service Trainers
4. Improve the limited capacity for the management and administration of public service trainers
5. Train more public servants as trainers to address the challenges related to the rollout of the Public Service Compulsory Induction Programme, including e-learning mode of delivery
6. Find credible ways to identify scarce skills in the Public Service

# Way forward

## Ensuring PSTF Relevance



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# Recommendations

1. Development of a **plan of action** for the newly inaugurated Advisory Committee members to action practitioner related HRD issues raised at the conference
2. **Strengthen** HRD Learning Networks (already part of the PSTF Annual Operational Plan) to ensure vibrant networking and profiling of HRD issues in between conferences
3. **Energise** PSTF through practitioner focussed capacity building workshops (notion of being programme driven)
  - ✓ Focus on sectoral interests
  - ✓ Share and reflect on good practice / implementation challenges and possible solutions
  - ✓ Thematic Areas (started in 2013/14 – refer to report handed at 17<sup>th</sup> PSTF conference
  - ✓ Emphasis on understanding and appreciating **HRD function and role** within the context citizens' needs (the public good), calls for public sector productivity and accountability (financial constraints, higher public service wage bill, corruption scourge); National Development Plan imperatives
4. Revive **HRD structures** (Public Sector Networks, the former IGW) to consolidate networking opportunities and learning from each other (curriculum development, trainer development, materials development, facilities related issues)

# Thank You



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