



INTERIM SCM COUNCIL INPUT TO THE NATIONAL IMPLEMENTATION FRAMEWORK TOWARDS THE PROFESSIONALISATION OF THE PUBLIC SERVICE

No	Section	Current Proposal by the Framework (if available)	Proposal by the Council	Reference document for the proposal (if available)
1.	SECTION 1: INTRODUCTION	<p>“Expanding statutory professional bodies to cover public service occupations...</p> <p>2.5 a. ...all public servants become a composite group of workers, subject to a single dispensation of professional registration and regulation...”</p>	<p>-“Public Service Occupations” need to be defined.</p> <p>-A competency framework for each profession needs to be formalised.</p> <p>-Supply Chain Management needs to be defined as a Profession, and not a sub-section within Finance.</p> <p>-Given the current structures and disconnect between national, provincial, and municipal functions, having one single body of professional registration and regulation for public servants does not seem realistic nor implementable.</p> <p>In 2015 to 2017, the National Treasury conducted a Baseline study on Supply Chain Management function or discipline within the public sector environment, to determine the baseline capacity review in order to help government with its goal to link to Presidential Outcome 12: <i>to improve planning, resource allocation, performance and service delivery.</i></p>	

			<p>On 10 December 2014 the Cabinet Committee for Governance and Administration adopted the recommendations proposed in the Cabinet Memorandum No: 25 of 2014 pertaining to SCM reforms and capacity development. Cabinet noted the strategic importance of SCM in service delivery and in achieving South Africa’s developmental and transformational objectives. In order to position SCM as a strategic function, Cabinet approved a range of steps to reform the SCM system.</p> <p>The accounting officer and municipal manager must ensure that the Supply Chain Management function is adequately structured and staffed with appropriately qualified and competent professionals able to support management in achieving the organisational mandate, strategy, and goals. The reality of the matter is that many of the SCM employees have been in government for many years without appropriate SCM related academic qualifications and relevant training.</p> <p>Problem statement The Supply Chain Management in the public sector, is confronted with a number of challenges, such as:</p> <ul style="list-style-type: none"> ● Lack of recognition as a professional discipline; ● Lack of strategic or structural positioning of the function; ● Lack of competent, skilled and knowledgeable staff; ● Insufficient capacity in operational SCM units; ● Inadequate SCM structures (no standardised SCM structure); ● Lack of standardised job titles and professional designations; ● Absence of relevant and related academic formal qualifications, courses and programmes; ● Lack of professional home, etc. <p>Capacity Development Strategy for PFM National Treasury in partnership with the Department for Public Service and Administration (DPSA), Department of Cooperative Governance (DCoG), the National School of Government (NSG) and other stakeholders through public sector forums, committees, meetings and reference groups developed the Public Financial Management (PFM) Capacity Development</p>	
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Strategy (CDS). Government departments, chief financial officers, provincial accountant-generals, provincial treasuries and capacity development specialists contributed to this process.

The CDS represents National Treasury’s coherent strategy and plan of action to support the development of good public financial management. The strategy provides a national perspective to address financial management capacity constraints in the public sector. These challenges include scarce skills; high levels of vacancies and staff turnover; a lack of suitable education, training and development programmes; limited knowledge management; inadequate monitoring and evaluation; ineffective performance management; non-adherence to legislation; poor audit results; and an absence of effective partnerships. The CDS is based on a range of diagnostics that amongst others indicated a need for improving PFM practitioner skills and knowledge through targeted education training and development solutions. There is a strong focus on supporting individuals to achieve their personal and professional aspirations. The CDS is aligned to the requirements of building a capable developmental state addressing key challenges which includes: a serious skills deficit, strengthening of accountability and authority, poor organisational design, inappropriate staffing and low morale.

The CDS is underpinning the four strategic objectives:

Strategic Objective	Problem Statement
Support the development of enabling environment	Environment does not support the development of high- performance organisations
Enhance the organisational capacity	Inadequate organisational capacity hampers good public financial management and service delivery
Develop and empower a corps of competent high-performance employees	Staff competency levels are inadequate to comply with the standards and requirements.
Create an environment that enables and sustains mutually	Absence of effective partnerships leads to unsustainable efforts to meet the capacity development requirements.

			beneficial stakeholder relationships		
2.	SECTION 2: THE NEED FOR PROFESSIONALISING THE SOUTH AFRICAN PUBLIC SERVICE	Although section 7.3.1 states “A high standard of professional ethics must be promoted and maintained”; section 10.4 confirms the limitations of the Public Service Charter and related instruments		<p>During 2015, we published the Supply Chain Management (SCM) Review which made reference to the following SCM capacity development initiatives that are underway:</p> <ul style="list-style-type: none"> ● Generic functional structures for CFOs’ offices and for provincial treasury SCM support functions; ● SCM competency framework that defines the knowledge and skills required to operate effectively within an SCM unit; ● SCM master curriculum; and ● Development of an individual skills development assessment toolkit (i-Develop) to help individuals (practitioners) and institutions to identify their SCM human resource development needs. 	
				<p>- The Public Service Charter needs to be complimented by Codes of Ethics and Conduct specific to each respective “Public Service occupation” / “Profession”.</p> <p>- Each professional discipline within the public sector can drive ethical practices with mechanisms already implemented by professional bodies, both statutory and non-statutory:</p> <ul style="list-style-type: none"> o Compulsory ethical training and awareness programs specific to a discipline/profession o A public register of compliant and qualified professionals. Non-compliant professionals are suspended. A disciplinary procedure is in place for non-compliant professionals. <p>- Ethical practices and competency should not be confused, as these are two distinct areas.</p> <p>Competency Framework for Public Financial Management</p> <p>The National Treasury has developed the Competency Framework for Financial Management (CFFM) to define the technical, core and behavioural competencies required by Public Finance Management practitioners. The Competency Framework is intended to underpin human</p>	

resource development systems, such as job descriptions; recruitment and selection; performance management; career planning; succession management; and the design of human resource development initiatives and learning programme. The Competency Framework also provides a uniform central reference and facilitates self-management and empowerment as it allows people to assess their knowledge, skills and attributes (i.e. competencies) against the agreed standard of performance required for each occupational level.

Ensuring that the departments have the right people in the right position is key to success. Competencies provide a way to accomplish both these tasks and if they are based on the department's strategy. Competencies also clarify what the organisation needs from its employees or prospective recruits in order to achieve its objectives and gain a competitive advantage.

Current recruitment and selection process in the public sector are purely based conversational structured interviews, psychometric tests and assessment centres with limited or no measurement of an individual's competencies that may reveal aspects which would normally be hidden when a recruitment interview is conducted, such as cognitive ability tests, job knowledge tests, technical skills assessments questionnaires, physical performance tests, professional examinations for managers and executives, etc. In order to have complete information of employees it is therefore essential that competency assessments be conducted for all current and prospective employees.

Best practice reviews indicate that organisations or companies using a competency-based approach have generally made a conscious effort to identify the competencies and types of workers they need to achieve their goals. As a result, they are able to conduct their business more efficiently and are likely to be highly effective in accomplishing their vision and mission. In such companies, employees are likely to have a great sense of job satisfaction. Employees are essentially given the blueprint for delivering against expectations.

3. Through the promotion and elevation of the profession, professional recognition and status will see the professional attract Young Professionals.

- Clearly defined career paths in line with professional body structures.

			<ul style="list-style-type: none"> ● Identify the skills and competency sets required to determine gaps, growth opportunities, training, and education requirements. ● Cross pollination between private and public sector <p>6.5 Competence is the ability to demonstrate that you have the right skills, knowledge, and experience.</p> <p>6.5 Strong leadership which is a scarce commodity, especially in the remote working environment.</p>	
3.	SECTION 3: UNDERSTANDING PROFESSIONALISATION -THE CONSTITUTIONAL AND LEGISLATIVE CONTEXT		<ul style="list-style-type: none"> ● Profession ● Professions are either self-regulated or regulated by the state through statute. The responsibilities for the regulation of the affairs and behaviour of members are typically delegated to professional bodies who assume the responsibility for setting relevant competence criteria for admission into the profession, overseeing the certification of professionals, and setting and enforcing ethical work practices and behaviour. ● Professionalisation ● Professionalisation is a social process whereby a trade or occupation transforms itself into a true profession of the highest integrity and competence. This process tends to involve establishing acceptable qualifications, a professional body or association to oversee and regulate the affairs and conduct of members of the profession. ● ● Effective management and use of resources to eliminate waste. ● Performance and skills-based salary structure in line with private sector remuneration which would make public sector jobs more attractive to existing professionals as well as Young professionals. ● Portability between public and private sector should not be onerous. ● Need for public sector to display a professional attitude. ● Cultural and behavioural change to embody entrepreneurial, proactive, service orientated attitude. ● Public officials need to put public interest above their own. This means that they should take cognisance of social and community values and not substitute their own value choices for those of the society. ● 	

			<ul style="list-style-type: none"> • The origin of the public sector's SCM framework is Section 217 of the Constitution of the Republic of South Africa, which states that an organ of state in the national, provincial or local sphere of government must procure goods and services with a system that is fair, transparent and cost effective. Section 217(2) provides for the use of procurement as a policy tool. it is mind bottling why SCM is not recognise as a profession while elevated to be a Constitutional prescript. • 	
4.	SECTION 4: PROGRESS TO DATE AND BENCHMARKED STUDIES	12.8 14.2.1 14.4 Rule of law driving force behind good corruption scores.	<p>Main proposal : Public officials should belong to the appropriate Professional Body that is allied to the skills and functions that they mainly perform .</p> <p>Professional bodies, which take the form of Professional Associations and Professional Regulatory Bodies within the SCM play an important role in the professionalisation of the discipline. Professional Associations define the profession and assist members to further the profession through ongoing learning, quality control and research. Professional Regulatory Bodies are established by law for the purpose of regulating a profession to best serve the public.</p> <p>The coexistence of the Interim SCM Council requires that it has a direct relationship with those of Professional Associations and Professional Regulatory Bodies, as they are advancing a common goal towards the professionalisation of the SCM fraternity. The identified key players within the South African market include the Chartered Institute of Procurement and Supply (CIPS), Chartered Institute of Logistics and Transport (CILT), Professional Body for Supply Chain Management (SAPICS), and the South African Association of Freight Forwarders (SAAFF).</p> <p>The benchmarking report on professionalisation of the SCM recommend that the Interim SCM Council must establish itself as a legal entity through the enactment of an Act of Parliament in order to licence members to the profession. The Minister will have to play a significant role to ensure that the SMC Act is passed through Parliament.</p>	

			<p>The professional association will play a pivotal role in the CPD requirement for the licencing and renewal of the licence to practice.</p> <p>There is significant work that has been done in this professionalisation initiative. currently the Interim SCM Council has taken an initiative after consultation with the CHE to develop the Supply Chain Management technical standards and competency framework for professional practices. The technical standards and competency framework for SCM professional practice will inform the academic qualifications to be use by Council for Higher Education (CHE) and occupational qualifications by the Quality Council for Trade and Occupations (QCTO) within the sub-framework of the National Qualifications Authority. This is initiated by practitioners themselves and supported by National Treasury</p> <p>The OFO (organisational framework for occupations) codes may be used as a formal guide in deciding their main function. Where there is no obvious either a statutory or non-statutory Professional Body allied to that task , a Statutory professional Body must be established.</p> <p>12.8 Professional bodies can endorse inhouse training programmes for CPD.</p> <p>14.2.1 Skilled, efficient, and effective practitioners would result in the need for less resources. Reduce head count.</p> <p>14.3.2 Even with Experience, qualification and education, competence needs to be demonstrated.</p> <p>14.3.3 Outsource recruitment exam or assessment to professional bodies to ensure neutrality and transparency.</p> <p>14.4.3. Assessments to be conducted for new recruits to assess competencies in line with professional body standards.</p> <p>14.5.2 Creating a competitive environment creates an environment to succeed and exceed expectations. Measurements and metric to be established before and then evaluated to determine best results. Evaluation of results can be assessed by professional body which</p>	
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5.	SECTION 5: PROPOSALS FOR PROFESSIONALISING THE PUBLIC SERVICE	<p>Section 15.3</p> <p>Section 15.4</p> <p>Sections 15.6 and 15.7</p>	<ul style="list-style-type: none"> - NQF Registered in the QCTO Occupational qualifications and related stakeholders should be included - A dual-approach is recommended: <ul style="list-style-type: none"> o Public sector specific training (as mentioned in section 12.7) o Profession specific training (e.g. Finance Health Education Procurement Supply Chain) o Establish entry level requirements for each “Public Service Occupation” per discipline. Leverage off standards and competency frameworks set by current professional bodies - Induction and on-boarding are only completed when the public servant has successfully passed a Code of Ethics and Conduct learning and test to confirm his/her full understanding of acting with integrity in his/her role and eliminating cultural / political biases with regards to interpreting the meaning of integrity - Leverage off the professional bodies who provide platforms and mechanisms to professionals to earn CPD, to ensure public servants act with pride, are held accountable, have alternative access to professional designations through RPL, and have access to international leading practice and the raising of esteem for all professions. <p>Proposed Interventions/Solutions <i>Urgently to be addressed are:</i></p> <p>Standardisation and implementation of SCM structures across all spheres of government based on their strategic plans and mandates.</p>	Policy and Criteria for recognising a Professional Body and registering a Professional Designation for the purposes of the National Qualifications Framework Act, Act 67 of 2008

			<p>Recognition of the SCM as discipline, independent or as standalone from financial management</p> <p>Prioritise the filling of critical vacant, posts, the development of relevant SCM academic qualifications, on the job training initiatives, coaching and mentoring programmes at junior, middle, and senior management level.</p> <p>Adequate resources must therefore be mobilised to ensure the implementation of these interventions, including allocation of adequate training budgets.</p> <p>Provide an opportunity to professionalise the SCM sector to be on par with other financial management disciplines and establish a Council for SCM to coordinate various stakeholders in the country (professional organisations, academia and government) to set norms and standards and alignment of their professional offerings in order to professionalise SCM in the country and vigorously address some of the critical challenges within the sectors.</p> <p>15.5.1 Creativity, risk taking, and innovation have become critical skills for SC Professionals. Introduce simulated learning tools to teach and evaluate.</p> <p>17.3 Professional bodies will conduct RPL process.</p> <p>15.7.1 SCM is missing from the list.</p> <p>17.4 Many, if not all, of these elements should obtain input from professional bodies and in some cases be managed by the professional bodies.</p> <ul style="list-style-type: none"> ● Technology is a key business driver and must be part of all development initiatives. Public sector are generally slow adopters. ● QCTO to be included. ● OFO to guide job roles. ● Public servants to be equipped to meet the global challenges of the ever-changing world with local hardships. ● The role of the state and its Public servants need to be attuned to the needs of the private sector and civil society, in order to better carry out their functions. 	
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6.	SOURCE REFERENCES		<p>https://www.indeed.com/career-advice/career-development/professional-attitude#:~:text=A%20professional%20attitude%20is%20the,of%20appearance%2C%20compartment%20and%20interaction.</p> <p>Professionalising Local Government Leadership: A Foundational Imperative By Olubunmi Ajayi</p>	