# EFFECTIVENESS OF THE COMPETENCY FRAMEWORK & CAPACITY MEASURES FOR SENIOR MANAGERS IN THE PUBLIC SERVICE.

**EXCO MEETING: 06 MARCH 2023**

the dpsa
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

**"Growing South Africa together for a capable and ethical Public Service"**

2030 NDP

# PRESENTATION OUTLINE



- Introduction
- Background
- Regulatory framework
- Assessment for the previous contract
- Current assessments
- Compliance by departments
- Challenges in implementing competency-based assessment
- Conclusion

# INTRODUCTION



- The SMS Competency Framework is critical to the success of the professionalising Framework.
- It brings a consistent approach to HR performance throughout the Public Service and drives all SMS performance initiatives.
- In developing the SMS Competency Framework, focus was placed on critical generic competencies, which senior managers would be expected to possess, rather than functional/technical competencies, which are essential to a specific department or a specific job.
- Eleven (11) generic competencies that communicate what is expected of Senior Managers were selected.
- The Framework does not describe the functions or responsibilities of particular senior management levels for example manager, senior manager or director, chief director, etc. However, they are based on the requirements for the whole of the Senior Management Service in both its current and emerging form.

# HISTORICAL BACKGROUND



- One of the key proposals approved by Cabinet on 23 August 2000 was the introduction of competency-based assessments as a part of a range of initiatives to improve the State's ability to recruit, retain and develop competent managers.
- Only a few departments (+-1000 SMS members assessed by end of 2006) participated in the **voluntary** implementation of competency assessments as approved by Cabinet in February 2005
- In October 2006 Cabinet resolved to make competency assessments compulsory for entry into SMS members which was implemented from December 2008 to strength recruitment and development.
- The first directive on implementation of competency based assessment was issued in 2011 & revised in 2015.
- The development part has been neglected in the rollout

# REGULATORY FRAMEWORK



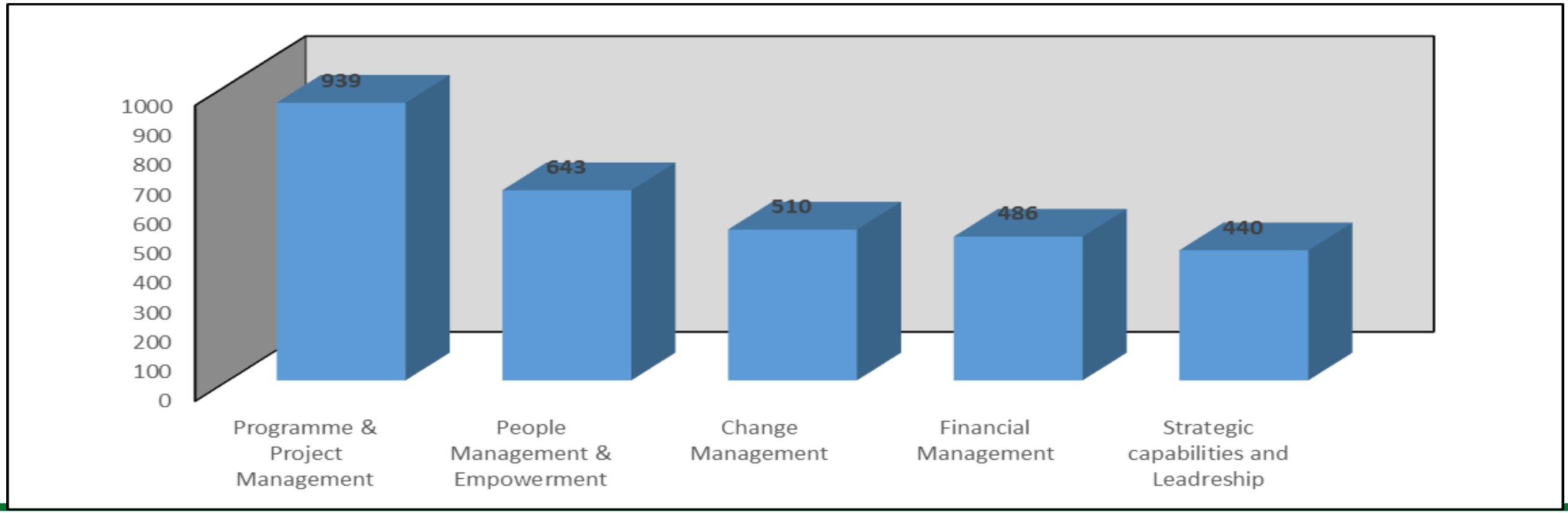
- Section 195 of the constitution of the Republic of South Africa;
- Section 11 of the public Service Act,
- Regulations 86 and 90 of the Public Service Regulation, 2016;
- Chapter 13 of the National Development Plan;
- Chapter 5 of the Senior Management Service Handbook;
- The Directive on the implementation of competency based Assessment; and
- The Directive on compulsory capacity development, mandatory training days and minimum entry requirements.

# ASSESSMENTS FOR OCTOBER 2017 – APRIL 2022



Between 1 October 2017 & 30 April 2022, **2802** assessments were conducted.

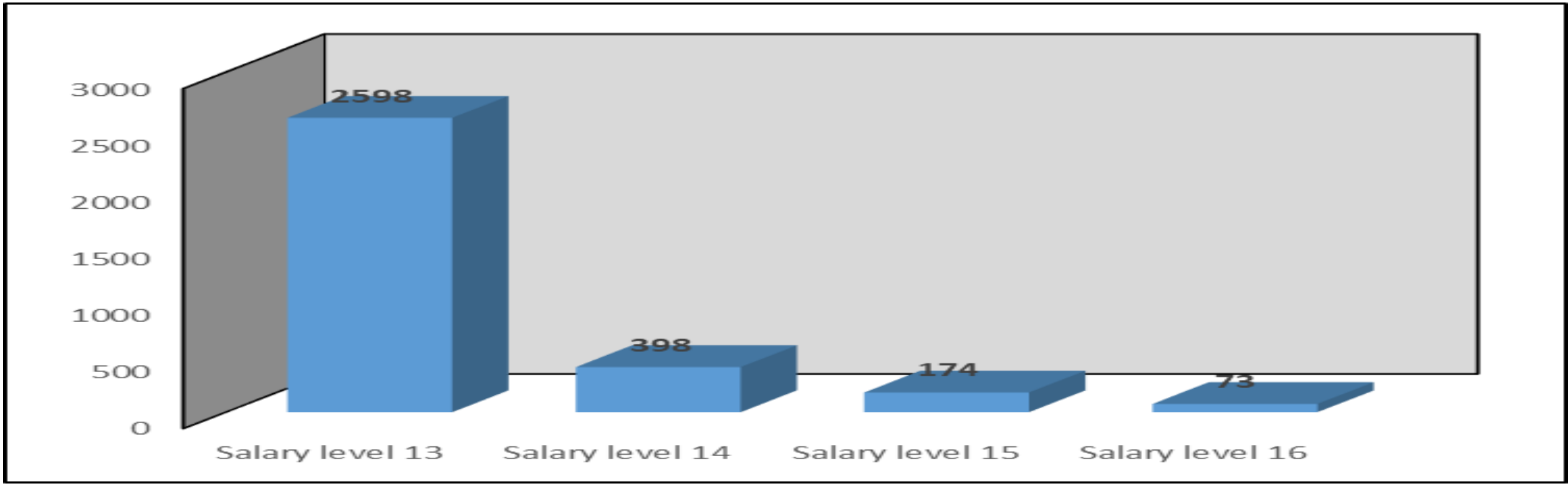
The graph below illustrates the competency gaps identified during the assessment period.



# ASSESSMENTS PER SALARY LEVELS

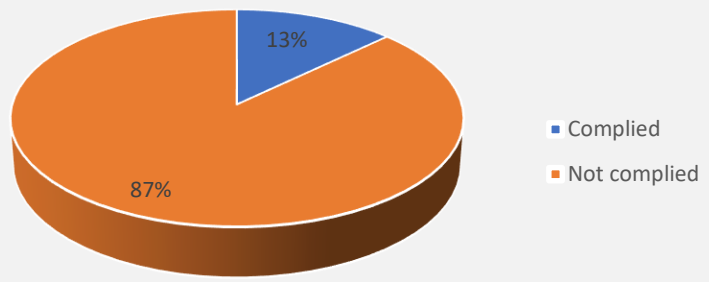


The graph below illustrates number of candidate who participated for competency assessment per salary level



# NATIONAL DEPARTMENT COMPLIANCE

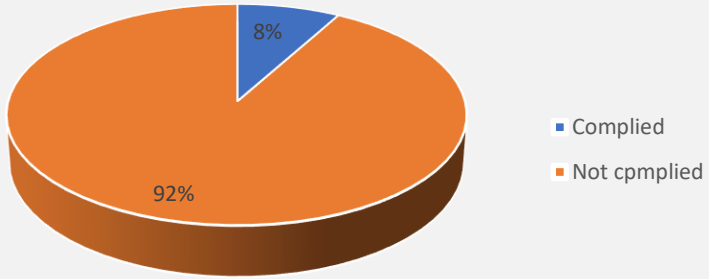
National departments compliance in terms of addressing the gaps identified through competency assessments




- In terms of the reports received from departments and analysed for financial year 2021/2022, only 13% of departments complied with the provisions of the Directive.
- These are the only departments that provided targeted training interventions to address competency gaps which were identified during competency assessments.
- 87% of departments only appear to use the assessments to comply for purposes of employment
- Some of the identified competency gaps were more than 12 months since the date of assessment.

# PROVINCIAL DEPARTMENTS COMPLIANCE

Provincial departments compliance in terms of addressing the gaps identified through competency assessments



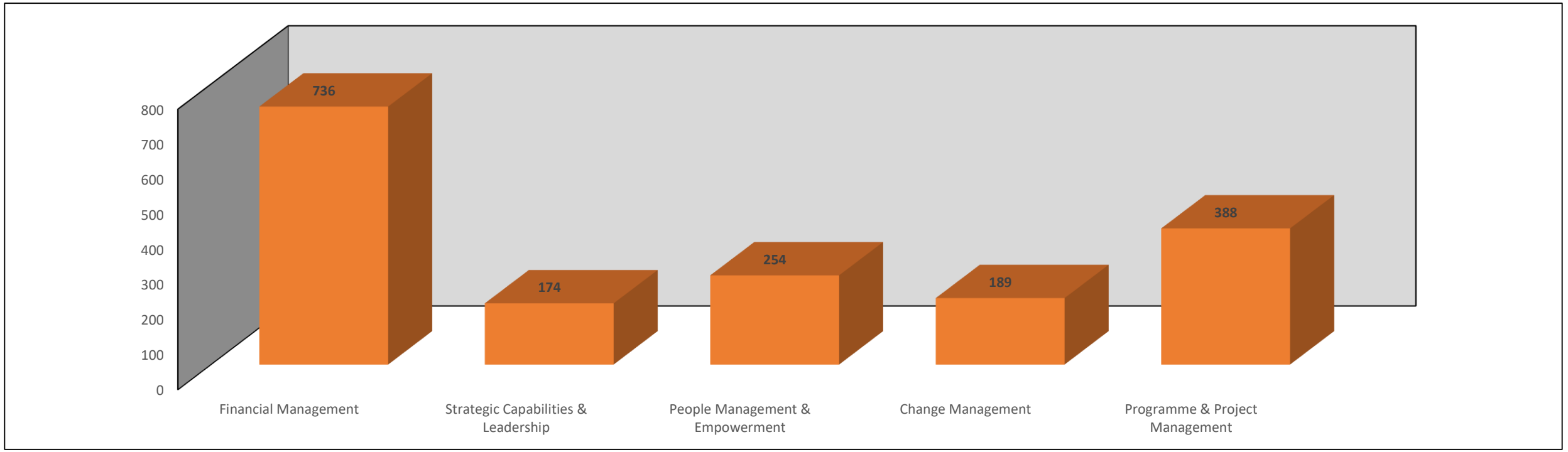

- Only 8% of departments complied with the provisions of directive in terms of the reports received for financial year 2021/2022 by providing targeted training interventions to address competency gaps identified during assessments
- 92% of departments did not comply as they have not made provision to address competency gaps identified
- As with at National, the Directive is only complied with for the purposes of recruitment and appointment but not development

# CURRENT COMPETENCY GAPS: 2022/2023



Between 1 May 2022 to 28 March 2023, **1221** assessments were conducted.

The graph below illustrates the competency gaps identified during the assessment period.



# CHALLENGES & PROPOSED INTERVENTIONS

| Challenge / Inhibitors | Proposed solution / Enablers |
|---|---|
| Assessment results not being a consideration when deciding on the appointment of a candidate | • The directive to be reviewed and assessment results to be a consideration when making appointment decision for SMS posts |
| Financial Constraints | • Departments to partner with PSETA to solicit financial support for SMS training/development where appropriate.<br>• Budget specifically for competency related training interventions.<br>• Introduce stringent measures to stop training budgets from being shifted to other needs |
| Formalise Coaching and Mentorship | • Use lessons from ELIPS to formalise a policy position on coaching and mentorship<br>• Departments to formalise senior management mentorship programme in order to address the identified competency gaps. |
| Training not supported due to long duration and high costs | Departments to use online leadership programmes offered by the NSG and other training institutions. |

# CHALLENGES & PROPOSED INTERVENTIONS

| Challenge / Inhebitors | Proposed solution/ enablers |
|---|---|
| Training not attended due to operational requirements. | • Competency related training courses should be given a high priority (maybe made compulsory through Performance Agreements and PDPs).<br>• E-learning training interventions should be considered in order to ensure that SMS members attend such at their own time. |
| Competency assessments results not made available to SMS members | • Competency assessment reports to be shared with both candidates sent for assessments (whether successful or not)<br>• PMDS units to evaluate whether performance agreements have incorporated the identified gaps into Personal Development Plans. |
| Lack of collaboration between HRM and HRD units | Developmental areas as identified in the Competency assessment reports to be submitted to HRD units in order to incorporate the training needs into the HRD plans (**integration**) |

# CONCLUSION



- If 92% of departments are unable to implement the Competency Framework, it goes without saying that indeed the instrument is not effective.
- Based on the data retrieved from the panel service providers on assessment conducted and the implementation reports received from departments, there are challenges in the implementation of the Framework:

  - The Directive is not aligned with Regulation 86 of the Public Service Regulations, 2016
  - Assessments are done just to comply with recruitment process;
  - The assessment results are not considered when deciding selection for appointment;
  - Departments do not prioritise addressing the identified competency gaps through targeted training; and
  - Personal Development Plans of SMS members are not informed by actual training needs.

- The directive is to be reviewed to address the identified challenge to ensure that it is aligned with the Professionalisation Framework