

# **THIRD DRAFT: DISCUSSION DOCUMENT**

## **HUMAN RESOURCE DEVELOPMENT STRATEGY FOR STAFF DEVELOPMENT IN THE WESTERN CAPE PROVINCIAL ADMINISTRATION**

**MARCH 2004**

**WESTERN CAPE PROVINCIAL ADMINISTRATION**

## **NOTE :**

This is an unedited, first draft, discussion document. It will be tabled as a discussion document at the HRD Summit of the HRD Forum to be held at Goudini from 3 – 5 March 2004.

Based on the technical input from the HRD Summit, a second document will be drafted and circulated to all the departments before finalisation in June 2004.

After technical and grammatical preparation of this document, a summary of the HRD Strategy will be prepared in the three official languages of the Western Cape Province.

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**(i) Foreword**

The investment in human capital is one of the cornerstones of the *iKapa Elihlumayo*, the Western Cape Provincial Growth and Development Strategy. In order to create, share and sustain growth and development, the Western Cape Province needs an effective, efficient and innovative public administration. Innovation in service delivery and the promotion of good governance is at the centre of the Western Cape Provincial Government Agenda.

In order to promote good governance we need a pool of administrative and managerial excellence at all levels in our Administration. This human resource development strategy is an internal staff development strategy to empower all employees to deliver an efficient and effective public service. It presents an overall approach towards human source development and it is aligned with both the National HRD Strategy for South Africa, 2001 and the HRD Strategy for the Public Service, 2003.

At a provincial level, this strategy draws on the work of the White Paper on the Knowledge Economy for Western Cape, 2000; the Provincial Growth and Development Strategy; Fiscal Policy, 2003; The Medium Expenditure Budgeting Policy Statement, 2004; Socio Economic Review, 2003; the Report, a Framework for Developing a Human Resource and Skills Development Strategy in the Western Cape, 2003; and the Framework for the Development of the Western Cape, - An Improved Life for All. *iKapa Elihlumayo*, 2004.

Thus, this Strategy draws from both the national human resource development agenda and the provincial macro policy strategies. This document is a product of consultation

with the key stakeholders and maps a new holistic approach towards internal human personal development in the Western Cape Provincial Administration.

The Western Cape Provincial Administration is committed to investment in people and this Strategy is an expression of this commitment. In addition, we commit ourselves to implement and regularly monitor and review the progress with this human resource development strategy.

**Dr GA Lawrence**

**Director General**

**Western Cape Provincial Administration; 2004**

**(ii) Abbreviations:**

ABET: Adult Basic Education Training

CAA : Cape Administrative Academy

DOE: Department of Education

DTC: Departmental Training Committee

FAQ: Frequently Asked Questions

FET: Further Education and Training

G & A Cluster: Governance and Administration Cluster

HRD: Human Resource Development

HRD-CC: Human Resource Development Co-ordinating Committee

ICT : Information Communication and Technology

ISDP: Individual Staff Development Plans

NEPAD: New Partnership for African Development

NQF: National Qualifications Framework

PEP: Provincial Executive Programme

PSETA: Public Sector Education and Training Authority

PSTF: Public Service Trainers' Forum

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PTPDC: Provincial Training and Personnel Development Committee

PTM: Provincial Top Management

QMS: Quality Management System

RPL: Recognition of prior learning

SAMDI: South African Management Development Institute

SAQA: South African Qualification Authority

SARS: South African Revenue Services

SD: Skills Development

SDF: Skills Development Facilitator

SEMP: Senior Executive Management Programme

SETA: Sectoral Education and Training Authority

SMS: Senior Management Service

WCPA : Western Cape Provincial Administration

WSP: Workplace Skills Plan

**PART ONE : INTRODUCTION AND CONTEXT SETTING****1. Introduction**

During the late 1990s we saw a shift from *training* to *human resource development*. This shift was facilitated by the promulgation of the South African Qualifications Authority Act, 1996, the Skills Development Act, 1998 and the Skills Development Levies Act, 1999. These pieces of legislation laid the political and legal foundation for human resource development and skills development. In order to operationalise this new legal foundation, a management foundation was developed through the National HRD Strategy for South Africa, 2001, the National Skills Development Strategy, 2001, as well as the HRD Strategy for the Public Service, 2003.

The National strategies are aimed at giving strategic direction for organisations, government departments and provincial administrations. In order to operationalise the national human resource strategies, the Western Cape Provincial Administration embarked on a process to develop an internal staff development strategy. This document sets out the internal human resource development strategy to empower and develop all its employees to improve service delivery in the Western Cape.

**1.2 Legal Mandate**

This internal human resource development strategy derives its mandate from the following legal and policy documents:

- The Constitution of the RSA, 1996
- The SAQA Act, 1996
- The Skills Development Act, 1998
- The Employment Equity Act, 1998
- The Skills Development Levies Act, 1999
- The National Skills Development Strategy, 2001
- The HRD Strategy for SA, 2001
- The HRD Strategy for the Public Service, 2003

**NATIONAL CONTEXT**

- The White Paper: Preparing the People of the Western Cape for the 21<sup>st</sup> Century Knowledge Economy.
- Medium Term Expenditure Budgetary, Policy Statement, 2003 – 2007 (Western Cape Provincial Government)
- Fiscal Policy 2003 – 2007 (Western Cape Provincial Government)
- Provincial Growth and Development Summit, PGDS, November 2003
- Final Report of HRD Task Team, 2003
- Framework for the Development of the Western Cape Province – An Improved Life for All, *iKapa Elihlumayo*, 2004

### 1.3 Western Cape Context

1.3.1 The Western Cape Province is one of the nine provinces in the Republic of South Africa. It has a population of 4,5 million which is about 10% of the South African population. Geographically, it is about 120 000km<sup>2</sup> in the size. The Western Cape Provincial Administration has 69 000 employees.

1.3.2 The Western Cape Provincial Government has adopted a framework for the Development for the Western Cape Province. This framework, or as it is generally referred to, *iKapa Elihlumayo*, the Xhosa term for the growing Cape. represents the strategic development framework for the Western Cape. The vision of the *iKapa Elihlumayo* is to create a world-class Province which cares for all its people, underpinned by vibrant, growing sustainable economy, (Western Cape Provincial Government, 2004:5). Its mission is to serve the people of the Western Cape through

- building social capital;
- building human capital; and
- enhanced economic participation and growth.

1.3.3 In line with the philosophy of *iKapa Elihlumayo*, the Western Cape Provincial Government developed the following eight key development priorities:

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- Building social capital with an emphasis on youth.
  - Building human capital with an emphasis on youth.
  - Strategic infrastructure investment.
  - Micro-economic strategy.
  - Spatial development framework.
  - Co-ordination and communication.
  - Improving financial governance.
  - Provinsialisation of municipal rendered services.

1.3.4 In order to deliver its development priorities, the Western Cape Province, needs an effective and efficient public service. This HRD strategy for staff development represents one contribution towards the creation of a competent workforce in the Western Cape Provincial Administration.

### **1.3.5 Link with *iKapa Elihlumayo***

The Framework for the Development of the Western Cape Province 2004 – 2007 makes provision for the creation of a

- transversal foundation;
- safety net;
- economic anchors; and the
- creation of an enabling environment.

This internal HRD Strategy for internal staff development provides a transversal foundation for staff and skills development. The purpose of this transversal foundation is to improve communication and co-ordination between the various stakeholders involved in human resource and skills development.

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This HRD Strategy for staff development in the Western Cape Province draws heavily on the first of the eight Provincial Government strategic priorities, namely building human capital. The vision of *iKapa Elihlumayo* is to create a world-class Province. The employees of the Western Cape Province now have a moral responsibility to deliver and implement programmes and projects to adhere to the goals of *iKapa Elihlumayo*. The HRD Strategy aims at developing the professional, personal and technical competencies of its employees to enable them to deliver the goals of *iKapa Elihlumayo*.

#### **1.4 Scope of Application**

This strategy covers all employees, both permanent and non-permanent, of the Western Cape Provincial Administration in all the Provincial Administration Departments.

#### **1.5 Purpose of this Document**

This document presents a strategy of how the Western Cape Provincial Administration intends to develop its most important resource, namely its human resources. It presents a strategic approach towards staff development and spells out clear strategic objectives and performance indicators in order to receive value for money. This document is a communication tool between employer and employees in terms of their human development. It is also a management tool to create a pool of administrative and management expertise through training and development.

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## 1.6 Structure

This document is structured as follows:

Part 1	Introduction and Context Setting
Part 2	The Strategic HRD Framework
Part 3	Strategic Objectives and Indicators
Part 4	Implementation
Part 5	Monitoring and Review

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**PART TWO: STRATEGIC HRD FRAMEWORK**

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**2.1 Vision**

Creating a world-class Public Service.

**2.2 Mission**

Creating a world-class Public Service through

- Skills Development;
- Capacity Building; and
- Personal Empowerment.

**2.3 Philosophy**

The philosophy of this HRD Strategy is rooted in the believe that, in order to create a world-class Province, we need excellent education and training. To achieve a learning Province and a learning Administration we must have the following features:

- **Education:** Excellent education and training systems at all levels, with high participation rates.
- **Partnerships and networking:** High levels of collaboration, networking and clustering within and across economic and knowledge sectors, especially around areas of innovation and poverty.
- **Information:** Good quality systems for access, collection, analysis, management and dissemination of information.
- **Out of the silos:** A constant challenging of traditional categories to suit rapidly changing social and economic realities.
- **Accessibility:** Providing frequently updated, easily accessible information and counselling services to enable citizens to maximise their learning opportunities.

- **Valued lifelong learning:** High value placed on formal, non-formal and informal learning throughout life, which is expressed in tangible improvement in the learner's employment and community situations.
- **Social cohesion:** Learning supports high levels of social cohesion (across social class, ethnicity, gender, ability, geography and age) within a society of limited social polarities.

(Source : Skills Development Strategy for the Western Cape – November 2003).

## 2.4 Provincial Commitment to HRD

The Western Cape Provincial Administration is committed to staff development and skills development when:

- an employee enters the organisation;
- an employee assumes new responsibilities;
- an employee's job performance requires improvement;
- new conditions require changes in legislation, technology, policy and operational procedure;
- a department's annual review indicates a need for further development; and
- a department has a workplace skills plan for a particular current year.

## 2.5 HRD Building Blocks and Conceptual Framework

Human resource development as an internal staff capacity strategy has four building blocks (see Fig 2.1).

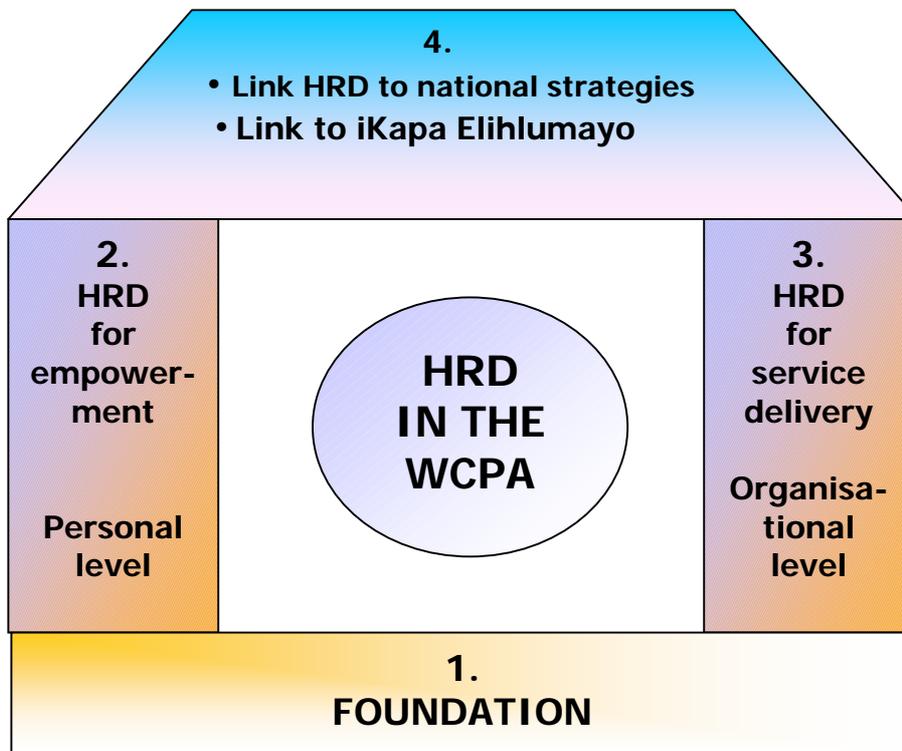


Fig. 2.1 Building Blocks for human resource development

### 2.5.1 Foundation Building

This implies that the HRD strategy starts with the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). Particular reference is made to Section 195 (i)(h):

*“Good human resource management and career development practices, to maximise human potential, must be cultivated.”*

This call from the Constitution, 1996, is for the Western Cape Provincial Government to be development orientated. This developmental orientation is supported by a high standard of professional ethics.

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Thus, human resource development will focus on sound human resource practices, which are developmental in nature and which will create a pool of public employees with high morals and ethics.

### **2.5.2 HRD for Personal Empowerment**

This building block implies that the Administration will invest in personal empowerment programmes, short courses and skills programmes.

Each individual staff member must be given the opportunity for personal empowerment. The individual staff development plans are the tools for personal empowerment.

### **2.5.3. HRD for Service Delivery**

Public institutions render a service to the public in general which must be cost-effective and of the highest standard. For this to happen, employees must have the necessary skills, knowledge and competencies. HRD for service delivery represents an investment in staff development in order to improve service delivery in the spirit of Batho Pele.

HRD tools for service delivery are functional training, learnerships, in-service training (on the job training), benchmarking, coaching and mentoring.

### **2.5.4. Link with National HRD Strategies**

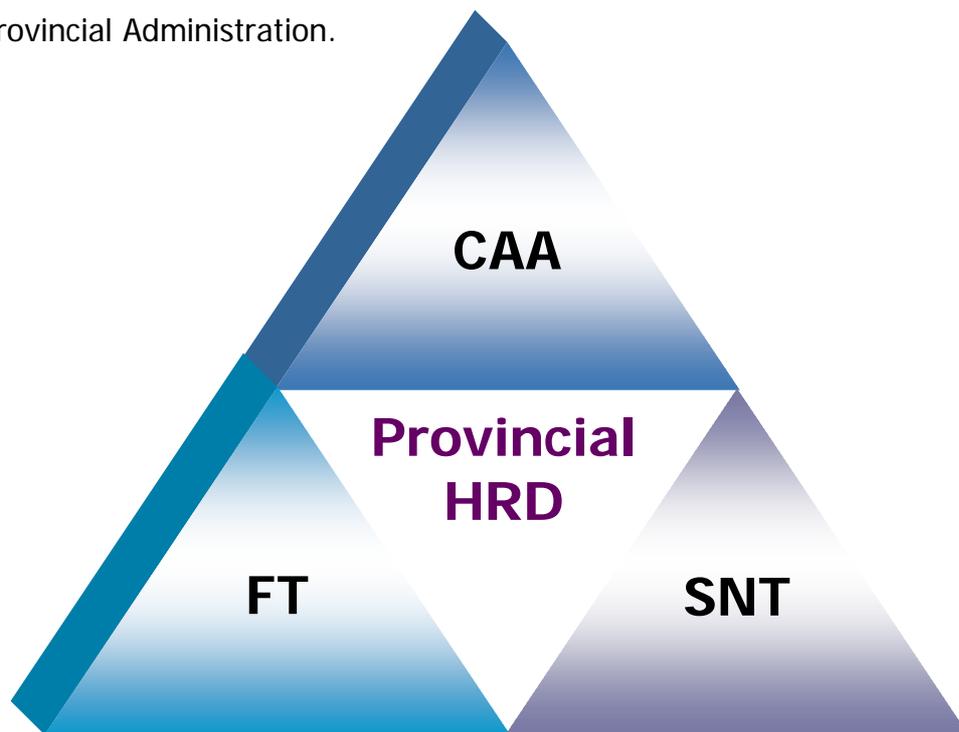
The Western Cape Provincial Administration is part of the broader South African public service and there should be a link between provincial and national HRD agendas. In order to have a coherent and integrated public service, the Western Cape Provincial Administration is committed to co-operate with and advance national HRD strategies.

The tools to link national and provincial HRD strategies are the HRD Co-ordinating Council, liaison with national departments (DPSA, SAMDI, Department of Education and the Department of Labour); representation on the PSETA and other line function SETAs and the National Public Service Trainers' Forum. Institutionally, the Governance and Administration Cluster Committees have the responsibility to oversee the integration between national and provincial strategies, policies, programmes and projects.

## 2.6 The Provincial HRD Conceptual Model

2.6.1 The purpose of the Provincial HRD Conceptual Model is to distinguish between the different typologies of HRD interventions in the Western Cape Provincial Administration.

2.6.2 The following model depicts the typologies of HRD interventions in the Western Cape Provincial Administration.



(Fig. 2.2 HRD Conceptual Model)

**Key :** **CAA** = Cape Administrative Academy, **FT** = Functional Training, **SNT** = Special Needs Training

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### **2.6.3 Provincial HRD**

Provincial HRD co-ordination is located in the Department of the Premier and executed via the Director General through the Chief Directorate Provincial Training (Transversal Mandate).

### **2.6.4 Cape Administrative Academy**

This institution is the provincial civil service college and offers training and development services to all provincial administration departments.

### **2.6.5 Functional Training**

Functional training is the mandate of all departments as it relates to the core functions of the various provincial administration departments. Functional training is the role and responsibility of each provincial administration department. Various functional training institutions exist in Departments and each institution is regarded as a provincial asset.

Functional training of a transversal nature is also provided by lead departments in this area of expertise.

### **2.6.6 Special Needs Training**

Special needs training are those interventions defined by specific circumstances. It is of a short term nature and is delivered on a project-by-project basis. These are needs defined by either a department or by the Province and which have a specific focus and locus for an intervention.

The above Provincial HRD Conceptual Model allows for a clear separation of roles and responsibilities between the various provincial administration departments. It outlines the HRD structures in the Province and, in

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unambiguous terms, communicates the role of the various HRD units in departments.

## 2.7 Goals for the HRD Strategy:

The Human Resource Development Strategy for staff development has four goals:

GOAL	DESCRIPTION
Goal 1	Creating foundations for learning
Goal 2	Building human capital
Goal 3	Improving service delivery
Goal 4	Promoting national and provincial HRD strategies

Fig. 2.3: Goals of the HRD Strategy

Fig. 2.4 Goals and Strategic Objectives of the HRD Strategy

Goals	Strategic Objectives
<p>1. Creating foundations for learning</p>	<p>Strategic Objective 1 : Building the foundation of learning                      Strategic Objective 2 : Creating new ethos in the workplace                      Strategic Objective 3 : Progressive learning model                      Strategic Objective 4 : Strengthening FET college capacity                      Strategic Objective 5 : An integrated HRD Information System</p>
<p>2. Building human capital</p>	<p>Strategic Objective 6 : Supporting <i>iKapa Eilhlumayo</i>                      Strategic Objective 7 : 21<sup>st</sup> Century Knowledge Economy                      Strategic Objective 8 : Professional development of SMS members                      Strategic Objective 9 : Responding to scarce skills                      Strategic Objective 10 : Professional HRD practitioners                      Strategic Objective 11 : Providing for job coaching                      Strategic Objective 12 : Sectoral skills interventions</p>
<p>3. Improving service delivery</p>	<p>Strategic Objective 13 : Improving quality of teaching in the Province                      Strategic Objective 14 : Improving quality of school leadership                      Strategic Objective 15 : Creating partnerships</p>

	<p>Strategic Objective 16 : Creating Training Centres of Excellence</p> <p>Strategic Objective 17 : Developing a Quality Management System (QMS)</p> <p>Strategic Objective 18 : Improving the procurement of HRD services</p> <p>Strategic Objective 19 : Organisational development for service delivery</p>
<p>4. Linking national and provincial strategies</p>	<p>Strategic Objective 20 : Implementing National HRD Strategy</p> <p>Strategic Objective 21 : Linking the strategic objectives</p> <p>Strategic Objective 22 : Contributing to NEPAD</p> <p>Strategic Objective 23: International benchmarking for foreigners</p> <p>Strategic Objective 24 : Facilitating transformation and equity</p> <p>Strategic Objective 25 : Mainstreaming HRD for persons with disabilities</p> <p>Strategic Objective 26 : Offering learnerships</p> <p>Strategic Objective 27 : Investing in staff development</p> <p>Strategic Objective 28 : Offering Employee Assistance Programmes</p> <p>Strategic Objective 29 : Succession plan/career planning</p> <p>Strategic Objective 30 : Improving financial growth</p>

### PART THREE: STRATEGIC OBJECTIVES AND INDICATORS

This part of the Strategy outlines the strategic objectives and indicators for HRD as follows:

Strategic Objective 1	Success Indicator
Building a culture of lifelong learning	<ul style="list-style-type: none"> <li>- Introduction of ABET learning programmes in all Departments</li> <li>- Add foundational learning inputs (group)</li> </ul>
<b>Activities:</b>	

Strategic Objective 2	Success Indicators
Creating a new ethos in the workplace.	<ul style="list-style-type: none"> <li>- All departments develop and present an annual Departmental Induction Programme.</li> <li>- Deliver 100 seminars in basic professional conduct in workplace</li> <li>- Deliver 68 000 booklets on basic conduct.</li> <li>- Popularise Batho Pele in every Department.</li> <li>- Deliver ethics seminars to all Departments.</li> <li>- Provide each new employee with the Public Service Code of Conduct.</li> <li>- CAA presents Induction Programmes to all new Staff.</li> </ul>
<b>Activities:</b>	
1. Annual Protocol seminar by Directorate International Relations	
2. Module on Ethics in all management training programmes	
3. Integrating Batho Pele into all training programmes	
4. Present annual Whistle-Blowing Workshops	

<b>Strategic Objective 3</b>	<b>Success Indicator</b>
Progressive learning model	Development of a progressive learning model
<b>Activities:</b>	
1. Research a learning model	
2. Develop a learning model	
3. Apply the learning model	

<b>Strategic Objective 4</b>	<b>Success Indicator</b>
Strengthen FET college capacity	Offering Leadership Development for CEOs of FET Colleges
<b>Activities:</b> Education	

<b>Strategic Objective 5</b>	<b>Success Indicator</b>
An integrated HRD Information System	Development of an integrated HRD Information System
<b>Activities:</b>	
1. Develop an Integrated HRD Information system	
2. Maintain the HRD Integrated Information System	
3. Share data	

Strategic Objective 6	Success Indicator
Support <i>iKapa Elihlumayo</i>	Development, implementation and review of internal HRD strategy
<b>Activities:</b>	
1. Develop a staff development strategy	
2. Communicate with all staff members	
3. Implement HRD strategy	
4. Monitor HRD strategy	
5. Review of HRD strategy, 3 years MTEF cycle	

Strategic Objective 7	Success Indicator
Prepare the staff for the 21 <sup>st</sup> Century Knowledge Economy	Development of alternative HRD Service delivery models
<b>Activities:</b>	
1. Promote the Learning Cape	
2. Promote the International Cape	
3. Promote an Entrepreneurial Cape	
4. Promote the Cape of Good Hope for all	
5. Develop e-learning opportunities	
6. Provide mobile learning facilities	
7. Establish a centre for E-innovation	
8. Build community capacity to impact on service delivery	
9. Create partnerships with businesses, government, labour and civil society	

Strategic Objective 8	Success Indicator
Professional development of SMS members	Facilitation of competency-based training of all SMS members
<b>Activities:</b>	
1. Encourage self-development amongst managers	
2. Deliver an orientation programme to the SMS	
3. Present a Senior Executive Management Programme	
4. Present an annual Practical Management Seminar	
5. Present an annual International Benchmarking and Best Practice Development Programme	
6. Facilitate leadership development programmes	
7. Encourage international benchmarking on functional levels	

Strategic Objective 9	Success Indicator
Respond to scarce skills	<ul style="list-style-type: none"> <li>- Development of scarce skills profiles.</li> <li>- Action plans for managing scarce skills per Department</li> </ul>
<b>Activities:</b>	
1. Staff retention	
2. Bursaries for specific skills	
3. Recruitment and selection	
4. Learnerships for scare skills	
5. Job design	
6. Compensation management	
7. Conditions of service	
8. Transfer of skills	
9. Broad banding	

Strategic Objective 10	Success Indicator
Creating a pool of provincial professional HRD practitioners	Standards for HRD practitioners
<b>Activities:</b>	
1. Facilitate quarterly HRD Forum meetings	
2. Facilitate SDF Forum meetings	
3. Develop HRD toolkits for practitioners	
4. Develop HRD FAQs	
5. Identify roles and responsibilities for HRD practitioners	
6. Forge partnerships with professional HRD organisations	
7. Develop Benchmarking and Best Practices in the area of HRD	
8. Offer HRD accredited learnerships to HRD Practitioners	
9. Develop and maintain HRD e-Net	
10. Participate in the Annual National Training Conference (PSTF)	

Strategic Objective 11	Success Indicator
Providing for job coaching	
<b>Activities:</b>	

Strategic Objective 12	Success Indicator
Promoting Special Sectoral Skills Interventions	Improve sectoral skills
<b>Activities:</b>	
1. Human Resource Management Training (Credit level NQF Level 5)	
2. Sport management	
3. Agriculture – BA Agriculture degree in consultation with University of Stellenbosch (NQF Level 8)	
4. Housing – Management Diploma (NQF-levels), <i>refer to slide show</i>	
5. Health: <ul style="list-style-type: none"> <li>- Oliver Tambo course – post graduate diploma (UCT)</li> <li>- Pharmacist Assistance programme</li> <li>- BOSS project: Bursary project for community member (Wolseley)</li> </ul>	
6. Transport and Public Works: Learnership MAMA project <ul style="list-style-type: none"> <li>Learnership: E Contr.</li> <li>Learnership: CS</li> </ul>	
7. Treasury: Learnership – Public Sector Accounting Certificate and also Public Sector Accounting Diploma	
8. External bursary programmes: Health and Transport and Public Works	
9. Community Safety: <ul style="list-style-type: none"> <li>Chrysillis project</li> <li>Victim Support Programme</li> <li>Oversight of SAPS</li> <li>Neighbourhood Watch programme</li> <li>Taxi programme, etc.</li> </ul>	
10. PAWC <ul style="list-style-type: none"> <li>- Train-the-Trainer programme (NQF Level 5)</li> <li>- Assessor Training (NQF Level 5)</li> </ul>	
11. Education - Khanya Project <ul style="list-style-type: none"> <li>- Women Management LP</li> </ul>	
12. Local Government - external local government training	

Strategic Objective 13	Success Indicator
Improve the quality of teaching in the Province	Increased number of pass rates in matric
<b>Activities: Education will provide</b>	

Strategic Objective 14	Success Indicator
Improve the quality of school leadership	Empowerment programmes for school principals
<b>Activities: Education will provide</b>	

Strategic Objective 15	Success Indicator
Creating partnerships	HRD interventions delivered through partnerships.
<b>Activities:</b>	
1. Outsourcing	
2. Public – private partnerships	
3. Partnerships with higher educational institutions	
4. Exercise quality control	

Strategic Objective 16	Success Indicator
Creating Training Centres of excellence	All provincial training centres/units receive accreditation as registered service providers of courses by their respective SETAs and DOEs
<b>Activities:</b>	
1. Accreditation of trainers (EDT Practitioners)	
2. Accreditation of courses	
3. Accreditation of institution (centres of learning)	
4. Sign commitment of IIP (Investors in People)	
5. Identification of new infrastructure for training	
6. Accreditation of service providers	
7. Align courses with NQF	

Strategic Objective 17	Success Indicator
Quality Management System (QMS)	Development and implementation of a Quality Management System (QMS)
<b>Activities:</b>	
1. Develop the Quality Management System	
2. Develop benchmarks	
3. Develop checklist (QMS)	
4. Implement the QMS	

Strategic Objective 18	Success Indicator
Improve HRD Procurement	Development of guidelines for the procurement of HRD Services
<b>Activities:</b>	
1. Develop procurement guidelines for HRD	
2. Implement the system	
3. Review the present system	

Strategic Objective 19	Success Indicator
Organisational development for service delivery	Deliver functional training (work-based training) to enhance service delivery.
<b>Activities:</b>	
1. Deliver plans and schedules for functional training	
2. Conduct workshops on satisfaction surveys	
3. Deliver client care seminars	
4. Provide assistance and training on strategic planning sessions	

Strategic Objective 20	Success Indicator
Implementing National HRD Strategy	Monitor compliance with national HRD Strategies
<b>Activities:</b>	
1. Monitor budget in compliance with Skills Development Act, 1998	
2. Monitor internships/learnerships projects	
3. Monitor the implementation of the HRD strategy for the Public Service (2002-2006)	
4. Implement the departmental training committees	
5. Appoint and operationalise a SDF Committee	
6. Implement annual WSPs	
7. Submit quarterly and annual training reports to the Department of Labour and relevant SETAs	
8. Introduce Special advanced programmes to promote equity	
9. Deliver accredited training and in-house courses	
10. Register courses in line with SAQA and NQF	

<b>Strategic Objective 21</b>	<b>Success Indicators</b>
Linking the Strategic Objectives	An integrated and coherent approach towards HRD in the WCPA
<b>Activities:</b>	
1.	Analysing HRD performance in the WCPA
2.	Providing HRD strategic advice to the departments
3.	Provincial Training and Personnel Developmental Committee meetings
4.	Co-ordinating the SETA activities in the Province
5.	Co-ordinating SAMDI HRD interventions in the Province
6.	Compiling composite Provincial HRD reports
7.	Linking up with HRM environment
8.	Training in developing operational and business plans

<b>Strategic Objective 22</b>	<b>Success Indicator</b>
Contributing to NEPAD	Supporting capacity building programmes on the African Continent
<b>Activities:</b>	
1.	Support the SADC-HRD protocol
2.	Share HRD expertise and capacities on the African Continent
3.	Provide technical assistance via National Government in Southern Africa
4.	Encourage HRD benchmarking on the African Continent

<b>Strategic Objective 23</b>	<b>Success Indicator</b>
Offer international benchmarking to foreigners	Develop and offer international study visit programmes for foreigners visiting the Western Cape Province
<b>Activities:</b>	
1.	International fact finding interventions
2.	Hosting academics and scholars

3. Offer internships for foreign students
4. Facilitate dedicated learning in the WCPA (programme design, delivery, evaluation)

Strategic Objective 24	Success Indicator
Facilitate transformation and equity	Offering special advancement programmes for designated groups

<b>Activities:</b>
1. Facilitate Women in Management Programmes (development of women)
2. Deliver Gender Equality in Practice Programmes
3. Present an annual Provincial Executive Programme (PEP)
4. Implement gender mainstreaming
5. Deliver Diversity Management training
6. Present Leadership Development Programmes
7. Facilitate career-pathing

Strategic Objective 25	Success Indicator
Mainstream HRD for persons with disabilities	Gender mainstreaming training package

<b>Activities:</b>

Strategic Objective 26	Success Indicator
Offering learnerships	Implementation of learnerships in every department
<b>Activities:</b>	
1. Identify registered learnership (and unist standards)	
2. Train assessors and moderators in the workplace	
3. Learnership selection and recruitment process	
4. Placement of learners	
5. Assess compliance against unit standards	
6. Certify competence	

Strategic Objective 27	Success Indicators
Investing in staff development	Budget for and invest at least 1% of salary component of personnel expenditure on HRD and skills development
<b>Activities:</b>	
1. Allocating of bursaries, focusing on scarce skills within departments	
2. Ring-fencing training and development funding	
3. Investing in infrastructure for training facilities	
4. Delivering of training at the Civil Services College of the Western Cape, eg. The Cape Administrative Academy	
5. Reporting to the Standing Committees of Parliament	
6. Offering financial assistance for staff development and for attendance of conferences and seminars that are work related	
7. Delivering HRD programmes through partnerships	
8. Funding research programmes to fulfil departmental needs	
9. Introducing study vouchers	
10. Implementing Individual Staff Development Plans (ISDPs)	
11. Implementation of WSPs	

Strategic Objective 28	Success Indicators
Offering Employee Assistance Programmes	An EAP in every department
<b>Activities:</b>	
1. Design an EAP	
2. Communicate with all staff members	
3. Offer EAP to all staff	
4. Receive and analyse EAP reports (annually)	
5. Manage the trends from the EAP reports	

Strategic Objective 29	Success Indicator
Succession planning (career planning)	Offer mentoring and programmes in every provincial administration departments.
<b>Activities:</b>	
1. Develop a pool in preparation (for example PEP)	
2. All SMS members act as mentors for PEP candidates	
3. Implementation of the Provincial Mentorship Programme	

Strategic Objective 30	Success Indicator
Improving financial governance	Develop and deliver financial competency training
<b>Activities:</b>	
1. Improving financial competencies	
2. Improving financial technical competencies	
3. Offer financial management learnership	

## PART FOUR: IMPLEMENTATION

### Implementation and role clarification:

1. The Director General <sup>1</sup>	<ul style="list-style-type: none"> <li>- Accept transversal leadership in terms of HRM and training in the WCPA</li> <li>- Determine transversal policy, norms and standards, strategic direction and co-ordination of HRD activities in WCPA</li> </ul>
2. Provincial Top Management	Provide strategic leadership in terms of HR and staff development in the WCPA
3. Head of Departments	Responsible and accountable for the implementation of the HRD strategy in their relevant departments
Chief Directorate : Provincial Training	<ul style="list-style-type: none"> <li>- Responsible for transversal HRD strategic policy guides and co-ordination of provincial HRD programmes and projects through HRD forum</li> <li>- Represents the WCPA nationally on HRD Co-ordinating Council</li> </ul>
4. HRD Forum	<ul style="list-style-type: none"> <li>- Consists of reps from all Provincial Administration Departments (SMS level)</li> <li>- Serves as a policy advocacy and advisory forum (at strategic level) to the provincial top management in the area of HRD</li> </ul>
5. PTPDC/SDF Forum	Consists of reps from all departments and focuses on operational HRD matters

6. Departmental Training Committees	<ul style="list-style-type: none"> <li>- Meet on regular basis to encourage and advocate the implementation of the departmental workplace Skills Plan</li> <li>- Report progress regarding the implementation of the WSP</li> </ul>
7. HRD Managers	<ul style="list-style-type: none"> <li>- Responsible for advising the HOD on all HRD and related matters</li> <li>- Responsible for the operational planning in terms of HRD</li> <li>- Ensure development and implementation of a departmental workplace skills plan</li> <li>- Ensure that skills development is budgeted for in terms of funding regulations</li> <li>- Ensure that their departments are registered and take part in the programmes of their line function SETA</li> </ul>
8. Line Function Managers	<ul style="list-style-type: none"> <li>- Actively ensure that all their employees are given the opportunity to learn within the departmental career development framework</li> <li>- Approve formal learning activities such as courses and seminars</li> <li>- Ensure that there is an effective transfer of learning from training programmes to the workplace</li> <li>- Determine performance standards and assess employees against these</li> </ul>

	<ul style="list-style-type: none"> <li>- Actively involve themselves in career planning, coaching and mentoring, in consultation with employees, to develop them to their full potential and ensure that they are available for appointment in increasingly responsible positions that become available in the Public Services</li> <li>- Encourage personnel to participate in learnerships and skills programmes.</li> </ul>
9. Employees	<ul style="list-style-type: none"> <li>- Determine training and development needs and personal development plans in consultation with their supervisors</li> <li>- Plan and manage learning and career development with their supervisors in a way that is consistent with the needs of the Department and the Public Service at large</li> <li>- Demonstrate a willingness to develop and learn through work experience</li> <li>- Always accept responsibility and take the initiative in their own training and development</li> <li>- Take full advantage of the training and development opportunities available to them</li> <li>- Commit themselves, in terms of learning and development, to the application of learning in the workplace and in private life</li> </ul>

	<ul style="list-style-type: none"> <li>- Apply the knowledge and skills learnt to improve their work, performance and job satisfaction</li> <li>- Participate in the evaluation of their training and implementation of personal development plans</li> <li>- Participate in the learnerships and skills programmes</li> </ul>
10. Skills Development Facilitators	<ul style="list-style-type: none"> <li>- Identify skills shortages and priorities</li> <li>- Identify opportunities for learnerships</li> <li>- Facilitate the development of workplace skills plans (WSPs)</li> <li>- Submit workplace skills plans to the relevant SETA</li> <li>- Facilitate and co-ordinate departmental committee meetings</li> <li>- Complete quarterly monitoring reports</li> <li>- Monitor and evaluate training programmes</li> <li>- Assist the Department in completing key reporting documentation as required by the SETA and the Department</li> <li>- Assist the Department with the drafting of an annual training report evaluating the WSPs</li> <li>- Serve as a contact between the Department and SETA</li> <li>- Maintain operational infrastructure (delivery)</li> <li>- Provide guidance and serve on DTCs</li> </ul>

<sup>1</sup>This function is performed by the Chief Directorate Provincial Training, PAWC.

The HRD Directorates in Departments are the key agents for the monitoring and implementation of the HRD Strategy. The following are the tools for implementing the HRD Strategy.

### IMPLEMENTATION TOOLS

IMPLEMENT LEVEL	IMPLEMENT TOOLS
1. Strategic	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Annual Report</li> <li>• Budget</li> <li>• Governance and Administration Cluster</li> <li>• Partnerships</li> <li>• HRD Forum</li> </ul>
2. Intermediate	<ul style="list-style-type: none"> <li>• Workplace Skills Plan</li> <li>• Business Plan</li> <li>• Programming and Scheduling</li> <li>• Performance Agreement</li> <li>• Departmental Training Committees</li> <li>• Sector Skills Plans</li> </ul>
3. Operational	<ul style="list-style-type: none"> <li>• Individual Staff Development Plan</li> <li>• Learner Record Database</li> <li>• PTPDC</li> <li>• Training Reports</li> <li>• Quarterly Management System (QMS)</li> <li>• Skills Profiles</li> <li>• Competency Assessments</li> <li>• Skills Development Facilitator</li> </ul>

Fig.4.1 Tools to implement the HRD Strategy in the WCPA

**PART FIVE: MONITORING AND REVIEW**

The Director-General of the Western Cape Provincial Administration, through the Chief Directorate Provincial Training, will be responsible for the overall monitoring of the implementation of the HRD strategy, monitoring and annual reviewing of the implementation strategy and submission of reports to the PTM, the G & A Cluster Committees and Cabinet.

This document will be reviewed annually through a consultative process involving all key stakeholders. The strategic review of the entire strategy will be done every three years, to coincide with the medium MTEF cycle.

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