

PUBLIC CONSULTATION PROCESS:
**NATIONAL IMPLEMENTATION FRAMEWORK TOWARDS THE
PROFESSIONALISATION OF THE PUBLIC SERVICE**

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Introduction

CAPABLE STATE

A capable state has the required human capabilities, institutional capacity, service processes & technological platforms to deliver on the NDP through a social contract with the people.

ETHICAL STATE

An ethical state is driven by the constitutional values & principles of public administration & the rule of law, focused on the progressive realisation of socio-economic rights & social justice as outlined in the Bill of Rights.

DEVELOPMENTAL STATE

A developmental state aims to meet people's needs through interventionist, developmental, participatory public administration. Building an autonomous developmental state driven by the public interest & not individual or sectional interests; embedded in South African society leading an active citizenry through partnerships with all sectors of society.

Outcomes :

- ❖ Improved leadership, governance & accountability for a functional, efficient & integrated state;
- ❖ Professional, meritocratic & ethical public administration, & social compacts & engagement with key stakeholders;
- ❖ Enhancing confidence & trust on the state.



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Introduction and Approach to the Framework

The draft implementation framework towards professionalising the public service emphasises the following:

- ❖ Understanding a profession, professionalism & professionalisation
- ❖ Contextualising the professionalisation of the public service
- ❖ Presenting key pillars for professionalisation of the public service

To access the framework document, please go to <https://www.thensg.gov.za/official-gazzetes/>

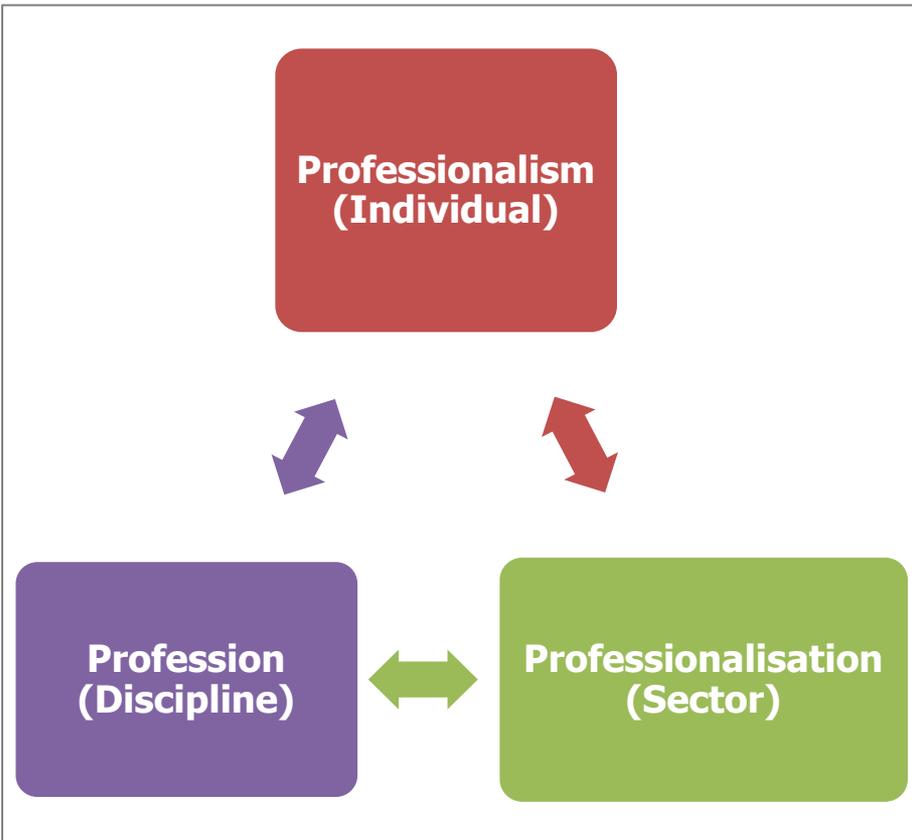


Introduction and Approach to the Framework

- ❖ This intervention is part of a bigger project of strengthening state capacity
- ❖ It proposes a phased-in approach leveraging proposed policy or legislative changes
- ❖ It has sampled literature on professionalisation as well as on developmental states in Africa and beyond
- ❖ The Framework recognises the complexity of public administration given that some professions are regulated at pre-entry (e.g. Healthcare & Education) whilst others have post-entry pathways (e.g. Engineering) – involving statutory (Councils) & non-statutory professional bodies (Associations)
- ❖ 2011 Diagnostic Overview outlined the need to improve skills of public servants recognising:
 - ❖ Erosion of State's role in producing skilled professionals (e.g. closure of teacher & nursing colleges)
 - ❖ Erosion capacity to train engineers, planners & artisans... while bodies like the Institute of Municipal Finance Officers & Municipal Engineers have little influence over appointments to critical positions
 - ❖ Result has been a reduction in the number of professionals available to the State whilst the wage bill continues to rise



Introduction and Approach to the Framework



Example:

Person X appointed as a Director for Legal Services:

Professionalism as an individual – subscribing to Batho Pele, Code of Conduct, Public Service Charter – how person X behaves as a public servant, serves the citizen, exudes requisite values & ethos

Professionalisation by the employer (State) – value chain issues – how person X is recruited, inducted, performance managed, capacitated, career incidents, etc.

Profession as a discipline – how person X is registered with the Bar Council & subscribes to the professional registration requirements/conduct



Introduction and Approach to the Framework

Phase-in interventions with a clear set of implementation modalities

Pre-entry, Recruitment & Selection

Introduce Integrity Tests & Extend Pre-entry Exams

Induction & Onboarding

Make Induction compulsory across levels & link to probation & PMDS

HR Planning & Performance Management

Introduce rules to regulate succession planning & take corrective measures against poor performance & promote rotate staff

Continuing Learning & Professional Development

Fully implement PAMA provisions on continuing learning for all public servants & progressively phase-in Professional Registration/ Recognition for Legal, Finance, Supply Chain, HR & Build Environment Practitioners

Career Progression & Career Incidents

DG in the Presidency to manage career incidence of DGs, extend tenure of DGs/HoDs to 7 years & rotate after 2 terms. Introduce special dispensation to progress women into senior management positions. Implement revolving door policy to bring expertise to government

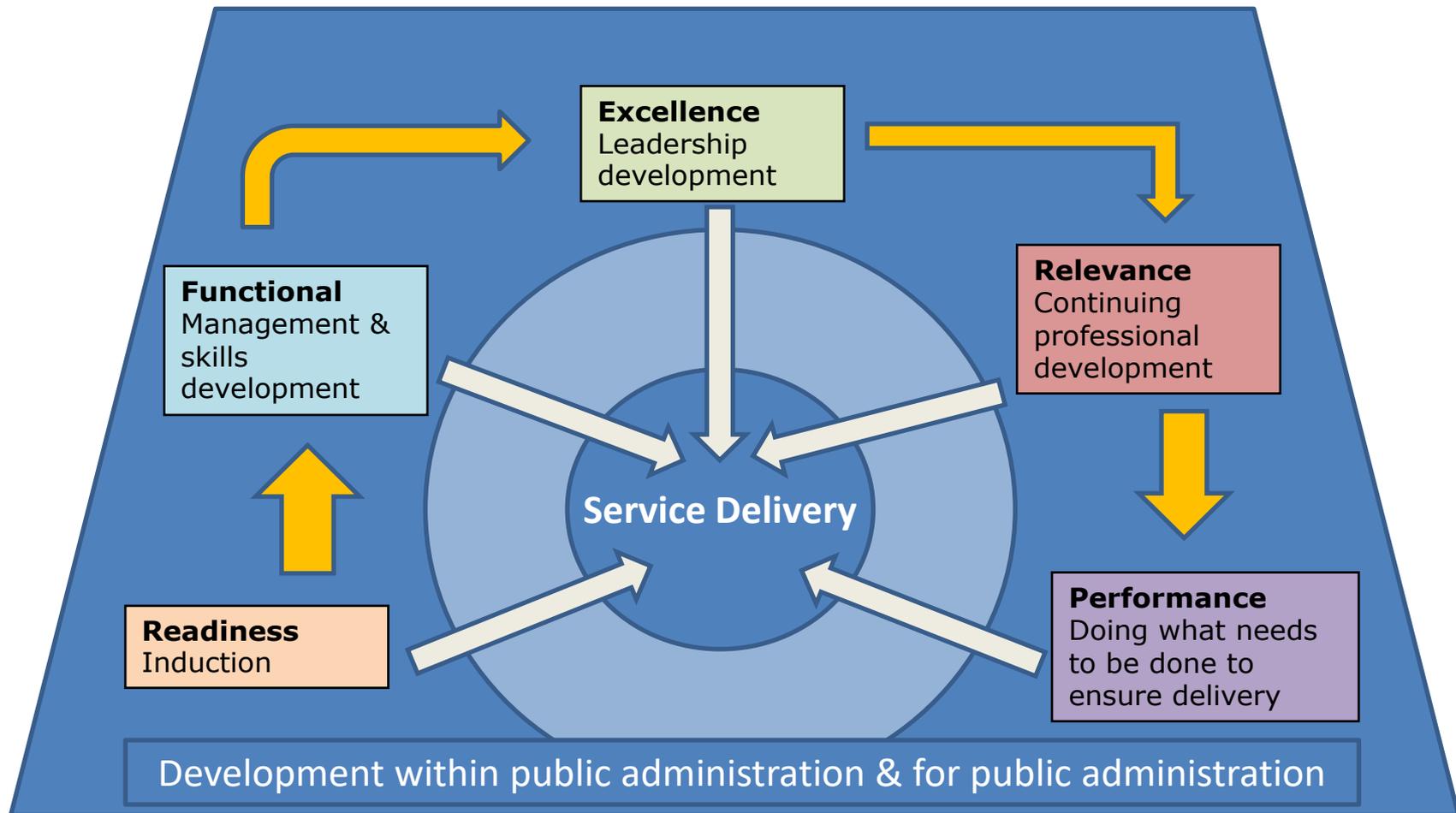


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Introduction and Approach to the Framework



Some key proposals

- Policy framework for professionalisation of public administration, including setting norms and standards for all the disciplines in the public service
- Identification of professional bodies that are operating within the various disciplines to collaborate with government departments and institutions of higher learning
- Research by the DPSA and the NSG, together with professional bodies and academia should develop customized training/ bridging programmes to support professionalisation
- Control measures within government departments to promote an environment that will be conducive for employees to thrive as professionals for the benefit of the public service and to enhance productivity



Some key proposals

- ❖ PSC Panel of Experts to support interview panels set up by Ministers/Premiers/MECs for all Accounting Officers & DDGs posts *Legal/policy enabler*
- ❖ Add Occupational Suitability Criteria (fit for purpose test) to the Competency Assessment of SMS *Legal/policy enabler*
- ❖ Pilot Integrity Tests for SMS and for all other levels by adapting & improving on tools used by the SAPS & SSA *Legal/policy enabler*
- ❖ Pilot Online Entrance Exams similar to Nyukela (SMS pre-entry exam) for Assistant Directors & Deputy Directors *Legal/policy enabler*
- ❖ Initiate compacts (with implementation modalities & timelines) with professional bodies outlining processes towards professionalising engineers, lawyers, project managers, HR, Comms. & Finance Officials *Legal/policy enabler*
- ❖ Extend tenure of HoDs from 5-7 years on a case by case basis (on anniversary of the contract & subject to rigorous performance reviews) & apply rotation principle after 2 terms in a department *Legal/policy enabler*



What we seek from public consultations...your views on:

- ❖ Why we need professionalisation in the public service and what effect it will have on state performance in terms of execution diligence
- ❖ What must happen in the different areas of the public service to enable professionalisation
- ❖ Which aspects of professionalisation will be necessary for recruitment (e.g. pre-entry exams and tests) and career management of public servants and public representatives
- ❖ What policy and legislative reforms (e.g. occupational specific dispensation) that may be necessary to professionalise the public service
- ❖ What opportunities will professionalisation provide to public servants in terms of their lifelong learning, continuous development and recognition of prior learning
- ❖ How the professionalisation framework can influence higher & further education curriculum and how must higher education sector adjust
- ❖ What kinds of partnerships may be formed with professional bodies and association in furtherance of professionalisation, development, accountability and consequence management



Thank you

Send further written inputs to professionalisation@thensg.gov.za



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