THE HRD STRATEGIC FRAMEWORK VISION 2015: AN IMPLEMENTATION PERSPECTIVE

NATIONAL HRD STEERING COMMITTEE

11 – 12 June 2009
Implementing a Strategic Framework for HRD Vision 2015 in the Public Service

Step 1: Conduct Stakeholder Review

Step 2: Design Conceptual Framework

Step 3: Design Strategic Framework

Step 4: Guidelines to Implement Step by Step

Step 5: Annual HRD Performance Plans

Step 6: Monitoring and Evaluation Tools

Step 7: Quarterly/bi-annual Reviews

Step 8: Steering Committee

Step 9: Annual Consultative Conference

Step 10: Annual Performance Review Report

Legal and Political Mandate
HRDS (2002 – 2006) REVIEW
RECOMMENDATIONS

• Design a uniform strategic framework for HRD for the Public Service.
• Develop policy frameworks to support HRDSF implementation
• Design an HRD Implementation Plan with activities and targets for line and sector departments.
• Ensure integration of PGDPs, IDPs and Sector Skills Plans (SSP’s) with departmental WSP’s.
• Strengthen the governance structures for HRDSF.
• Design a Monitoring and Evaluation Tool for HRD.
• Design an Annual Performance Report for HRD from the Annual Training Reports (ATR’s) submitted to the relevant SETA’s.
Medium Term Strategic Framework

- National Spatial Development Perspective
- President’s ‘State of the Nation’ address
- Provincial Growth & Development Strategy

Top-down Linkages

- Sectoral Strategies

Bottom-up Linkages

- Local Government IDPs
- Local Government IDPs
- Local Government IDPs

Five-year Strategic & Performance Plan

MTEF
THE HUMAN RESOURCE DEVELOPMENT CONTEXT OF THE NATION

Strategic Framework for the Development of Human Resources in the PS

- South African/National HRD Strategy
- DoE & DoL

STRATEGIC FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT IN THE PUBLIC SERVICE

- DPSA

Relevant Sector HRD Strategy (e.g. Health or Education)

- Sector Growth & Dev. Strategy
- Sector Skills Plans

Provincial HRD Strategy

- Provincial Government
- Provincial Growth & Development Strategies

Departmental HRD Plan

- Line Departments
- Departmental Strategic Planning

Operational Plan for HRD Directorates in Departments

- Skills Planning Process
- Workplace Skills Plan

Work Plan

- Individual Performance Contracts/PMDS

PDP

- Individual Employee needs & gaps

Occupational Specific needs
Policy Interface
Misalignment
DPSA (Formulators) vs Line Depts (Implementers)
### BUILDING HUMAN CAPITAL FOR HIGH PERFORMANCE AND ENHANCED SERVICE DELIVERY

#### Fostering HEI & FETC Partnerships
- Mobilization of management support
- Career Planning & Talent Management
- Managing Employee Health & Wellness
- Ensuring adequacy of Physical & Human resources & facilities
- Promoting appropriate Org. Structures for HRD
- Performance Management & Development Systems
- Knowledge & Information Management
- HR Planning - Supply & Demand Management
- 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
- 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, Regional & Global Programmes
- ASGISA, JIPSA, EPWP, PGDP, IDPs

### 4 KEY PILLARS FOR HIGH PERFORMANCE IN THE PUBLIC SERVICE THROUGH HRD

1. **Focus on all Performa levels of employment**
2. **Responding to needs of designated groups (women & persons with disabilities)**
3. **Cohesiveness & Integration**
4. **Flexibility and adaptability**
5. **Recognizing contextual differences**
6. **Maintaining a performance focus**
7. **Responding to sectoral differences**
8. **Building learning communities & organizations**
9. **Promoting the agenda of development**
10. **Continuity through all spheres of government**

### 10 CORE PRINCIPLES INFORMING IMPLEMENTATION OF HRD STRATEGY

#### LEGISLATIVE FRAMEWORK AS A FOUNDATION
Implementation Approach: (Jan – March 08)

- During the workshops key HRD Strategic Framework issues were communicated
- HRDSF key strategic objectives communicated
- Content of the HRDSF materials mediated
- Key deliverables for the entire PS on HRD communicated
- Due date – 31 October 2008
Implementation Approach cont... (June – October)

• Critically important that there is vertical and horizontal alignment within Sectors, Provinces and Singular departments

• Key issues emanating from MTSF, Sector priorities, PGDSs, IDPs, etc have to be taken into cognisance into HRD Planning

• Development of policy frameworks to support HRDSF
Implementation Approach Cont...

• Organizational Readiness Audits
• Establishment of baseline information on HRD in the PS
• Organizational Capacity Assessment as a basis for baseline information – Step 6
• Data collection tool based on ten macro indicators
• Development of Annual HRD Plans
What next…?

• DPSA has produced:
  – A narrative report- analysing the state of HRD in the Public Service
  – A trend analysis report– Sector, Provincial and Departmental
  - The baseline information will provide the dashboard for the future monitoring
  - Evaluation report on the Annual HRD Plans
Response Levels

• A lot of support was given to departments
• 88% of all departments submitted completed ORA
• 76% of all departments submitted Draft HRD Annual Implementation Plans
• 54% of department submitted approved HRD Plans by the due date
• 6% submitted after the due date.
Figure 1: Overall Readiness for departments to implement the HRD Strategic Framework

Overall Level of Readiness

<table>
<thead>
<tr>
<th>Area</th>
<th>Readiness Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsiveness to Government’s development priorities</td>
<td>4.7</td>
</tr>
<tr>
<td>Quality of training initiatives</td>
<td>6.2</td>
</tr>
<tr>
<td>Accessibility of training and development initiatives</td>
<td>6.8</td>
</tr>
<tr>
<td>Performance Orientation</td>
<td>5.0</td>
</tr>
<tr>
<td>Maintaining efficiency and effectiveness</td>
<td>6.0</td>
</tr>
<tr>
<td>Skills Demand Management</td>
<td>5.7</td>
</tr>
<tr>
<td>Skills Supply Management</td>
<td>4.3</td>
</tr>
<tr>
<td>Financial Management for Efficiency and Effectiveness</td>
<td>6.1</td>
</tr>
<tr>
<td>Management Support and Contribution</td>
<td>4.5</td>
</tr>
<tr>
<td>Organizational structures to support HRD</td>
<td>5.8</td>
</tr>
</tbody>
</table>
Social indicators consist of six categories, namely:

1. **Health and Food Security** (efforts to maintain and improve the nutritional health of the population)
2. **Housing and basic services** (access to housing/shelter, water, sanitation, electricity)
3. **Human Resource Development** (access, adequacy, equity, efficiency, output and quality)
4. **Social Cohesion** (includes groups and networks; trust and solidarity; collective action & co-operation; information and communication; inclusivity; empowerment and political action)
5. **Poverty and Inequality** (includes Gini-coefficient and Human Poverty Index)
6. **Human Development** (as measured by the Human Development Index).
Current Status

• Systems initiated in response to specific needs
• Hard working, but not smart working systems
• Smart analysis needed to align HRD data sources
Integrated planning and performance

**Policy**
- Medium Term Budget Policy
- Department Strategic Plan and MTEF
- Government Annual Programme of Action and Budget

**Planning and Budgeting**
- Department Annual plan and Budget
- Individual performance plans or performance agreements

**Accountability and Reporting**
- Annual reports
- Audit reports
- Year-end evaluation
- Impact evaluation

**Performance monitoring & evaluation**
- Quarterly performance reviews of individuals
- Implementation and In-year monitoring

**Delivering value to citizens**
- New or revised policies and priorities
- Medium Term Strategic Framework
- Election mandate

**Medium Term Strategic Framework**
- Annual reports
- Audit reports
Schematic vision of roll out

2008
Framing phase
M&E Framework
And Tool
Fellowship

2009-2010
Quality improvement and analysis phase
Refinement

2011 onwards = indicative
Systems improvement
Adoption

Embrace & Victory
Monitoring and evaluation system

- **PoA 08** – depts had to have detailed Annual HRD Implementation Plans
- PoA 09 and G&A Cluster Priority - HRDSF
- Development of M&E standards
- Monitoring and Reporting Tool has been developed
- Development of reporting mechanisms in line with HRDSF
- Capacity development and support initiatives for departments to be undertaken.
Way Forward

• What have been the experiences wrt the Annual HRD Implementation Plans?
• What challenges were/are departments faced with?
• What suggestions are there into:
  - Planning?
  - Reporting?
Thank You!