

# HR MANAGEMENT AND CAPACITY STRATEGIES FOR THE PUBLIC SECTOR POST THE COVID-19 PANDEMIC AGENDA 2024 & BEYOND.

12<sup>th</sup> National Public Sector Clean Audit Turnaround Indaba 05 Dec 2024



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REPUBLIC OF SOUTH AFRICA

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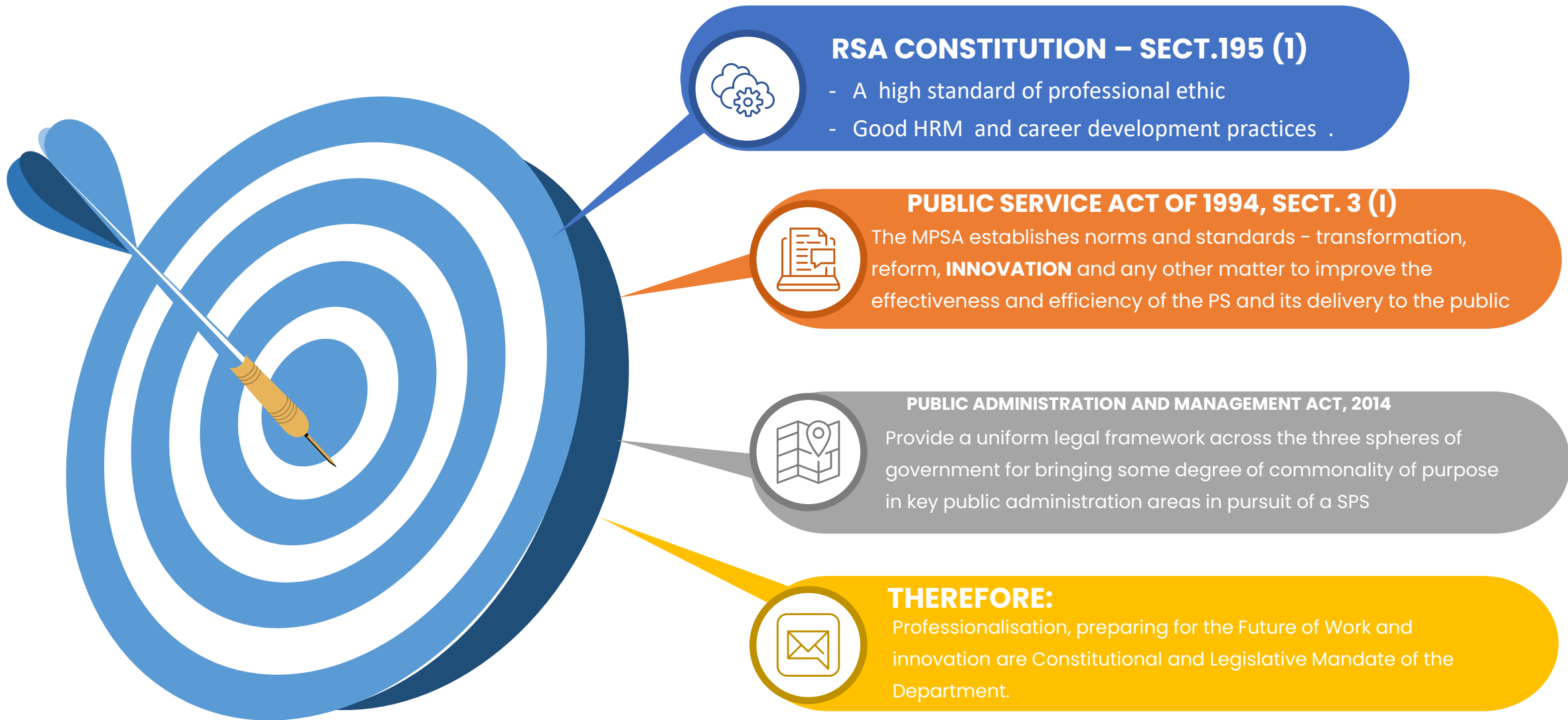


# PRESENTATION OUTLINE

1. Constitutional and Legal mandate
2. Public Service at a Glimpse
3. Lessons from COVID-19 Response
4. Professionalisation
  - 4.1 Institutionalising Transitional Mechanisms
  - 4.2 Skills Audit
  - 4.3. Redefining Future Skills from the Skills Audit
  - 4.4 Rethinking the Public Service
  - 4.5 Human Capital Strategy
  - 4.6 Integrated HR Information Management System
5. Strategic role of HR
6. Safe working environment
7. Key Nuggets to take



# CONSTITUTIONAL AND LEGISLATIVE MANDATE



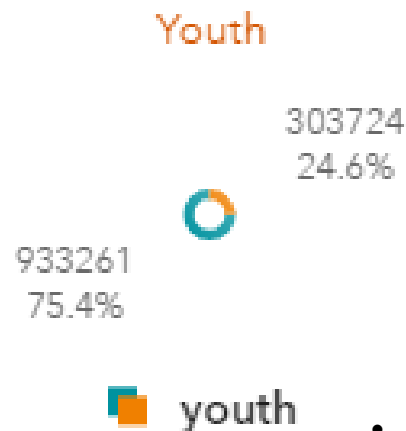
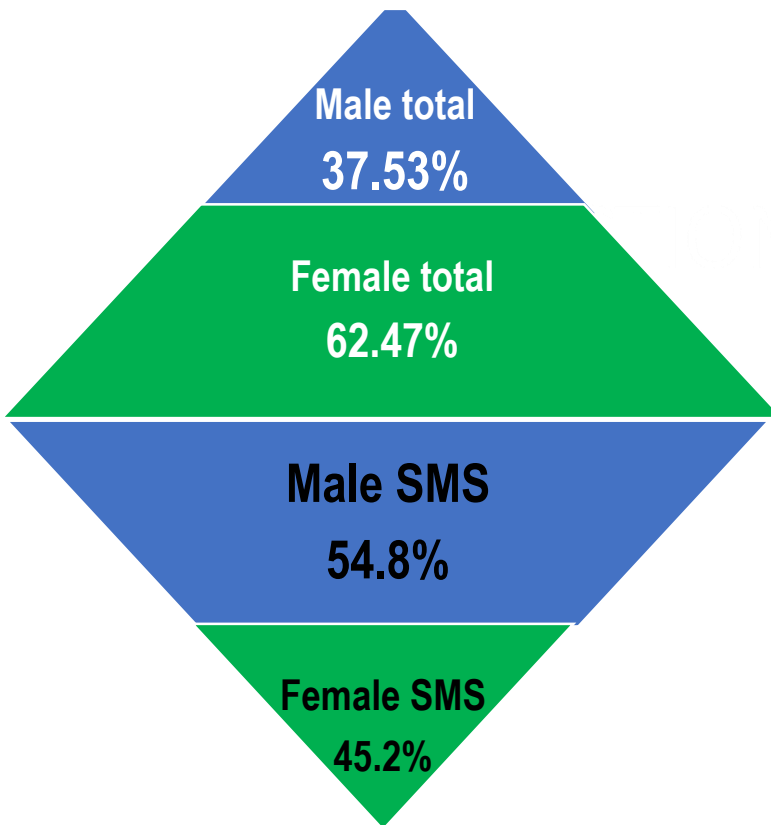
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# PUBLIC SERVICE AT A GLIMPSE



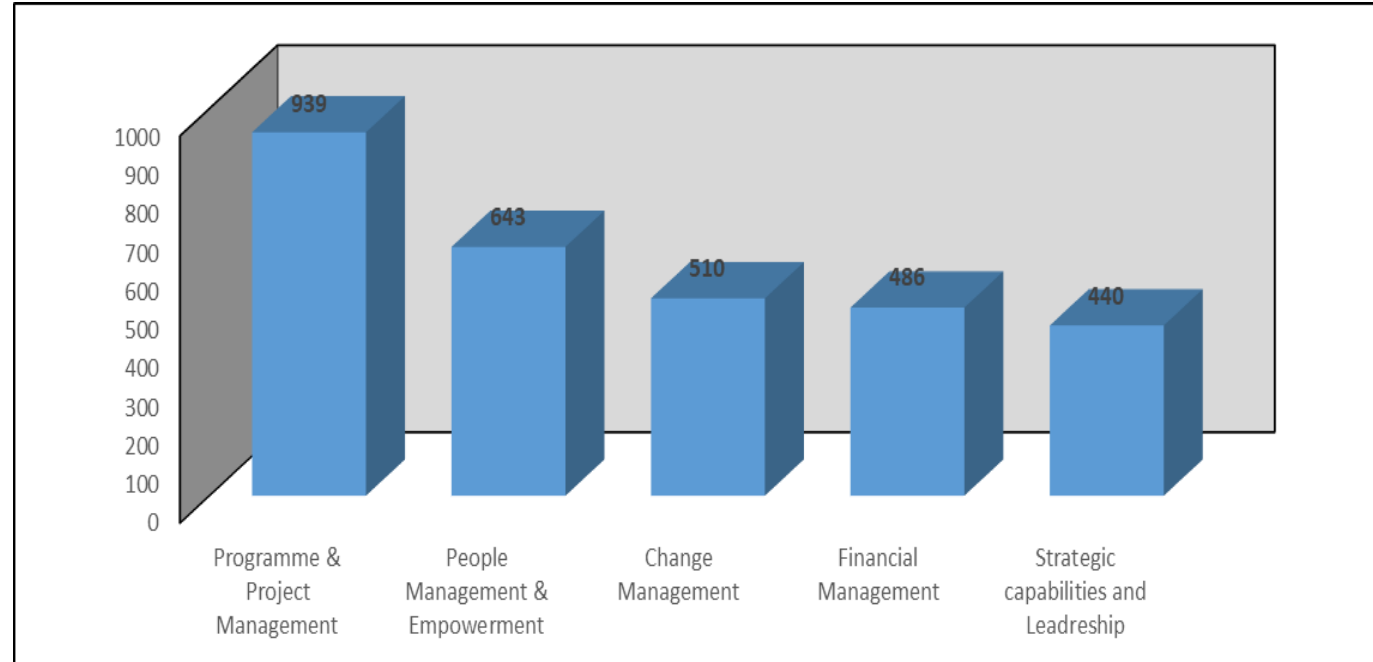
4,523 Employees in ICT functions

**0.3%**

Prioritise re-skilling and upskilling of Public Servants towards the capacitation of the ICT functions.

- In 2004, the number of public servants aged 55 and above was 105 000. in September 2024 it increase by 103% to 214 121 (LP & EC)
- 9347 members of the Senior Management Service (SMS), 22% or 2042 above 55 & 1353 on the entry level of SMS (13) which is supposed to be the feeder for CD, DDG & DG levels
- 3 degrees on average (HRD)
- 50% success rate of ICT projects (AG-SA)

# How employees rate themselves on performance reviews



- 2872 pre-entry Competency assessment (September 2017 & 30 April 2024)
- Confirmed with latest research by PSETA research (WITS REAL) TUT FoW Institute

# LESSONS FROM COVID-19 RESPONSE



- The state is capable & the public knows!
- Public Service in constant transition (4 MPSA's in 1 term!)
- Efficiency is critical: OFA, Reduction of red tape, redefining State Capacity
- Responsive (efficiently, effectively, and timeously in line with Batho Pele)
- Ethics must be the bar and not the exception
- Strategic HR and PMDS become more than compliance with no strategic role
- Constantly assess & measure state capacity against **productivity** (i.e. outputs & outcomes in health and education) and **functionality** (Bureaucratic capacity to set targets & achieve them)

# SKILLS AUDIT

THE STAR NEWS

## Data highlights big drop in senior officials lacking requisite qualifications

© 16 May  
More than a quarter of senior public servants don't have required qualifications  
news24 Jan Gerber

© 12 Apr 2021  
Many government employees not qualified for the positions they hold — minister  
City Press Lubabalo Ngwenkwe

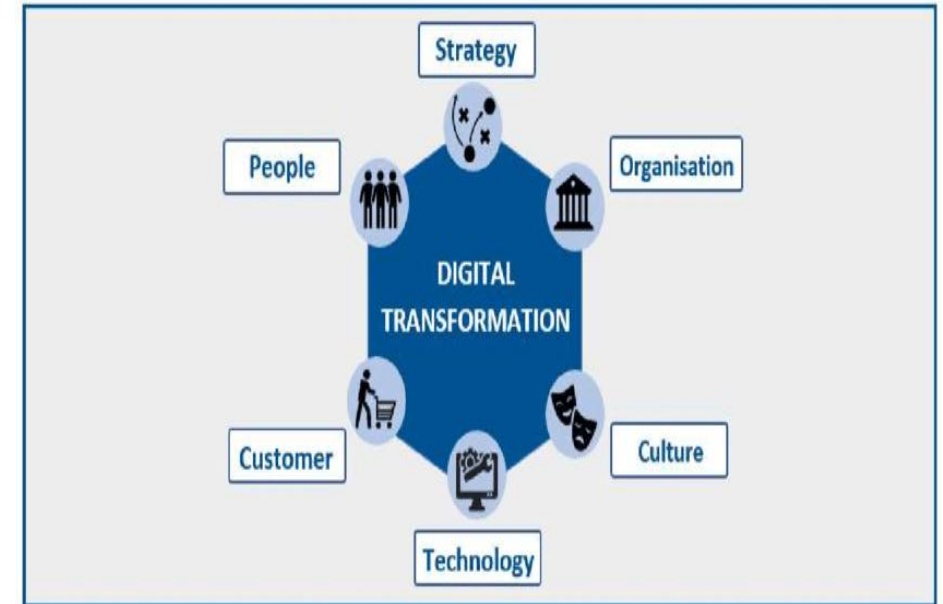
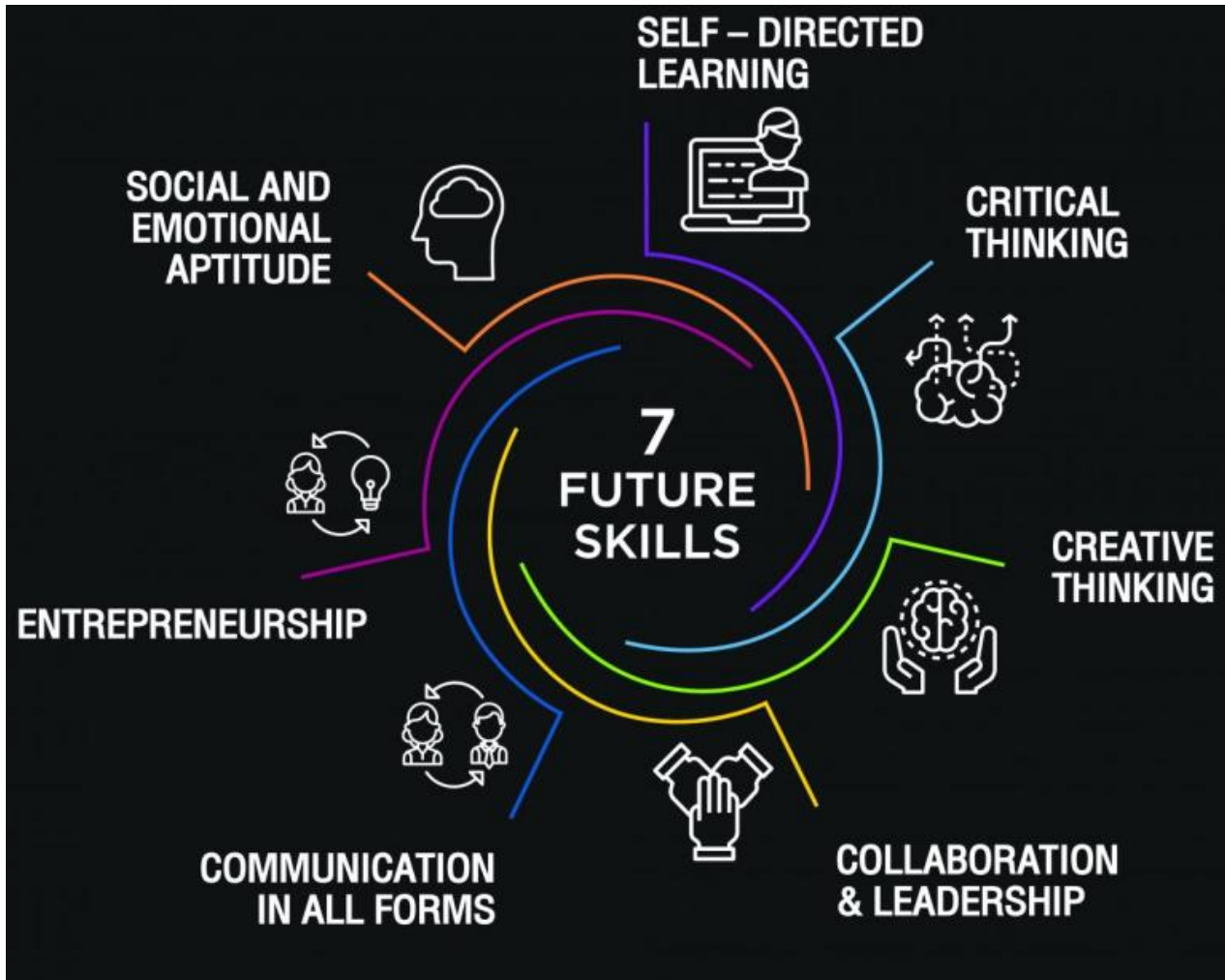
**SPREADSHEETS INCLUDED**



## Thousands of senior government managers in South Africa still not qualified

Staff Writer 11 May 2022

# REDEFINING FUTURE SKILLS FROM THE SKILLS AUDIT



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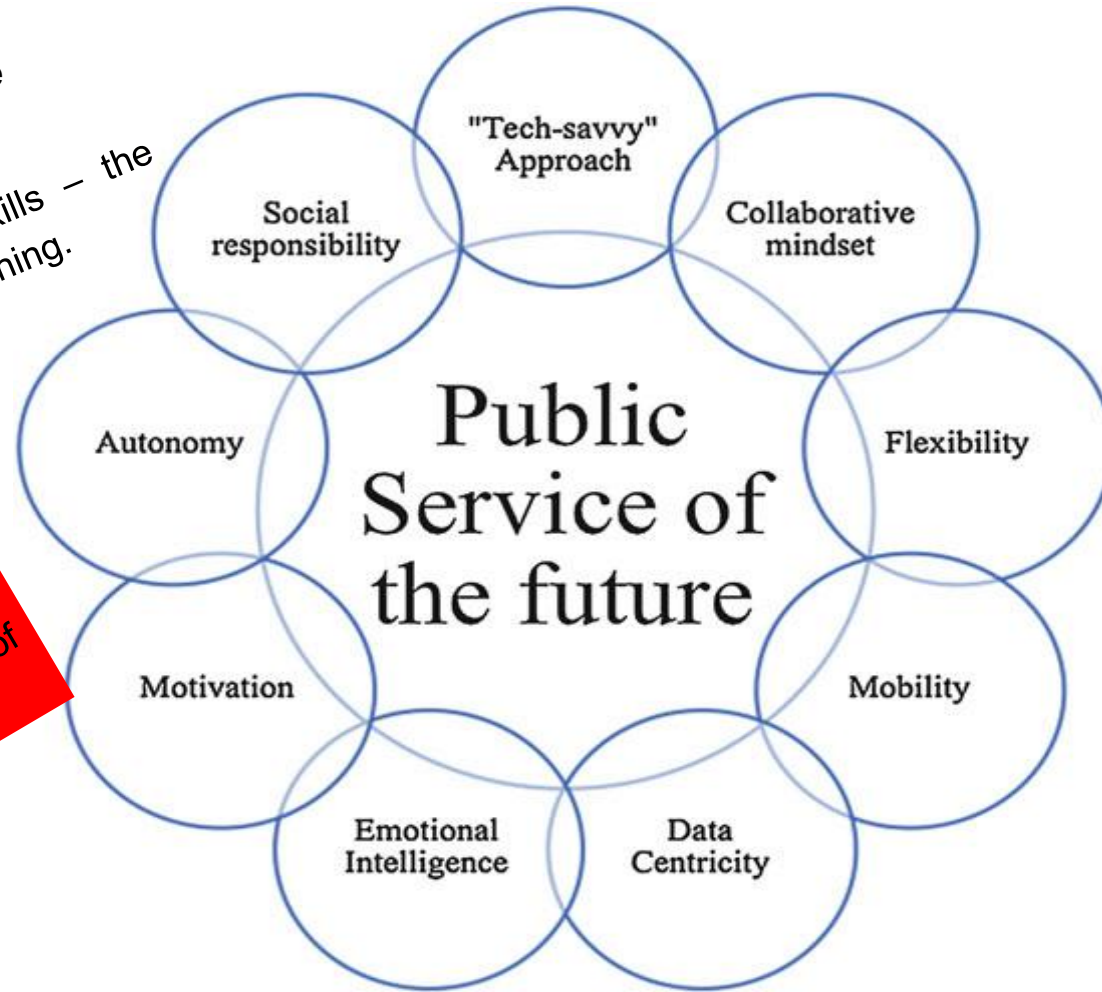
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# RETHINKING THE PUBLIC SERVICE

- Rethink the Public Service for modern societies

- Elevating competencies (soft skills – the real skills) in recruitment & retraining.



- Future of Work Ambassadors programme;
- Review of Graduate Recruitment Programme;

- Departments must identify the enablers and restraints for professionalisation of professionals, sectors and institutions

Are HR practitioners ready to play the strategic role to support the broad interventions to build state capacity & institutionalisation of Professionalisation Framework?



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# INTEGRATED HUMAN CAPITAL STRATEGY

The strategy adopts an activist approach to assist departments to realise people and organisational objectives within the Public Service:

## Operating context (external shapers and environment)

- Impact of megatrends
- Technology disruption (e.g., robotics, RPA, AI)
- Regulatory change
- New employer/employee models
- Positioning the Public Service as an employer of choice

## Public Service Strategy & Capabilities

How an organisation evolves to deliver on its purpose & vision, including how it addresses internal or external changes, and the people, processes, tools and data required to enable that change

### 1. Strategy & Plan:

- **Talent strategy**
- Organisational culture, values and purpose
- Diversity & inclusion
- **Workforce planning**
- Capacity planning
- Competency models/talent assessments
- Organisational design
- Professionalisation of the Public Service

### 2. Recruit & Onboard

- Sourcing
- Selection
- Onboarding & integration

### 3. L&D: Develop & Deploy

- Learning strategy, planning, career pathing & execution
- **Leadership development**
- Employee/professional development
- **Mobility**

### 4. Measure & Manage

- Performance management
- **Succession planning & pipeline development**
- Workplace flexibility
- Employee wellness

### 5. Reward & Recognise

- Total rewards (compensation, benefits – both financial and non-financial)
  - Retirement and pensions
- ### 6. Review & Transition
- Offboarding
  - Transition employees to new roles or initiate outplacement/retirement/termination support
  - Reskilling
  - Retention & severance

### 7. Employee Engagement

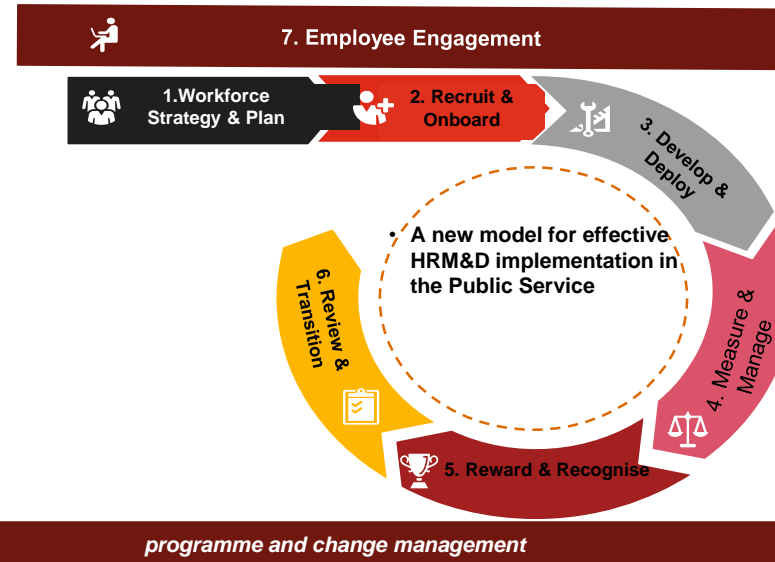
- Employee experience
- Employee communication
- Employee relations

### 8. Enabling Technology

- Maintain data management and analysis systems, technologies and procedures/policies

### 9. Systems Driven Data Analytics

- People analytics and insight
- Employee listening/monitoring



## Public Service Delivery Outcomes

- Optimise organisational performance
- Improved public experience and brand
- Minimise execution risk
- Improved employee experience
- An effective HR service Delivery Model

# STRATEGIC ROLE OF HUMAN RESOURCES

- Partnerships are critical in transforming the Public Sector
- Recruitment for Execution not filling posts
- Strategic HR as an early warning system on maladministration & mis-governance
- Leadership at all levels will drive skills development, professionalisation and building government capacity to deliver in an effective, efficient and assertive manner
- Critical to the legitimacy of the state (privatisation of services & public goods due to failures to deliver)
- Each department is expected to regularly monitor its own needs for scarce occupations as well as the vacancy rate in those occupations and then recruit accordingly.
- PMDS units must work closely with Strategic Planning Units to align indicators & PoE when reporting



# SAFE WORKING ENVIRONMENT

- Policy on the Prevention and Elimination of Harassment and Violence in the Public Service World of Work to create a safe working environment
- Improve Mental Wellness and the effectiveness of EHW
- Whistle-blower protection, fast discipline processes



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# INTEGRATED HR INFORMATION MANAGEMENT SYSTEM

Applicant  
Tracking  
System(ATS)



Training



Succession  
Planning



Performance  
Management



Employee  
Self  
Service



Reporting &  
Analytics



Payroll



Benefits  
Administration



Time &  
Attendance



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# KEY NUGGETS TO TAKE

- Partnerships and peer lessons a necessity (MOUs with AG-SA, SAAPAM, AAPAM, SETAs, academia, & developmental agencies)
- Ensure managers and the public service are ready to welcome GenZ employees
- Data analytics to analyse trends & scenario planning should be mandatory skills
- All interventions must be institutionalised (i.e. Human Capital Strategy, Public Sector Reforms, Skills Audits etc)
- Data based governance (Digitisation, eGovernment, compliance and M&E) is critical for digital transformation, reduction of red tape/reporting burden and professionalisation
- Adaptative leadership that is receptive to evolving social needs and flexible enough to permit adjustments when necessary are important to upholding accountability, whilst promoting agility with rigorous governance and compliance





We Belong



We Care



We Serve

thank you



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