

THE IMPACT OF NORMS AND STANDARDS ON TALENT MANAGEMENT

ETHEKWINI METROPOLITAN MUNICIPALITY

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BACK TO BASICS : SERVING OUR COMMUNITIES BETTER



cooperative governance

Department
Cooperative Governance
REPUBLIC OF SOUTH AFRICA



Presentation Outline

1. Purpose
2. Background
 - Legislative Context
 - Policy Context
 - Summary of the Regulations
4. Policy objectives of the Regulations
5. Objectives of the competency framework
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2. Background – Legislative Context

- ❑ **Constitution of the Republic of South Africa, 1996**
 - Obligates national and provincial government, **by legislative and other measures** to support and strengthen the capacity of municipalities to perform their functions (s154(1);
 - Provides **basic values and principles governing public administration** in the Republic: Example: professional ethics, eee use of resources, good HRM&D practices (s195).

- ❑ **The Municipal Systems Act**
 - Provides a legal framework for establishment of local public administration and HR regime (Chapter 7).
 - Requires an efficient, effective and transparent system of local public administration (that conforms to s195).
 - Enjoins the Minister to make regulations or issue guidelines setting uniform standards for municipal staff systems and procedures for **ALL municipal staff** and **senior managers** (s72);

2. Background – Policy Context (cont.)

- ❑ The Fourth and Fifth Administration conducted the following studies –
 - State of Local Government;
 - State of Human Resources in Local Government;
 - Legislative powers conferred to the Minister; and
 - Diagnosis of Municipal Performance.

- ❑ The studies revealed the following challenges governance and administrative challenges faced by municipalities:
 - Induced municipalities to adopt disparate HR systems resulting in **excessive disparities that impede mobility of staff in the sector.**
 - **Bloating of municipal administration** in non-core functions of municipalities.
 - **Incoherent HR practices** resulting in the concentration of critical skills in affluent municipalities.
 - High incidence of **irregular and inappropriate appointments.**
 - **Poor skills development** programmes negatively impacting the capacity of municipalities to fulfil their constitutional obligations.
 - **Ineffective performance management and lack of accountability.**

2. Background – Policy Context (cont.)

❑ **NDP – Building a Capable and Developmental State**

- Stabilise the political-administrative interface.
- Create local government as an employer of choice (Build a skilled and professional public administration from both the top and bottom).
- Take a more long-term approach to building local government capacity.
- Develop technical and specialist professional skills (Develop appropriate career paths for technical specialists).
- Develop systems to strengthen local government – staff establishment, recruitment systems; operational guidelines for routine tasks; etc.

❑ **B2B – Building resilient administrative institutions (Pillar 5)**

- Institutionalise systems to ensure that municipalities attract and retain persons with the requisite skills set.
- Develop competency requirements for staff below senior management echelon.

2. Background – Policy Context (cont.)

- ❑ In realising government's commitment the Municipal Systems Act was amended to provide legal certainty with regard to the Minister's regulatory authority.
- ❑ A two-pronged approach was pursued set norms and standards.
 - Development of regulations setting uniform standards for senior managers;
 - Development of regulations applicable to all municipal staff below management echelon.
- ❑ The Regulations are organised into 7 chapters. This presentation outlines the proposed regulations by Chapter. :
 - Chapter 1: Interpretation and application;
 - Chapter 2: Staff establishment, job description and job evaluation;
 - Chapter 3: Recruitment, selection and appointment of staff;
 - Chapter 4: Performance management;
 - Chapter 5: Skills development;
 - Chapter 6: Remuneration related matters; and
 - Chapter 7: General (transitional arrangements, repeal and short title).

3. Objectives of the Regulations

- ❑ The objectives of the Regulations are to:
 - Create a career local public administration that is efficient, effective and transparent;
 - Create a development oriented public administration governed by good human resource management and career development practices;
 - Strengthen the capacity of municipalities to perform their functions through recruitment and appointment of suitably qualified and competent persons; and
 - Establish a coherent HR governance regime that will ensure adequate checks and balances, including enforcement of compliance with the legislation.

- ❑ The Municipal Staff Regulations includes Local Government: Competency Framework for Occupational Streams (“the Competency Framework”)

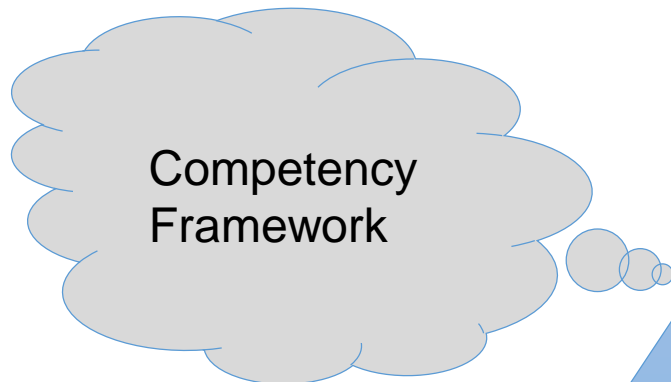
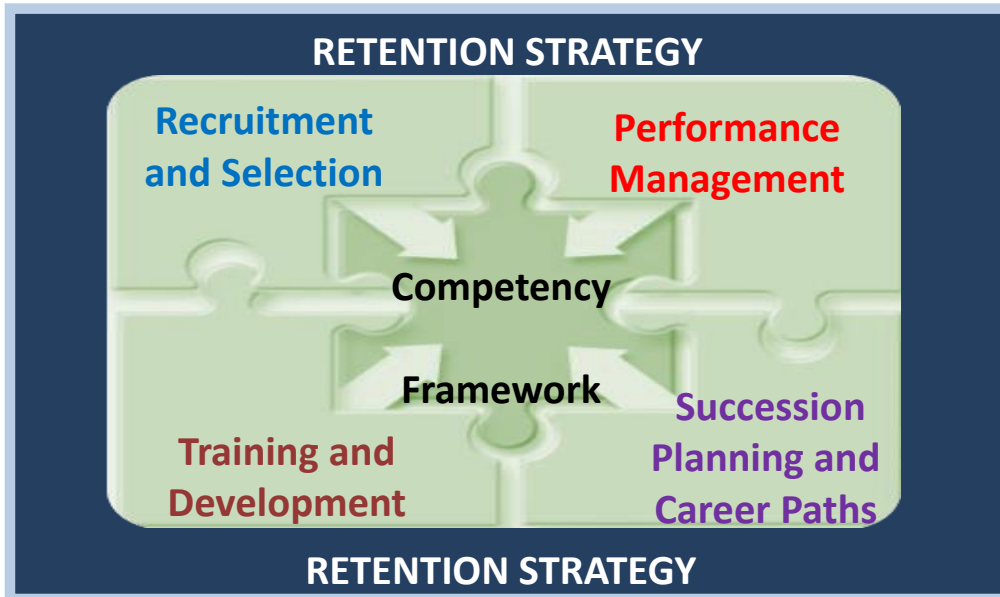
4. Competency Framework

- There are 6 competency sets that contribute to an individual's performance in a particular job. These are:
 1. Knowledge, experience and qualifications – not competencies in themselves but the talent that an individual brings to the job
 2. Professional Competencies – relates to the technical / functional skills that an individual has acquired in relation to their professional discipline
 3. Personal Competencies – Personal elements that enables an individual to perform at the desired levels
 4. Public Service Orientation – Need to be efficient and customer focused.
 5. Management / leadership orientation – motivate and inspire others to give their best to achieve a common vision or goal
 6. Administrative – linked to administrative professionalism

5. Objectives of the Competency Framework

- ❑ The main objectives of the draft Competency Framework are to:
 - Link **municipal and individual objectives** and ensure that staff members are clear about how they are **expected to perform** in their jobs.
 - Assist **human resource planning and succession planning** in municipalities by identifying the requirements for a job and how staff can develop to move up through career-progression.
 - Play a major role in both **attracting and retaining staff**, particularly when **linked to career progression and pay**.
 - Make the appraisal and recruitment systems fairer and more open and differences between levels, job titles and grades more transparent.
 - Help to make municipalities more cohesive by **breaking down traditional professional boundaries and establishing links between different professions**
 - **Target scarce training and development resources** more effectively and encourage **individuals to take more responsibility for their own development**.

6. Competency Management



Objectives of Competencies - Recruitment and Selection

- Constitutes the **primary informants for recruiting** the right persons at the appropriate level by defining the **range of competencies**, together with the level of complexity required.
- Informs **job profile, interview process** and any **other assessments** – competency matrix
- Identify **competence gaps**
- Identify **talent pools**

Objectives of Competencies - Training and Development

- They inform the gaps between what is required of a job and the competency level of the incumbents. By doing so they directly inform the **Personal Development Plans**__enabling clear **training and development** requirements for the current role and development goals to be set for future career possibilities.
- Development of a relevant and appropriate **workplace skills plan**.
- Clear tools for **managing own career, awareness of strengths and areas of development**.

Objectives of Competencies - Career Pathing and Succession Planning

- Similarly, the frameworks with their supporting career streams, allow for **structured career and succession planning** by allowing individuals to plan and manage their own career development balanced against the needs of the organisation for a structured succession planning process.
- **Outlines job ladder and related competencies** for each position within that ladder.
- Enable municipalities to assess individual employees' **readiness for promotion** based on defined career path.
- Able to fast track progression of high potential individuals up the career ladder.

Objectives of Competencies - Performance Management

- Competency frameworks **provide the basis for assessment** at current levels as well as next levels of promotion.
- Provides objective and **accurate basis of assessment**
- Assess at current level and one above to assess promotion potential.
- Identification of **high potential individuals**.

Way forward

- Promulgation of the Regulations
- Roll-out of the Regulations
- Conduct skills audit
- Provide training and development programmes
- Assess the competencies

Thank You!

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