



Western Cape
Government

BETTER TOGETHER.

CAREER DEVELOPMENT FOR LEARNING AND DEVELOPMENT PRACTITIONERS

NS Miti

08-10-2019

Contents

1. Legal and Strategic Framework for HRD
2. Learning and Development: Definition, Functions, Objectives
3. Competency Framework for Learning & Development Practitioner
4. The Learning and Development Practitioner
5. Career Management Programme
 - 5.1 Career Planning
 - 5.2 Career Pathing
 - 5.3 Career Development
 - 5.3.1 Principles underlying career path and development
 - 5.3.2 Career Development Model
 - 5.3.3 Benefits of Career Development
6. Job Descriptions
7. Proposed Job Levels for Learning & Development Practitioners
8. Guiding Questions

1. Legal and Strategic Framework for HRD

- Legal and policy basis for HRD in PS founded on vision and principles of the **Constitution** – Bill of Rights
- **HRD Strategy of SA** - framework for people development in South Africa
- Other important **legislation**:
 - SDA
 - SDLA (NSF, SETAs)
 - SAQA Act
 - PSA
 - EEA
 - BBBEEA
 - LRA

LEGAL & POLICY FRAMEWORK FOR HRD

RSA CONSTITUTIONAL PRINCIPLES & GUIDELINES FOR HRD IN PUBLIC SERVICE							
LEGAL FRAMEWORK							
SDA	SDLA (NSF, SETAs)	SAQA Act	PSR	NQFA	EEA	LRA	BBBEEA
STRATEGIC FRAMEWORK FOR HRD IN THE PUBLIC SERVICE							
WP - PS Education & Training	WP - HRM in PS	NSDS	HRD Strategy	NDP	NSDP (context of NDP & WP-PSET)	WP - Post-School Education & Training	
CONCEPTUAL BASE FOR TRANSFORMING THE PUBLIC SERVICE							
Batho Pele WP	WP - Transforming the PS			WP - New Employment Policy for the PS			
POLITICAL, ECONOMIC & SOCIAL POLICY FRAMEWORK							
Presidential SONA, pronouncements & Budget Speeches	Integrated Development Plans			Medium Term Strategic Framework		National Spatial Development Strategies	

2. LEARNING & DEVELOPMENT

DEFINITION & PURPOSE

● **Definition:**

The practice of providing occupationally directed and other learning activities that enable and enhance the knowledge, practical skills and workplace experience and behaviour of individuals and teams based on current and future occupational requirements for optimal organisational performance and sustainability

(South African Board for People Practices)

● **Purpose**

To provide optimal development of departmental human resources

(DPSA)

LEARNING & DEVELOPMENT (Cont.)

FUNCTIONS OF L&D

● **Functions of L&D**

- The management & monitoring of the skills development legislation
- The management of learnerships & internships programmes
- The management of the training and development of employees
- The management and implementation of a performance management system

(DPSA)

LEARNING & DEVELOPMENT (Cont.)

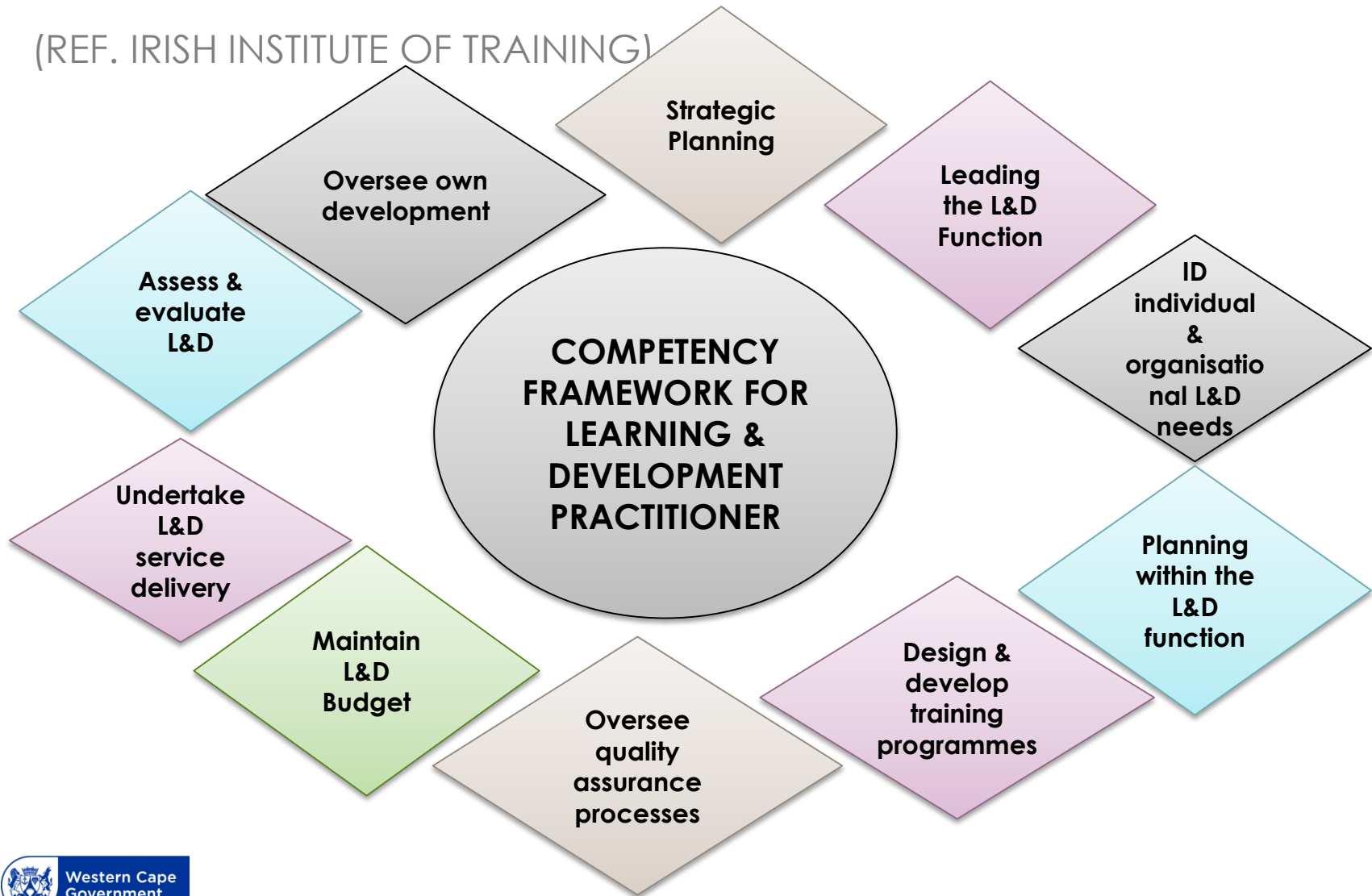
OBJECTIVES OF L&D

● Objectives of L&D

- Create **occupationally competent and engaged workforce**
- Focus on **improving people's ability to perform to achieve organisation objectives** and provide the means for measuring the **impact of learning and development interventions**.
- To support and accelerate **skills development and achievement of employment equity and organisation transformation** and limit the impact of skills shortages.
- To **create a learning culture and environment** that enables optimal individual, team and organisation learning and growth in both competence and behaviour.
- To **capture and replicate and enhance critical knowledge** within the organisation.
- To **ensure learning and development is a catalyst for continuous improvement, change and innovation.** (SABPP)

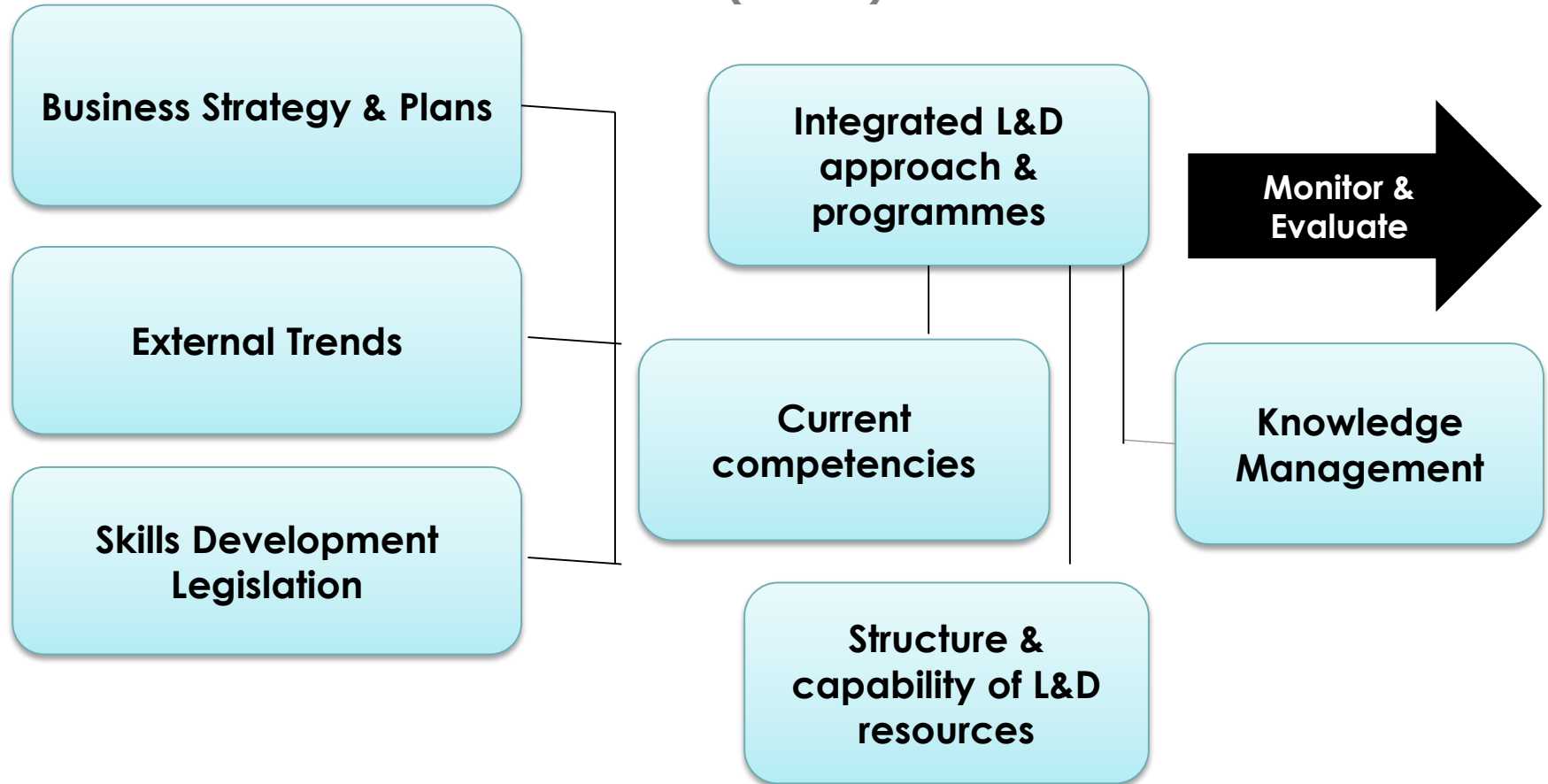
3. COMPETENCY FRAMEWORK FOR LEARNING & DEVELOPMENT

(REF. IRISH INSTITUTE OF TRAINING)

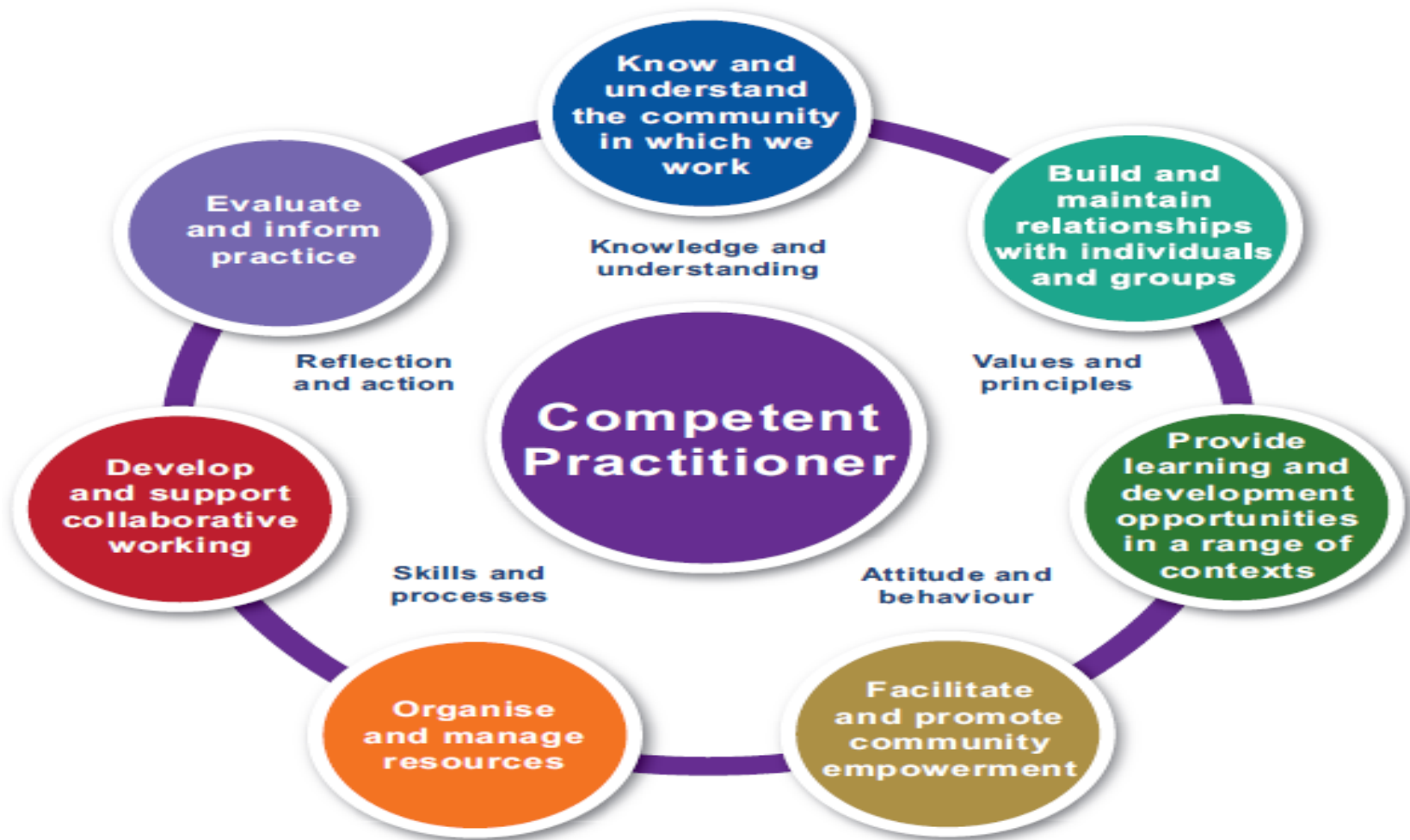


COMPETENCY FRAMEWORK (Cont.)

LEARNING & DEVELOPMENT PROCESS (SABPP)



4. THE LEARNING & DEVELOPMENT PRACTITIONER



5. CAREER MANAGEMENT PROGRAMME

- **Provides mutual benefits for Employer and Employee**
- **For the Employer**
 - Career planning & succession
 - Provide opportunity to employees to develop themselves
 - Guide and encourage individuals with potential towards a successful career within the organisation
- **For the Employee**
 - Continual (life-long) process of setting career-related goals and planning to achieve those goals
 - Employee matches current and foreseeable career needs and re-evaluates his/her plans accordingly
- **Career management programmes provide for**
 - Career planning
 - Career pathing
 - Career development

5. CAREER MANAGEMENT PROGRAMME (Cont.)

5.1 CAREER PLANNING

- Concept of strategic planning and marketing oneself
- Individual to reassess his/her learning and development over time
- Individual gathers information about himself/herself through self-assessment, research, experimentation and decision-making and develops own career goals
- Remains responsibility of the individual employee

5. CAREER MANAGEMENT PROGRAMME (Cont.)

5.2 CAREER PATHING

- A succession of different through which an employee may move within an organisation
- Individual moves through career either upwards through promotion or sideways by enriching his/her skills
- Career pathing steps:
 - Identify the organisation's career progression needs
 - Build a talent framework
 - Set the employee up for successful career pathing
 - Communication, development and assessment

5. CAREER MANAGEMENT PROGRAMME (Cont.)

5.3 CAREER DEVELOPMENT

- Definition: The life-long process of managing learning , work, leisure and transitions in order to move towards a personally-determined and evolving preferred future (*Wikipedia*)
- Involves acquiring new skills, moving to higher job responsibilities, making a career change within the same organisation, moving to a different organisation or starting one's own business

5. CAREER MANAGEMENT PROGRAMME (Cont.)

5.3.1 PRINCIPLES UNDERLYING CAREER PATH & DEVELOPMENT

● **Career path aims to provide information on:**

- The occupation that can be pursued
- Mobility within occupations without referring to remuneration
- Career paths that link naturally
- Minimum information on career paths in CORE
- Principle of equal pay for work of equal value

● **Upward mobility based on:**

- Successful application for higher post
- Upgrading of a post
- Recognition of specialized experience gained
- Grade progression, where applicable

5. CAREER MANAGEMENT PROGRAMME (Cont.)

5.3.2 CAREER DEVELOPMENT MODEL

Career Development Model

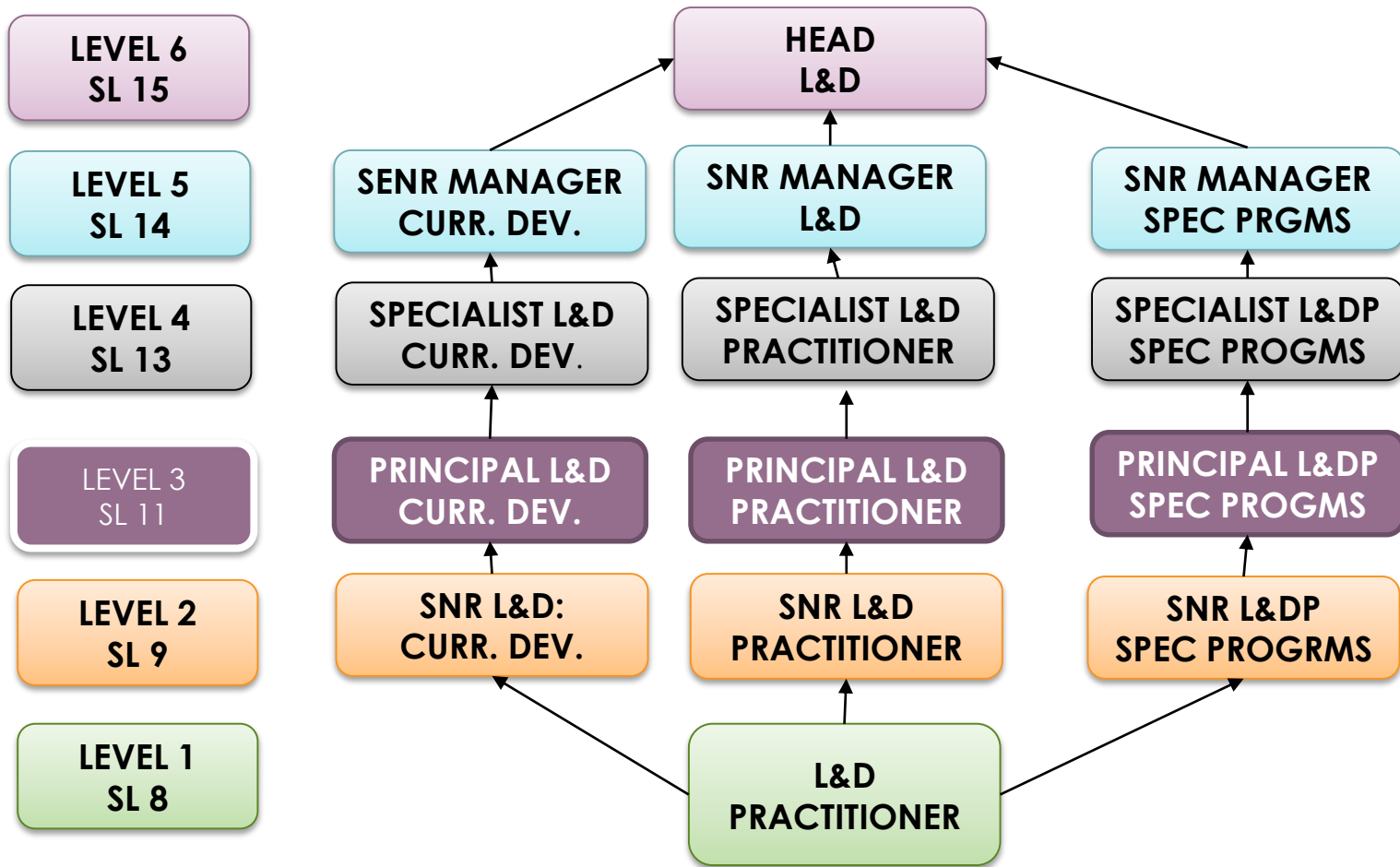


5. CAREER MANAGEMENT PROGRAMME (Cont.)

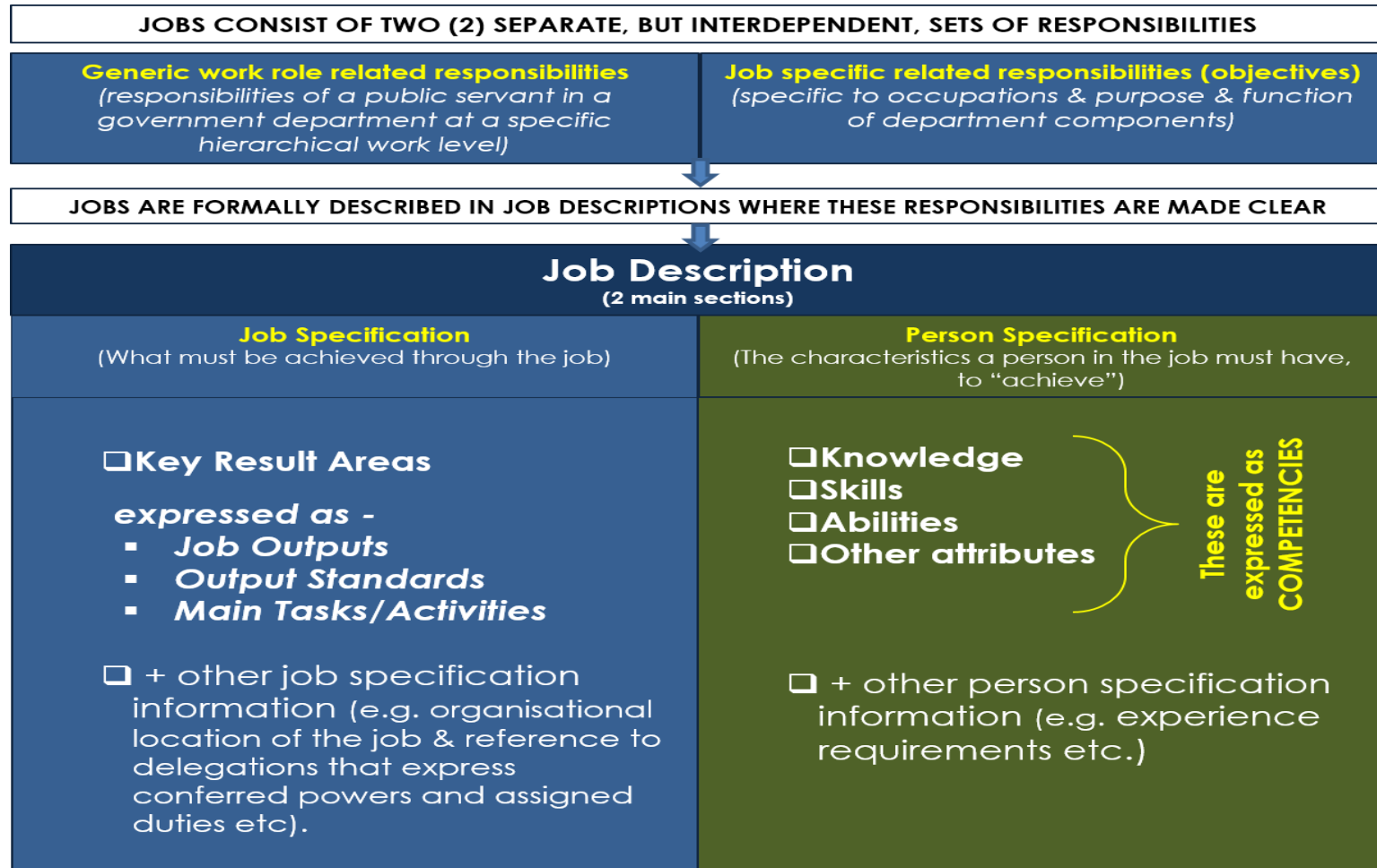
5.3.3 BENEFITS OF CAREER DEVELOPMENT

- Retaining talent
- Improve employee engagement and productivity
- Strengthen the succession pipeline
- Generate knowledge transfer and retention
- Fill internal skills and role gaps
- Creating positive employee branding

6. JOB LEVELS FOR L&D PRACTITIONERS



7. JOB DESCRIPTION



7. JOB DESCRIPTION (Cont.)

Performer Level	Responsibility Areas (8Ps Functional model)	Generic work role	Performance measures	
EA	POLICY DIRECTION Political oversight	Provide policy direction and political oversight	Equity indicators	Effectiveness (qualitative)
DG/HOD	PORTFOLIO STRATEGIC DIRECTION Strategic management, leadership and stewardship of NDP outcomes	Provide strategic direction aligned with provincial strategy and political direction	Impact indicators	
DDG	PROGRAMME OVERSIGHT Systemic improvement, Norms and standards and M&E	Provide programme oversight & alignment of business strategies to strategic direction	Outcome indicators	
CD/Dir	PLANS EXECUTION AND DELIVERY Cascading planning delivery, Operational research and Administrative performance	Provide business strategy & functional area alignment Plan functional strategy execution & define measurable success.	Output indicators	Efficiency (quantitative)
DD/ASD	PROJECT, PROCESS AND PRODUCT OPTIMISATION FOR RESULTS Process implementation of projects for efficient delivery of products	Control operations Enhance operations	Process indicators	
Operations & Support Operations	PRACTICES Completing operations, tasks and activities based on standard operating procedures and practices according to resource allocations	Optimalise operations	Input indicators	
	ADMINISTRATION AND BACK-END SUPPORT Completing support operations, tasks and activities based on standard operating procedures and practices according to resource allocations	Provide direct operations support Complete operational tasks	System indicators	

8. GUIDING QUESTIONS

- Do we have a good grasp of the legal and strategic framework guiding human resource development in South Africa?
- Are training and development programmes aligned with competency requirements defined for the different career paths?
- Are we doing enough to assist learning and development practitioners to understand career management, and specifically career development, in the context of the Public Service?

Thank you

Contact Us



Western Cape
Government

BETTER TOGETHER.

Ndo Stephen Miti

Chief Directorate: People Training & Empowerment

Tel: +27 21 – 865 8027

Fax: +27 21 865 8061

stephen.miti@westerncape.gov.za

www.westerncape.gov.za