

Technical Support to the South African Department of Labour (DOL),
Labour Centres (LCs) and Sector Education Training Authorities (SETAs)

Organisational Development and Human Resources Report

Submitted to:

***Public Service Education Training Authority
(PSETA)***



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Executive Summary

Introduction

The Human Resources Development Strategy (HRDS) for South Africa is intended to maximise the potential of the people of South Africa through the acquisition of knowledge and skills, to work productively and competitively in order to achieve a rising quality of life for all. Sector Education and Training Authorities (SETAs) were established to support this strategy and ensure the provision of quality and appropriate education and training in a sustainable and coordinated manner. The Public Service Sector Education Training Authority (PSETA), one of 25 SETAs in South Africa, was established to focus on the public service. It is primarily responsible for quality assurance and identification of transversal training programmes across all national and provincial government departments and administrations. The establishment of the PSETA has provided the Public Service with the challenge and opportunity to develop and implement a new system of education and training that is coordinated and integrated in ways that accommodate and cater to the needs of individual employees' and departmental strategic needs. Given the importance of its role, key stakeholders such as the PSETA board, the Department of Public Service and Administration (DPSA) and the Department of Labour (DoL) have acknowledged the need to ensure that the PSETA functions optimally.

Rationale and Objectives

In line with this need, a project was commissioned by the South African Department of Labour (DOL) with support of the United States Agency for International Development, South Africa (USAID/SA) to provide assistance to the PSETA. In partnership with USAID/SA, the PSETA developed the following project objective and focus areas. The overall objective was to assist the PSETA in the further development of position description requirements and performance management criteria to ensure the full implementation of the functions and strategy of the PSETA. In particular, it focused on the assessment of existing job descriptions, job profiles, and skills profiles and the identification of performance indicators for individual PSETA staff members.

Approach and methodology

The overall project approach was based on the principles of consultation, participation and skills transfer. The methodology included desk reviews, interviews, benchmarking and assessment and design workshops. The DPSA frameworks regarding job descriptions and performance work plans were used as point of departure in development of the final templates. All job descriptions, work plans and the final report were subject to rigorous processes of validation with the PSETA staff and stakeholders.

Project Deliverables

The project produced a number of specific deliverables as per the project brief. These included:

- Job descriptions/job profile documents for twenty-one staff positions as indicated by the PSETA formal establishment/organogram
- Finalised work plans and personal development plans for all PSETA staff members for the performance management cycle beginning 1 April 2003
- Training of the PSETA staff on the use and meaning of performance work plans through a series of skills transfer workshops

- A project Action Plan and Implementation Strategy for the HR processes reviewed including an integration of timeline requirements to assist PSETA planning and performance management.
- An overall project report that outlines specific findings and recommendations for performance improvement within the PSETA

Key Findings and Recommendations

An over-arching organisational excellence model consisting of five key domains was used as a basis for analysing findings and developing recommendations for improvement. These include (1) Achievements/Best Practices; (2) Strategic Focus; (3) Structure and Governance; (4) Systems Alignment; and (5) People Empowerment. The key recommendations in relation to each of these areas is presented below

Achievements/Best Practices – Existing practices (e.g. engagement with other SETAs) should be built upon and consolidated

Strategic focus - The Business Plan development process needs to be strengthened in terms of consultation, engagement and research in order to ensure that:

- The Business Plan incorporates input from key stakeholders (DPSA, DOL, PSETA Staff);
- There is alignment to the SSP;
- Targets are realistic and clearly understood;
- Business Plan priorities are explicitly reflected in the individual work plans of PSETA staff; and
- The Business Plan and work plans incorporate sufficient detail to support implementation.

Structure and governance – The DPSA should give priority to the filling of vacant posts and mechanisms for interaction and reporting between the PSETA and the PSETA board and DPSA should be strengthened.

Systems alignment – The PSETA must integrate the proposed Implementation Strategy and Action Plan into its formal management processes

People Empowerment – Additional workshops should be organised with PSETA staff to engage them in the development of operational plans and performance work plans to identify clear activities, outputs, and monitoring initiatives.

Ensuring Sustainable Change and Improvement

The findings and recommendations presented in the report focus on immediate areas that could be addressed to enhance the performance of the PSETA. However, the findings if understood from the perspective of an organisational excellence model also point to the need for or a more fundamental focus in terms of producing sustainable change and improvement within the PSETA. In particular the findings point to the following focus areas:

- Improving service delivery and enhancing customer interface;
- Achieving tangible results through turnkey projects;
- Marketing and communication; and
- Strengthening partnership with the PSETA Board, the DPSA and DoL

Conclusion

Key stakeholders such as the DPSA Minister, DPSA Senior Management officials, USAID/SA mission staff, and the PSETA Board have responded positively to the project process and the findings and recommendations have been endorsed as relevant and pragmatic. There is also a commitment to engage with the recommendations and provide additional support to the PSETA. The challenge that remains is to build on the momentum that has already been established.

Ultimately, any organisational improvement initiative can only succeed if key stakeholders are involved, there are "champions" who demonstrate leadership and a staff complement who are committed to achieving positive results. All key stakeholders must embrace a plan to ensure that the PSETA takes its rightful place as a significant player in the human resource development terrain of South Africa.

ACKNOWLEDGMENTS

The Organisational Development and Human Resources Management Project was undertaken by Development Associates, Inc. under USAID South Africa Contract No. 674-1-00-00-0005-00, Task Order 009 on behalf of the South African Department of Labour, Provincial Labour Centres, and Five Sector Education Training Authority's to assist the Public Service Sector Education Training Authority (PSETA) in the further development of position job descriptions and performance management criteria. USAID South Africa made funding for this project available.

The success of the project is the result of the cooperation and assistance received from many of the PSETA staff. Individuals at the PSETA offices contributed by participating in interviews, providing documents and courteously responding to the requests of the consultant team. The input received from the Department of Public Service (DPSA) South African Qualifications Authority (SAQA), and the South African Department of Labour (DOL) management staff also significantly improved the consultants' review processes and the results of the report. The job description/job profile documents, performance management system criteria and action plan implementation strategy are all products of this report and are intended to be ongoing working, flexible documents that are updated and revised as necessary to meet the PSETA's strategic needs.

The consultant team wishes to thank and acknowledge Gina Wilson of Khulisa Management Services who provided invaluable technical support in the production of this report. Finally, Development Associates extends its appreciation to its partners Khulisa Management Services, and RTI who provided support to this project.

DISCLAIMER

Development Associates, Inc. and its subcontractors, Khulisa Management Services and Research Triangle Institute (RTI) have prepared this report. The findings and opinions expressed in this report are solely those of the authors and do not necessarily represent those of the United States Agency for International Development (USAID South Africa), or the South African Department of Labour (DOL). Similarly, any errors or omissions are the responsibility of the authors.

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Mr. Gary Moonsammy was assigned as a consultant to the Public Service Sector Education Training Authority (PSETA) Organisational Development and Human Resources project. Mr. Moonsammy is a research psychologist by profession and has rich experience gathered from a broad range of work in the Public, Private and NGO sectors. An organisational development specialist, his skills and expertise include strategy development, organisation design, change management, performance management and training. Mr. Moonsammy has led a number of transformation/restructuring projects at national, provincial and local government levels. He has extensive knowledge of the public sector legislative/policy environment and has advised senior politicians and managers regarding organisational change and development. Mr. Moonsammy has conducted training in areas of transformational leadership, team leadership and diversity management and has written and delivered presentation on change and transformation. He is a founding partner of the Manto Group of Companies and is currently director of business development.

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ACRONYMS

AGM	Annual General Meeting
CEO	Chief Executive Officer
CMC	Core Management Criteria
DOL	Department of Labour
DG	Director General
DPSA	Department of Public Service and Administration
ESDS	Employment Skills Development Service
ETQA	Education and Training Quality Assurance
EXCO	Executive Committee
GAFs	Generic Assessment Factors
GENFECTQA	General and Further Education and Training Quality Assurance
CHE	Council on Higher Education
HR	Human Resources
HRD	Human Resource Development
HRDS	Human Resource Development Strategy
HRM	Human Resources Management
IT	Information Technology
KPAs	Key Performance Areas
KRAs	Key Results Areas
MANCO	Management Committee
MOU	Memorandum of Understanding
NQF	National Qualifications Framework
NSA	National Skills Authority
NSDS	National Skills Development Strategy
NSF	National Skills Fund
OD	Organisational Development
PDP	Personal Development Plan
PFMA	Public Finance Management Act
PLCs	Provincial Labour Centres
PMDS	Performance Management Development System
PSETA	Public Service Education and Training Authority
SAQA	South African Qualifications Authority

SARS	South African Revenue Service
SDA	Skills Development Act
SDFs	Skills Development Facilitators
SETA	Sector Education Training Authority
SGB	School Governing Body
SMME	Small Medium and Micro-Enterprise
SMS	Senior Management Service
SSP	Sector Skills Plan
USAID/SA	United States Agency for International Development/South Africa
WPPSTE	White Paper on Public Service Training and Education
WSP	Workplace Skills Plan

1. Background

1.1. Introduction

The Public Service Sector Education Training Authority (PSETA) Organisational Development (OD) and Human Resources (HR) project was undertaken by an international team of two consultants, Mary Scott from the United States and Gary Moonsammy from South Africa during the period of February, March and April 2003. The project focused on the assessment of existing job descriptions, job profiles, and skills profiles and the identification of performance indicators for individual PSETA staff members. The purpose of this project was to develop an action plan and implementation strategy for the HR processes reviewed for the systemic and sustained improved performance and capacity development of the PSETA staff over time.

1.2. Rationale

The project was commissioned by the South African Department of Labour (DOL) with support of the United States Agency for International Development, South Africa (USAID/SA). Capacity building is a priority of the DOL and human capacity development is also a priority for USAID/SA's development initiatives. USAID/SA is addressing this issue through the provision of funding and assistance for the PSETA initiative. The PSETA identified tasks to be supported under the Work Force Development Program. These tasks involve technical assistance provided by consultant specialists in respect to OD and human resources management (HRM). The OD/HR consultant specialists can also assist the PSETA in building internal organisational and staff capacity and provide guidance on the development of organisational and HRM systems and procedures to increase the administrative and functional capacity of the PSETA.

1.3. Background

The Human Resources Development Strategy (HRDS) for South Africa is intended to maximise the potential of the people of South Africa through the acquisition of knowledge and skills, to work productively and competitively in order to achieve a rising quality of life for all. The HRD Strategy also establishes an operational plan together with the necessary institutional arrangements to achieve this. The Department of Public Service and Administration (DPSA) holds the primary responsibility for achievement of the objectives of the HRDS.

The Skills Development Act (SDA) provides a concrete strategy and tools to actualise key government legislative and policy imperatives on matters related to development in the Public Service. The Skills Development Act is promulgated by the setting up of sector education training authorities (SETAs) that will ensure the provision of quality and appropriate education and training in a sustainable and coordinated manner within the context of the National Qualifications Framework (NQF).

In March of 2000, the Minister of Labour promulgated the establishment of SETAs in terms of the Skills Development Act and the PSETA became one of the twenty-five established SETAs. This was accepted by all stakeholders with an interest in skills development in the Public Service. The PSETA is primarily responsible for quality assurance and identification of transversal training programmes across all national and provincial government departments and administrations. The establishment of the PSETA has provided the Public Service with the challenge and opportunity to develop and implement a new system of

education and training that is coordinated and integrated in ways that accommodate and cater to the needs of individual employees' and departmental strategic needs.

The PSETA is comprised of one office located in Pretoria, South Africa and is under the direct jurisdiction of the DPSA. The PSETA has its own Governing Board but executive functions for the PSETA are performed by the DPSA. Since the PSETA is located within the DPSA, it does not have its own assets or premises like other SETA's registered by the DOL. This arrangement is necessitated by a number of factors such as the financial constraints that the PSETA experienced that are attributed to the fact that government departments (or the state as employer) do not pay a levy to the PSETA in a manner similar to that of other SETA's catering to the private sector. Secondly, The DPSA provides secretariat services to the PSETA and HRM is under the direct jurisdiction of the DPSA Human Resources Department (HRD). This arrangement, however, has created some concern within the PSETA Board with regard to the management and governance of the PSETA. A Memorandum of Understanding (MOU) has been signed by DPSA and the PSETA Board to address these concerns. The PSETA continues to be located within the DPSA and the PSETA budget is also accessed through the DPSA. Therefore, the PSETA continues to utilise the HR Procurement and Information Technology (IT) policies of the DPSA.

The PSETA is one of the key building blocks towards an integrated HRDS in the Public Service; however the PSETA is comprised of only thirteen staff members and is not fully provisioned as envisioned in the PSETA organogram. The PSETA organogram envisages twenty-one positions for the full provisioning of the PSETA. In order to enable the South African government to actualise its constitutional mandate of creating a better life for all, the government envisages a public service that is guided by the ethos of service and committed to the provision of service of an excellent quality. Further, it envisages the effective training and career development of all its employees.

The PSETA 2003/2004 Business Plan Report has noted that key challenges faced by the PSETA have related primarily to capacity as a result of delays in the appointment of eight positions necessary to accomplish PSETA priorities. According to the MOU signed in December 2001 by both the PSETA and the DPSA, the DPSA will provide HR for the execution of the PSETA statutory mandate. However, this matter is now receiving attention and the DPSA HRD has commenced the advertisement of five additional PSETA posts in March 2003. Hence, the PSETA plans to contract the full complement of staff before the next financial year.

Within the parameters described above, the consultant team embarked on the OD/HR project for the PSETA.

1.4. Organisation of Report

The culminating product of the OD/HR task is presented in this project report document. The report incorporates the following information sections:

1. Background to the project including an introduction and rationale;
2. Details of activities including the scope of the project, project objectives and key tasks, methodology, and skills transfer;
3. Objectives, outputs and deliverables of each project activity;
4. Progress made against planned activities;
5. Findings and recommendations; and

6. Conclusions.

Appendixed documents to the report include:

- *Appendix A* - OD/HR Project Overview and Work Plan
- *Appendix B* - Job Analysis Questionnaire
- *Appendix C* - PSETA Employee Identification Roster
- *Appendix D* - Job Description/Job Profile Documents
- *Appendix E* - Performance Work Plan Documents
- *Appendix F* - Personal Development Plan Documents
- *Appendix G* - Workshop Presentations
- *Appendix H* - Action Plan and Implementation Strategy

2. Details of Activities

2.1. Project Objective and Activities

Project Objective

To assist the PSETA in the further development of position descriptions requirements and performance management criteria to ensure the full implementation of the functions and strategy of the PSETA.

Project Activities

- Complete an orientation within the PSETA including a review of the existing HR policies and procedures as well as any existing job descriptions;
- Review, comment and revise job profiles for each position in the PSETA as necessary;
- Review, comment and revise job descriptions for each of the PSETA positions;
- Review current performance management system documents to identify key performance areas and developmental areas for each of the PSETA personnel;
- Develop and refine PSETA staff work plans in terms of key performance areas, outputs, and indicators;
- Develop an action plan and implementation strategy for the HR processes reviewed; and
- Conduct workshops for PSETA staff on the use and meaning of job description documents, performance agreements, and the HR strategies identified in the action plan and implementation strategy to increase staff capacity and administrative capability.

2.2. Methodology

The OD/HR project methodology consisted of a desk study and consultation with relevant staff from the DOL, the DPSA, the South African Qualifications Authority (SAQA) and the PSETA. The consultants agreed that the input received from consultations would remain anonymous.

The methodological approach included

- Over twenty interviews,
- The review of numerous desk top documents including a review of:
 - ◇ The DPSA Performance Management Development System (PMDS);
 - ◇ Review of PSETA staff work plan documents;
 - ◇ Review of HR policies and procedures; and other relevant South African legislation and documents; and
 - ◇ Interpretation of inputs received, progress reports, and the final draft report summary recommendations concluded the methodological approach.

To the extent possible, the HR review and planning process undertaken by the consultants looked at strategies towards assisting the PSETA staff in achieving the PSETA Business Plan priorities. Whenever possible during the review of HR processes and throughout the development of project deliverables, capacity building and skills transfer were incorporated with relevant PSETA staff.

2.2.1. Consultation

Throughout the OD/HR project representatives from PSETA, DOL, DPSA and SAQA were available for consultation with the consultant team. Prior to the beginning of the project the consultants attended a briefing hosted by Lawrence Tsipane, PSETA Chief Executive Officer (CEO) to discuss the initial project approach, tasks, and deliverables. Staff contact protocols were reviewed and the consultants as a result of inputs received also prepared a project work plan document. Throughout the project PSETA staff members were available to the consultant team providing additional inputs and supplying relevant documents.

2.2.2. Desk Study

The desk study commenced prior to the beginning of the project in South Africa. The consultants were provided with documents prepared by PSETA, Development Associates, Inc., the DPSA and the SAQA. The desk study continued during the preparation of this report. As the consultant team became aware of the existence of additional relevant documents, copies were requested from departments and reviewed.

2.2.3. Skills Transfer

The team's approach to skills transfer focused on workshop activities and coaching interventions. A formal skills transfer activity was conducted during the initial orientation workshop. PSETA staff members participated in discussions with consultants relevant to project objectives and deliverables, project approach and staff involvement processes. Another skills transfer activity was conducted during the two-day Performance Work Plan Workshop. This workshop focused on the development of performance work plans and personal development plans for various posts within the PSETA for the evaluation year commencing 1 April 2003. A final skills transfer activity was conducted with PSETA staff at the end of the project to review the human resources strategies identified in the action plan and implementation strategy to increase PSETA staff capacity and administrative capability. Coaching activities occurred throughout the duration of the project as opportunities presented themselves. These activities included one on one sessions with PSETA staff to review and

refine job description/job profile documents and consultation and advice in terms of refinement of performance work plan agreements.

2.2.4. Action Plan and Implementation Strategy

Recommendations were identified as a result of the analysis of HR processes reviewed in this project. The PSETA requested that an action plan and implementation strategy be developed for performance improvement and the successful implementation of PSETA staff responsibilities.

The action plan identifies strategies to promote systematic and sustained improvement of performance by focusing on core issues affecting the integration of job description/job profiles and work plan agreements to accomplish the PSETA's annual business plan priorities. Action plan components included objectives, activities, resources, person's responsible, measurable outputs, as well as timelines.

3. Objectives, Outputs and Deliverables of Each Activity

3.1. Activity 1

The objective of this activity was to conduct an orientation within the PSETA including a review of the existing HR policies and procedures as well as any existing job descriptions.

Objectives

- Engage in a desk study review of existing HR policies and procedures and relevant legislation;
- Conduct interviews with management staff at all levels to identify key perspectives and inputs relevant to the project's tasks and deliverables; and
- Review existing job descriptions/job profiles for PSETA personnel.

Outputs

- The consultants reviewed all DPSA HR policies and procedures relevant to job descriptions/job profiles as well as the PMDS. The DPSA policies and procedures are well developed and indicate that job descriptions must be developed by each department within the DPSA for each employee position. All departments must also follow the DPSA PMDS requirements for the evaluation and development of staff.
- Several relevant legislative documents were reviewed throughout the desk study process: the HRDS for South Africa; the Skills Development Act; Public Service Regulations; the Batho Pele White Paper; Education, Training and Development Policy; SAQA Act; and the NSDS for South Africa. In addition, the consultants reviewed the DPSA's Guide on Job Descriptions and several DOL booklets containing information about the role of the SETAs and the DOLs Provincial Offices. Finally, a review of the PSETA's Sector Skills Plan (SSP), the PSETA Business Plan documents for 2002/2003 and 2003/2004; and several pamphlets and brochures developed by the PSETA completed the desk study process.
- The consultants met with Lawrence Tsipane, PSETA CEO on 17 February 2003 to discuss project scoping issues, tasks, and deliverables. In addition, the consultants were provided with several documents and information relevant to the PSETA project.

- The consultants met with representatives of the DPSA Job Evaluation Unit to identify key perspectives and inputs relevant to the development of job description/job profile documents. All positions within the DPSA are evaluated every three years. Since there were no PSETA job description/job profile documents on file in the DPSA HRM Unit, job evaluators utilised the main task listings contained within the PSETA Business Plan and job interviews to determine the grading of posts. The DPSA does not require a prescribed job description/job profile template and allows each department within the Public Service to determine their job description reporting format. The Job Evaluation Unit staff also provided several documents to assist the consultants in the development of PSETA job descriptions/job profiles (e.g. draft job descriptions, job analysis questionnaires, and competency framework information).
- The DPSA Manager of Management and Development provided the consultants with access to the DPSA PMDS. This system governs the evaluation processes for all employees under the jurisdiction of the DPSA and includes forms for performance management system implementation.
- A meeting was held with the Director of SAQA who reviewed SAQA 's association with the PSETA. The information received as a result of this meeting assisted the consultants in incorporating the job linkages for PSETA staff with SAQA and Education Training Quality Assurance (ETQA) interface.
- The consultants met with the DPSA Executive Manager who highlighted the critical challenges and contextual issues affecting the PSETA. In particular, the Executive Manager emphasised the need for alignment of PSETA Business Plan priorities with the DPSA priorities.
- A meeting was scheduled with the DOL PSETA liaison to review the PSETA's submission requirements to the DOL. The DOL liaison also highlighted some of the key challenges facing the PSETA in relation to achievement of the NSDS targets as well as the need for general improvement in service delivery.
- The consultants were unable to review existing PSETA job descriptions and job profile documents since these documents were not previously developed. The consultants did review the "main task" statements for existing positions and vacant posts contained within the PSETA Business Plan.

Deliverables

- The consultant team prepared an OD/HR Project Overview and Work Plan document for the PSETA CEO for presentation to the PSETA Executive Committee. (See Appendix A).

3.2. Activity 2

The objective of this activity was to review, comment and revise as necessary on job profiles and job descriptions for each of the positions in the PSETA.

Objectives

- Develop a job analysis questionnaire to gather job description/job profile information;
- Conduct job analysis interviews with the CEO, Unit Managers, and each PSETA staff member to identify the qualifications, skills requirements, job duties and responsibilities of filled and vacant posts; and

- Develop a job description/job profile for each PSETA staff position as indicated by the formal/establishment organogram.

Outputs

- Job analysis is a technical procedure that systematically explores the activities within a job. In the job analysis process the duties, responsibilities and accountabilities of a job are analysed. The information gathered from a job analysis generates two outcomes - job descriptions and job profiles. Job profiles stipulate the minimum acceptable characteristics a job-holder must possess as a requisite to be able to perform the job and also identifies the knowledge, skills, level of education, experience and abilities needed to do the job effectively. Job descriptions define the nature of the job content. A job description is a written statement of the content of a job, which is derived from the analysis of the job. It states what the jobholder does, how it is done, and why a job is done.
- The consultant team reviewed several job analysis questionnaire documents utilised in South Africa. A job analysis questionnaire was developed by the consultants as a result of this review. (See Appendix B).
- The consultants drafted a preliminary job description/job profile document for each PSETA position. The information utilised for the preliminary job profile drafts for positions graded twelve and below incorporated the generic assessment factor competencies contained within the DPSA PMDS Preliminary job profile drafts for positions graded thirteen and above incorporated the competencies identified for the Senior Management Service (SMS). Job description template sample documents assisted in the development of the preliminary job description/job profile documents.
- Interviews were then scheduled with the PSETA CEO and four unit managers at the PSETA offices to review the preliminary drafts for each position in their respective units. The input provided by the CEO and unit managers further assisted the consultants in incorporating additional job duties and responsibilities information into all job description/job profile documents.
- The job questionnaire and draft job description/job profile served as a guide for conducting unstructured interviews with each PSETA staff member. Each staff member identified the education, training, experience, skills requirements and job duties and responsibilities for their respective posts. The information identified by the staff resulted in further refinement and revision of all job description/job profile documents.

Deliverables

- A job description/job profile document was developed for twenty-one staff positions as indicated by the PSETA formal/establishment organogram. Each staff member received a copy of her/his document and all unit managers received a diskette, which included all positions within their respective units. (See Appendix C and D).

3.3. Activity 3

The objective of this activity was to review the current performance management system in order to identify key performance areas and developmental areas for each of the PSETA personnel.

Objectives

- Review the DPSA PMDS to ensure that performance evaluation requirements are adhered to throughout the project.

Outputs

- The consultants conducted a desk review of DPSA policies and procedures governing performance management. Specific attention was focused on the structure and content of performance work plans.
- Meetings were conducted with DPSA staff to identify the manner in which the DPSA was applying the PMDS and to clarify content issues (e.g. generic assessment factors, core management criteria), which arose from the desk review.
- The consultants developed a specific approach to clarify how employees report outputs and indicators on the work plan template.
- Specific recommendations and approaches were developed relevant to the supervisory cycle and the reporting requirements of employees as well as the quality assurance requirements of the supervisors.

Deliverables

- The review of the DPSA PMDS provided the background information necessary to carry out the development of key performance outputs namely the development of work plan and personal development plan documents.

3.4. Activity 4

The objective of this activity was to develop key performance outputs and outcomes with timelines with PSETA personnel.

Objectives

- Enhance the quality and measurability of individual work plan documents to comply with the DPSA PMDS requirements and to integrate PSETA Business Plan priorities;
- Assist PSETA staff members in identifying outputs, activities, indicators and timelines for work plan and personal development plan documents; and
- Quality assure all PSETA staff work plans and personal development plans (PDPs) to ensure integration of PSETA Business Plan priorities.

Outputs

- At the beginning of the project, Lawrence Tsipane, PSETA CEO noted that individual staff work plan agreements needed to more fully incorporate the Business Plan priorities. The consultants completed a review of all available staff work plan documents in effect for the 2002/2003-year. There was a definite lack of integration of Business Plan priorities as well as an identified need to address the further development of work plan component areas (e.g. outputs activities, indicators and timeline indicators).
- A performance work plan workshop was held with PSETA staff on 12 and 13 March 2003 to further assist staff members in the identification of work plan outputs, activities, indicators and timelines. Workshop activities incorporated the utilisation of

DPSA required reporting forms as well as the review of the 2003/2004 PSETA Business Plan. The workshop focus also included a review of the newly implemented personal development plan form, which must be completed by all employees in the Public Service for the 2003/2004 performance management cycle. Key objectives were selected which focused on the improvement of staff skill levels to accomplish Business Plan priorities.

- The consultants reviewed all work plans and PDPs for "quality assurance." One-on-one meetings were also scheduled with staff members, as necessary to provide coaching and further assistance needed to refine documents.

Deliverables

- Finalised work plans and PDPs for all PSETA staff members for the performance management cycle beginning 1 April 2003. (See Appendix E and F).

3.5. Activity 5

The objective of this activity was to train PSETA personnel on the use and meaning of the performance contracts. This training included strategies on how to perform to a timeline and the need for strategic planning to allow for an understanding of the impact of work performance/non performance between PSETA staff members.

Objectives

- Conduct skills transfer activities and workshops to build the capacity of PSETA staff in the development of performance work plans and personal development plans that are linked to the PSETA Business Plan priorities;
- Integrate training activities into the workshop content focused on the need for strategic planning, systems integration and adherence to timelines and the impact of performance/non performance on the accomplishment of PSETA Business Plan priorities; and
- Schedule one on one coaching sessions to consolidate lessons in respect to performance work plan development.

Outputs

- The consultants scheduled a project orientation workshop within the PSETA on 4 March 2003 to dialogue with staff regarding the project tasks, activities, staff involvement processes, as well as the project deliverables.
- A Performance Work Plan workshop was held with PSETA staff on 12 and 13 March 2003 to address the development of individual work plan agreements and the integration of PSETA Business Plan priorities for 2003/2004. Workshop objectives focused on: (1) a review of the strategic context of performance work plans; (2) the development of performance work plans for various posts within the PSETA; and (3) the development of PDPs. This workshop preceded the beginning of the new performance evaluation cycle of 1 April. The PSETA CEO must submit individual work plans and PDPs to the DPSA Human Resources Unit no later than 30 April. The PSETA staff worked together in teams within the assigned units to develop their work plans and focus on the accomplishment of PSETA Business Plan priorities. The workshop agenda also included time for each Unit team to report on their planned

work plan initiatives for the upcoming year. Inputs were provided by other Unit teams on how best to integrate activities with other PSETA units.

- All PSETA staff members engaged in independent skills transfer activity during the week of 17 March to further refine and develop their work plans and to complete their PDPs.
- All PSETA work plan and PDP documents were reviewed by the consultants to identify needed areas for further refinement and development and to note where one-on-one coaching was indicated.
- A project close out workshop was held with PSETA staff on 26 March to review project activities summary findings, the proposed PSETA implementation strategy and action plan, job descriptions, work plans, and personal development plans. The workshop focus included the PSETA staffs' review of the proposed implementation strategy and action plan. This model was designed to assist the PSETA staff in understanding the need for strategic planning, systems integration, and adherence to timelines, which also takes into consideration the impact of work performance/non performance on the accomplishment of PSETA priorities.
- One-on-one coaching sessions to consolidate lessons in respect to performance work plan completion and refinement were scheduled with individual PSETA staff members during the last week of the project. A meeting was also held with the PSETA CEO and Unit Managers to further discuss the action plan activities, persons responsible for accomplishment and timeline requirements.

Deliverables

- Training of PSETA personnel on the use and meaning of performance work plans was accomplished as a result of training and skills transfer activities. Workshop activities were designed to build staff capacity and to develop individual work plan and PDP documents for 2003/2004 linked to the accomplishment of Business Plan priorities. (See Appendix G).

3.6. Activity 6

The objective of this activity was to develop an Action Plan and Implementation Strategy for the HR processes that occurred in the project. This included an action plan for any changes in job descriptions and profiles as well as identifying action plans for employees to improve their performance over time.

Objectives

- Develop an Implementation Strategy and Action Plan to assist the PSETA in improving management and coordination of planning and performance management;
- Present the proposed Implementation Strategy and Action Plan to PSETA staff to incorporate staff inputs and recommendations; and
- Refine and finalise the project Implementation Strategy and Action Plan incorporating staff recommendations.

Outputs

- The consultants developed an Implementation Strategy and Action Plan graphic incorporating a monthly time flow to show the necessity for Team coordination of planning and integration of a systematic approach to accomplishing priorities as well

as the need to focus on identified timelines. The integrated strategy also highlights the need for operational planning in terms of further guiding the focus of individual work plans.

- The PSETA staff reviewed the Implementation Strategy and Action Plan graphic during the close out workshop on 26 March 2003. The PSETA staff provided several recommendations, which further identified the required interfaces with other departments, additional planning initiatives within the PSETA as well as key timeline requirements.
- The integrated implementation strategy and action plan were developed by the consultant team to strengthen the PSETA's mechanisms for reporting accomplishments to stakeholders as well as to increase engagement and consultation with PSETA staff to improve Team delivery.
- A meeting was held with the PSETA CEO and Unit Managers during the last week of the project to incorporate their input into the action plan activities, the identification of responsible persons, as well as identifying appropriate timelines for activities completion. This input resulted in the refinement and finalisation of the Implementation Strategy and Action Plan.

Deliverables

- A project Action Plan and Implementation Strategy was developed which reflects the HR activities of the project as well as integration of timeline requirements to assist the PSETA with the improvement of planning and performance management responsibilities. (See Appendix H).

4. Progress Made Against Planned Activities

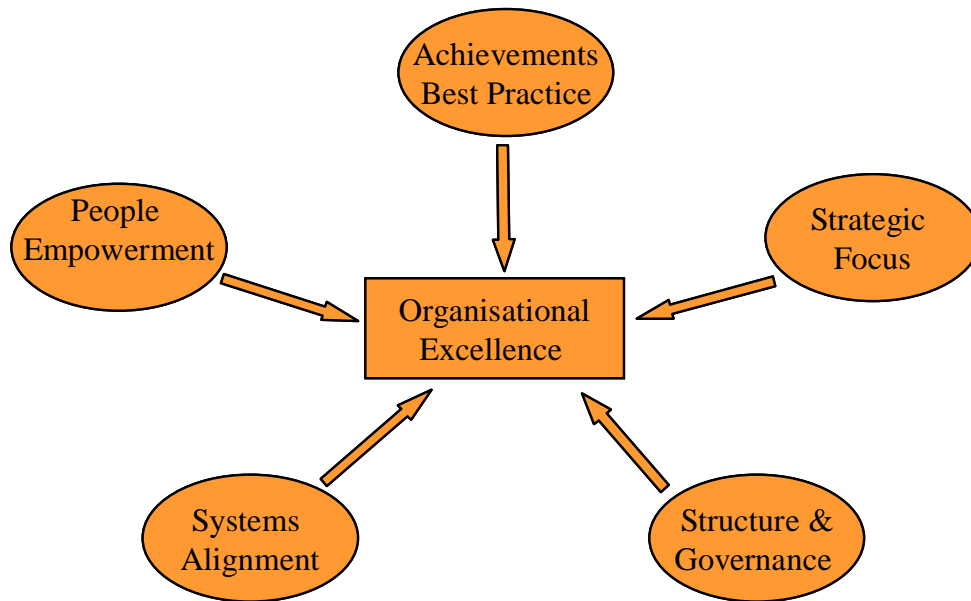
All activities and deliverables for this project were completed within the specified timelines allocated for project activities. In addition, the consultants conducted two additional workshops with PSETA staff to further assist with skills transfer, and also made additional presentations to the PSETA Board and the DPSA Minister to review the project's scope, findings and recommendations, and recommended implementation strategy and action plan.

5. Findings and Recommendations

This section presents the findings and recommendations of this project. Summary findings and recommendations are also presented as a basis for highlighting the essential issues that need to be addressed.

An over-arching Organisational Excellence Model has been developed by the consultants to exhibit the inter-relatedness of key issues in relation to overall report findings and recommendations. These are reported under five key domain areas: (1) Achievements/Best Practices; (2) Strategic Focus; (3) Structure and Governance; (4) Systems Alignment; and (5) People Empowerment. The application of this model is a 'Build on Approach' and therefore acknowledges the existing achievements and best practices evident within the PSETA organisation.

The model below outlines the key domains and how these contribute to an overall process of organisation excellence.



5.1. Achievements/Best Practices

Achievements/Best Practices were identified within the PSETA by the consultant team as a result of interactions and observations of PSETA staff at all levels. Achievements/Best Practices are issues of delivery consistently practised that have been established. Specific findings and recommendations are listed in the following table.

Findings	Recommendation
<p>The PSETA has developed written Business Plans that support the organisation's focus on quality assurance and identification of transversal training programmes across the Public Service.</p> <p>Management staff is aware of the barriers to effective and efficient performance and real problems are identified by PSETA staff members.</p> <p>The process of implementing training and capacity building programmes targeting management and staff of the PSETA has commenced.</p> <p>The PSETA participates in forums and engage with other SETAs regarding issues related to skills development.</p> <p>Mechanisms are in place to communicate the PSETA vision, mission, goals and priorities to all stakeholders (e.g. newsletter, briefings to service providers).</p> <p>The PSETA staff at all levels display readiness to invest time and expertise to develop and implement needed actions to support the accomplishment of Business Plan priorities.</p>	<p>These best practices and achievements should be built upon and consolidated. This could include formalisation and integration into management as well as staff recognition practices (e.g. recognising the efforts of individuals in front of their peers).</p>

Achievements Best Practices - Summary Finding and Recommendation	
Finding	Recommendation
Achievements/Best Practices issues of delivery were identified within the PSETA and consistently practised.	The Achievements/Best Practices identified within the PSETA should be built upon and consolidated. This could include formalisation and integration into management as well as staff recognition practices (e.g. recognising the efforts of individuals in front of their peers).

5.2. Strategic Focus

The findings and recommendations in relation to Strategic Focus highlight issues of process, structure and alignment in relation to organisational planning. These are listed in the table below.

Findings	Recommendation
There is a lack of synchronisation between the time the SSP is refined/amended and when the PSETA Business Plan will be developed (e.g. August).	The development of the PSETA Business Plan should be informed by the analysis of the WSPs and any amendments to the SSP.
The PSETA Business Plan needs to reflect the priorities of DPSA.	Clearly identify DPSA priorities and expectations and integrate these into the PSETA Business Plan. Inputs also received from the DPSA Executive Manager and the Minister need to be incorporated into the planning priorities and expectations.
The process of developing the PSETA Business Plan does not adequately engage PSETA senior management and staff.	PSETA management and staff need to be engaged in the business planning process throughout the planning and implementation cycle to ensure that staff inputs are incorporated into the planning process. The Business Plan should be workshopped with the PSETA Board and senior management (unit managers) to find alignment and to build consensus around Business Plan objectives, outputs, activities, and timelines.
Some of the current targets that appear in the Business Plan require further clarification and investigation (e.g. IT training).	PSETA Business Plan targets need to be revisited with PSETA senior management to clarify the responsible parties for target completion as well as to confirm that activities, quantities, timeframes and resource responsibilities are realistic and integrated into the plan.
There is a lack of structural alignment of the Business Plan and the Performance Work Plan agreements of PSETA staff. The work plans of PSETA staff lack sufficient information on the processes to be undertaken to accomplish Business Plan priorities (e.g. output statements, activities, and indicators).	Management and staff need to workshop annually to ensure that Business Plan priorities are integrated into individual work plan agreements and that sufficient detail is contained in each work plan. Unit managers and the CEO must also "quality assure" individual work plan documents to ensure alignment to the Business Plan priorities.

Strategic Focus - Summary Finding and Recommendation

Finding	Recommendation
<p>There are a number of process weaknesses in terms of how the Business Plan is developed</p>	<p>The Business Plan development process needs to be strengthened in terms of consultation, engagement and research in order to ensure that:</p> <p>The Business Plan incorporates input from key stakeholders (DPSA, DOL, PSETA Staff);</p> <p>There is alignment to the SSP;</p> <p>Targets are realistic and clearly understood;</p> <p>Business Plan priorities are explicitly reflected in the individual work plans of PSETA staff; and</p> <p>The Business Plan and work plans incorporate sufficient detail to support implementation.</p>

5.3. Structure and Governance

The findings and recommendations relating to Structure and Governance issues highlight organisational functions, staffing, interface of structures/stakeholders, decision-making and reporting. These are listed in the table below.

Findings	Recommendation
<p>There is an existing delay in the filling of vacant PSETA posts (as per the PSETA formal/establishment organogram). This contributes to backlogs, demotivates staff, and hampers managers' ability to respond to service delivery requests.</p>	<p>DPSA needs to give priority to the filling of approved PSETA positions that have been left vacant. A full compliment of staff will assist the PSETA in carrying out their legislative mandate.</p>
<p>There is insufficient interaction and interface between the PSETA senior management and the PSETA Board.</p>	<p>PSETA managers should be engaged in presentations and discussions with the PSETA Board to facilitate better managerial planning, reporting and accountability.</p>
<p>The current governance framework of the PSETA requires dual accountability to DOL and DPSA and this creates potential tension/difficulties in terms of strategic focus and reporting.</p>	<p>Within the current framework, proper mechanisms should be established to ensure that the PSETA Business Plan incorporates both DPSA and DOL priorities and that reporting mechanisms are clarified.</p> <p>The feasibility of establishing an alternative governance structure for the PSETA as per the legislation should be explored.</p>
<p>Current PSETA communication to DPSA and the PSETA Board lacks consistency and does not comprehensively reflect the full scope of activity and achievements of the PSETA.</p>	<p>Written communications need to be quality assured by PSETA senior management to ensure that reports reflect the full scope and breadth of initiated activities and accomplishments of the PSETA.</p>

Structure and Governance - Summary Findings and Recommendations	
Findings	Recommendation
The delay in filling vacant PSETA posts is negatively impacting service delivery.	DPSA should give priority to the filling of vacant positions.
There is insufficient interaction and reporting between PSETA senior management and both the DPSA and the PSETA Board.	The PSETA managers must be engaged in presentations and discussions with the DPSA and the PSETA Board to facilitate better managerial planning and accountability. Mechanisms should be created to ensure that the PSETA is able to report more directly to the DPSA Executive Management and Minister. The reports submitted to the DPSA and the PSETA Board should comprehensively report on the full scope of PSETA activities and achievements.
The current governance framework requires dual accountability to DOL and DPSA.	The feasibility of establishing an alternative governance structure for PSETA as per legislation should be explored.

5.4. Systems Alignment

The findings and recommendations in relation to Systems Alignment highlight issues of systems design, formalisation and implementation. These are listed in the table below.

Findings	Recommendation
PSETA lacks a system to translate Business Plan priorities and HRM processes (e.g. job descriptions, work plan agreements and staff evaluation) into an implementation framework that addresses resource utilisation and timeline requirements.	The PSETA must integrate an implementation strategy and action plan into its formal management processes to address Business Plan priorities and HRM requirements. The PSETA management team should receive additional training and support in implementing the recommended project Implementation Strategy and Action Plan.
Not all PSETA staff members have developed personal development plans necessary for capacity building.	All PSETA staff must complete a personal development plan (PDP) to comply with the requirements of the PMDS.
While staff in the PSETA have task descriptions to inform their work, these did not comply with the requirements for formal job descriptions/job profiles.	The newly developed job descriptions/job profiles should be utilised to inform all key HR processes (e.g. orientation, training, and recruitment).
The work plan agreement indicators as well as targets in the work plan template do not sufficiently lend themselves to measurement.	Proposals regarding the writing of indicators and targets in the individual's work plan should be implemented.
There are no formal review discussions being conducted with staff regarding performance agreement progress	Performance review discussions should be conducted in compliance with PMDS timelines.
The DPSA Job Evaluation Unit did not have PSETA job description/job profile documents available to assist them in evaluating PSETA positions and the grading of vacant posts.	It is recommended that the DPSA Job Evaluation Unit revisit the PSETA job evaluation already completed. The newly developed job description/job profile

Findings	Recommendation
<p>At the time of completing the report the DPSA HRD had already advertised three PSETA position vacancies. The PSETA Board has raised concern regarding the low grade levels advertised for these positions since the grades do not match those on the PSETA organogram. There is also concern that the posting of lower level entry positions will not attract appropriate candidates to accomplish the job description requirements or PSETA Business Plan priorities.</p>	<p>Documents completed for all PSETA positions may provide more job information to assist in a more comprehensive review to complete the determination of job grades for filled and unfilled posts.</p> <p>The process of reviewing and grading jobs would be enhanced through a benchmarking exercise with other SETAs, as this would deliver accurate market norms and standards.</p>
<p>There is a lack of effective marketing and communication of the PSETA and this negatively impacts on the profile and credibility of the organisation.</p>	<p>The vacancy of 'Provincial Coordinator and Marketing Officer' should be filled as a matter of urgency.</p> <p>A clear marketing and communication strategy for the PSETA needs to be developed.</p> <p>The opportunity to utilise DPSA's marketing and communications capacity should be fully explored and implemented.</p>

Systems Alignment - Summary Findings and Recommendations

Findings	Recommendation
<p>While the PSETA applies the planning and the PMDS of the DPSA, there is a lack of an internal system to ensure that there is effective coordination, synchronisation and alignment of the entire planning and performance management process.</p> <p>Current processes to evaluate jobs have been completed in the absence of formal job description/ job profile documents and have not included market related benchmarking.</p>	<p>The PSETA must integrate the proposed implementation strategy and action plan into its formal management processes.</p> <p>The process of reviewing and grading jobs would be enhanced through a benchmarking exercise with other SETAs, as this would deliver accurate market norms and standards.</p>

5.5. People Empowerment

The findings and recommendations in relation to People Empowerment focus on issues relating to training, mentoring, and teamwork. These are listed in the table below.

Findings	Recommendation
Existing PSETA vacancies in the organogram need to be filled to support the accomplishment of Business Plan priorities.	Fill vacant posts to build a stronger capacity base within the PSETA for an improved delivery initiative.
PSETA staff members do not sufficiently engage in the planning and discussion process related to Business Plan priority identification.	Meetings should be scheduled to review Business Plan progress as well as engaging staff in meaning discussions focused on reports of progress as well as priority identification.
PSETA staff members have not had sufficient training in the development of operational plans and performance work plans.	Workshops should be scheduled with PSETA staff to engage them in the development of operational plans and performance work plans to identify clear activities, outputs, and monitoring initiatives. This training/capacity building should be formally reflected in the PDPs for staff and managers should ensure that implementation happens. Peer partnerships and teaming within the PSETA should be incorporated to support these activities.

People Empowerment - Summary Findings and Recommendations

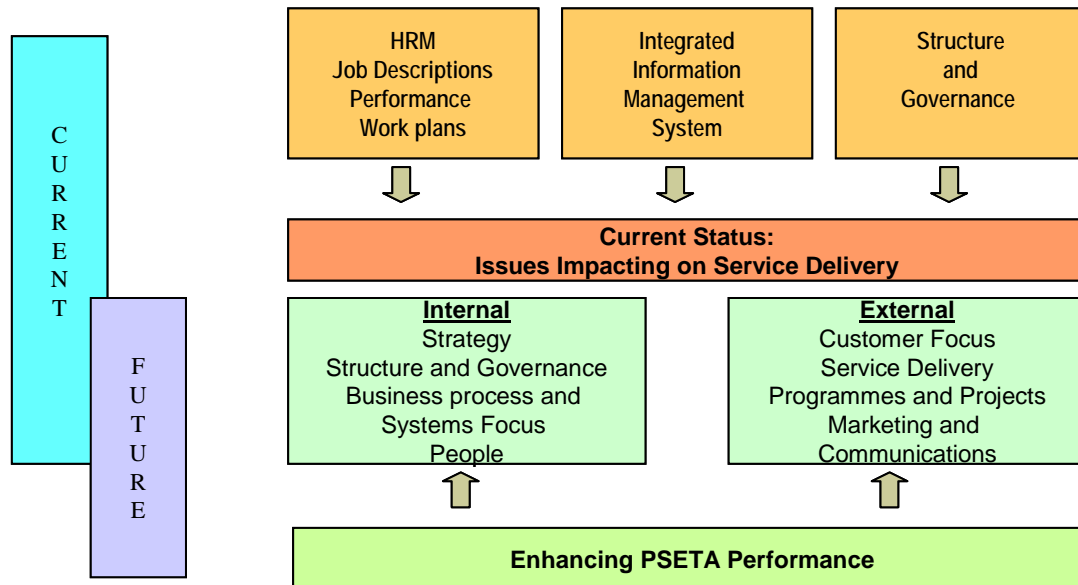
Findings	Recommendation
PSETA staff members have not had sufficient training in the development of operational plans and performance work plans.	Additional workshops should be scheduled with PSETA staff to engage them in the development of operational plans, and performance work plans to identify clear activities, outputs, and monitoring initiatives. Peer partnerships and teaming within the PSETA should be incorporated to support these activities.

5.6. Recommendations for Sustainable Change and Improvement of the PSETA

The findings and recommendations presented above focus on immediate areas that could be addressed to enhance the performance of the PSETA. However, the findings if understood from the perspective of an organisational excellence model (see above) also point to the need for a more fundamental focus in terms of producing sustainable change and improvement within the PSETA. In particular the findings point to the following focus areas:

- Improving service delivery and enhancing customer interface;
- Achieving tangible results through turnkey projects;
- Marketing and communication; and
- Strengthening partnership with the PSETA Board, the DPSA and DOL.

The diagram below demonstrates how lessons/information regarding the current scenario within the PSETA could be utilised as a basis for achieving a future scenario characterised by high-performance. In particular the emphasis on issues that predominantly have an internal or external orientation is highlighted.



Some of the particular actions to address the focus areas highlighted above are spelled out in more detail below.

Improving Service Delivery and Enhancing Customer Interface

There are a number of areas that should be targeted in this regard.

- **Consolidation of Business Planning within the PSETA.** There are a number of elements that this consolidation should focus on:
 - The current PSETA Business Plan should be reviewed to ensure that it adequately balances process issues (e.g. submitting a sector skills plan report) with tangible results (e.g. the number of learnerships initiated)
 - Operational/project planning should be introduced to provide a linkage between the overall business plan and the individual performance work plans. In particular, the operational/project plans will also be a management tool for monitoring and reporting on progress
- **Development of an Effective Service Delivery Model.** Here the emphasis should be on developing a service delivery model that is suited to the core business of the PSETA. This is characterised by the following elements:
 - **Customer Interface** – A strong element of the PSETA's core business is about interfacing and liaising with its customers (e.g. line departments, service providers etc). In order to be effective, the PSETA must receive a high level of customer cooperation and hence it should develop and implement a structured customer interface mechanism to achieve this.

- **Strategic Management** – The PSETA is required to manage and coordinate a range of strategic initiatives and translate these into clear processes of implementation. In order to do this, the PSETA must interface with a number of stakeholders (DPSA, DOL and the PSETA Board) to produce deliverables that are synchronised and integrated. The Action Plan and Implementation Strategy, if used as a tool, will enable the PSETA to improve its strategic management capability. Hence, the PSETA should implement a process to institutionalise the Action Plan and Implementation Strategy to ensure that the capacity of managers to utilise this tool is developed.
- **Project Management Approaches** – The nature of the PSETA's work, be it in terms of the development of sector skills plans or implementing learnerships, lends itself to a project-based approach. Hence, it should implement a management by projects approach and ensure that its managers are capacitated to apply such methodologies
- **Management and Information Systems** – The work of the PSETA team requires the ability to gather, store, quality assure, disseminate and report information to its customers and stakeholders. Hence, the implementation of the management information system now in the development phase should be fast-tracked and particular attention should be paid to ensuring that all team members fully understand the system and are capable of utilising it. The team should also review the system during implementation to ensure that critical gaps/problems are identified and sorted out.
- **Joint Ventures/Partnerships with DPSA, SAMDI, and Other SETAs** – A key mechanism for the PSETA to fulfil its mandate as well as deliver strategic projects is through partnerships and joint ventures. Hence it is important that the PSETA develop and implement a clear mechanism (e.g. structural responsibility, procedures, legal frameworks, etc.) to ensure that partnerships and joint ventures are initiated routinely to assist the PSETA in conducting its core business.

The above actions are largely focused on issues internal to the PSETA. However, issues such as tangible results and building effective partnerships with the PSETA Board, the DPSA and DOL requires the PSETA to strengthen its external orientation and credibility.

- **Turnkey Programmes and Projects.** The notion of turnkey is based on the assumption that delivery on such projects would add value to the PSETA's stakeholders and customers and significantly contribute to growing PSETA credibility in the market. The key challenge is to identify these programmes (some already form part of the Business Plan) and to ensure that the PSETA has the necessary capability (internal and out-sourced) to deliver on these projects.
- **Marketing and Communication.** This should focus on marketing and profiling the PSETA's strategies and projects, building an understanding of what support businesses require from the PSETA, and ultimately, encouraging businesses to increase their engagement with the PSETA. Hence the PSETA should develop a clear strategy and capability for implementing a marketing and communication campaign that would align to a broader theme that would result in organisational turnaround and enhanced credibility.
- **Strengthening Partnership with the PSETA Board, DPSA and DOL.** These partnerships in particular are critical to the success of the PSETA. To date the opportunities from this partnership have not been exploited. Hence, the PSETA should focus on implementing the recommendations that have been made in respect to its investigation of current governance issues. More specifically, there should be a structured

mechanism to ensure that this partnership, in terms of interface, reporting and collaboration, is functioning optimally.

6. Conclusions

The current project focused specifically on the development and refinement of job descriptions/job profiles and performance work plans for PSETA. Despite this specific focus, there was acknowledgement that in order to deliver meaningfully on the project terms of reference, it was necessary to examine the broader organisational context.

This examination generated findings that have both a direct and indirect impact on the specific project scope. These findings have been listed and recommendations regarding potential solutions have been noted in this project report.

In determining a way forward beyond this project, the focus has been specifically on instituting a system that will assist the PSETA to better manage, coordinate and integrate key processes relating to planning, performance management and reporting. Hence the implementation strategy and action plan is seen as a key point of departure to ensure that job descriptions and performance work plans are managed in a systematic manner. The project close out processes (Presentation to the PSETA Board, Presentation to the Minister, Project Closeout Workshop and PSETA Management Meeting) have focused specifically on ensuring that managers, the PSETA staff and key stakeholders understand the implementation strategy and action plan. It is envisaged that this will significantly assist the PSETA staff in focussing on key issues and service delivery.

However, it needs to be pointed out this alone will not enable the PSETA to improve its performance. The recommendations regarding sustainable change and improvement should also be addressed to ensure that the PSETA functions optimally and delivers its critical mandate of facilitating, coordinating and monitoring the implementation of the NSDS in the Public Service.

Key stakeholders such as the DPSA Minister, DPSA Senior Management officials, USAID/SA mission staff, and the PSETA Board have responded positively to project process and the findings and recommendations have been endorsed as relevant and pragmatic. There was also commitment to engage with the recommendations and provide additional support to the PSETA. The challenge that remains is to build on the momentum that has been established.

Ultimately, any organisational improvement initiative can only succeed if key stakeholders are involved, there are "champions" who demonstrate leadership and staff are committed to achieving positive results. All key stakeholders must embrace a plan to ensure that the PSETA takes its rightful place as a significant player in the HRD terrain of South Africa.

APPENDIX A
Public Service Education and Training Authority
(PSETA)
Organisational Development and Human Resource
Management Project

Project Overview and Work Plan

Submitted by:

Ms. Mary Scott, Development Associates Inc.

Mr. Gary Moonsammy, RTI

Presentation to the PSETA Board

Mr. L. Tsipane, PSETA Chief Executive Officer

24 February 2003

Introduction

USAID in partnership with the Department of Labour has initiated a process to provide assistance to selected Sector Education Training Authorities (SETA's) in order to enhance their overall capacity and performance. A consortium including Development Associates, Inc., Khulisa Management Services, CEPD, JET and RTI has been selected as the service provider and the project has commenced. The purpose of this document is to brief PSETA board members in terms of the project objectives, deliverables and timeframes. It also signals the intention to keep the PSETA Executive Committee informed in terms of project progress. Two international consultants will be working with PSETA officials to accomplish this project. Mrs. Mary Scott, representing Development Associates, Inc. in the United States of America and Mr. Gary Moonsammy, representing RTI in the Republic of South Africa.

Project Objective

To assist the PSETA in the further development of position job description requirements and performance management criteria to ensure the full implementation of the functions and strategy of the PSETA

Key Tasks

- Review, comment and revise job description information for each position in the PSETA as necessary
- Review current performance management system documents to identify key performance areas and developmental areas for each of the PSETA personnel
- Develop and refine PSETA position work plans in terms of key performance areas, outputs and indicators

- Develop an action plan and implementation strategy for the HR processes reviewed
- Conduct a workshop for PSETA personnel on the use and meaning of job description documents and performance agreements

Project Deliverables

The project deliverables will include a final report document that includes the following:

- Job descriptions for all PSETA positions within the organisation
- Developed/refined staff work plans in terms of key performance areas, outputs and indicators
- An action plan/implementation strategy for the Human Resources processes reviewed
- Overall recommendations

Project Work Plan and Timeframes

It is anticipated that the entire project will be completed by 4 April 2003. A meeting will be scheduled with the PSETA Board on March 27, 2003 to review and discuss the project key summary findings, draft report and proposed action plan.

A detailed work plan with indicative timeframes is outlined below.

February 13-14	Meet with Khulisa Management Services staff for introductory sessions. Review information documents related to the project including the National Skills Development Strategy, PSETA reports and HRD legislation in South Africa
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February 17-21

Meet with PSETA and Department of Labour representatives to gain consensus on project approach, specific outcomes, and reporting processes. Identify stakeholders, and DPSA and PSETA staff contacts

Draft a proposed Work Plan document and identify timelines for the project

Meet with Lawrence Tsipane, PSETA Chief Executive Officer to review the proposed project Work Plan and revise as necessary

Schedule visitations with DPSA officials and other stakeholders to gather information relevant to the project

Review existing DPSA Human Resources policies and procedures, which impact PSETA job descriptions, job profiles, and performance management system requirements

February 24-28

Submit the proposed project Work Plan to the PSETA Executive Committee

Review existing job descriptions and job profiles for each of the positions in the PSETA organization

Conduct interviews with PSETA staff, DPSA officials, and other stakeholders

March 3-7

Conduct a PSETA staff orientation workshop to discuss project objectives and gather staff perspectives

Review, comment and revise job description information for each position in the PSETA organization as necessary

March 10--14

Review current performance management system documents to identify key performance areas and developmental areas for each of the PSETA personnel

Develop key performance outputs and outcomes with timelines for each of the PSETA personnel

Develop/refine work plans in terms of key performance areas, outputs and indicators

Synthesise preliminary findings for the job description and performance management review process

Compile and summarize preliminary findings

March 17-21

Incorporate PSETA input and begin report writing on the process

Develop an action plan and implementation strategy for the HR processes reviewed

Finalize first draft of report and proposed action plan

Meet with PSETA officials to discuss the first draft report and proposed action plan

March 24-28

Meet with the PSETA Executive Committee to review and discuss key summary findings, draft report and proposed action plan

Review recommended job description documents and key performance outputs with PSETA personnel

Conduct a workshop for PSETA personnel on the use and meaning of the job description documents and the performance contract

Participants evaluate workshop

March 31-April 4

Finalise report format, action plan format and deliverable documents

Hold debriefing meeting to present the finalised project report document to PSETA officials

**APPENDIX B
JOB ANALYSIS QUESTIONNAIRE**

EMPLOYEES NAME _____ **Date Completed:** _____

Position Title: _____ **Department:** _____

Title of Immediate Supervisor: _____

2. List the names and job titles of person that you supervise, and the percentage of time spent in supervision.

Name	Title	Hrs Per Day/Week Supervising
_____	_____	_____
_____	_____	_____

3. What is the lowest grade of high school or university/technikon that should have been completed by a person starting in you position?

4. What special type of training, skill or experience should a person possess before starting in your position?

5. What training or experience have you received in your position, and how long would it take the average person to perform this work satisfactorily without supervision?

6. What machines or equipment do you operate in your work and for what percentage of your time per day, week or month?

Machine	%	Period
_____	_____	_____
_____	_____	_____

7. What do you consider to be the most important decisions that you alone make in the course of your work, and what percentage of your time is devoted to making such decision?

8. What responsibility do you have for handling money, inventory, or other valuables, and what is your estimate of their worth?

Responsibility

R Worth per Week

9. What responsibility do you have in dealing with customers or other persons outside the department?

Person Contacted

Position

Nature of
Contact

Frequency of
Contact

10. What unusual aspects about your work and your surroundings (working conditions, hours, out-of-town travel, physical requirements, etc.) should be included in a description of your job?

11. What activities do you perform only at stated periods (weekly or monthly) or at irregular intervals?

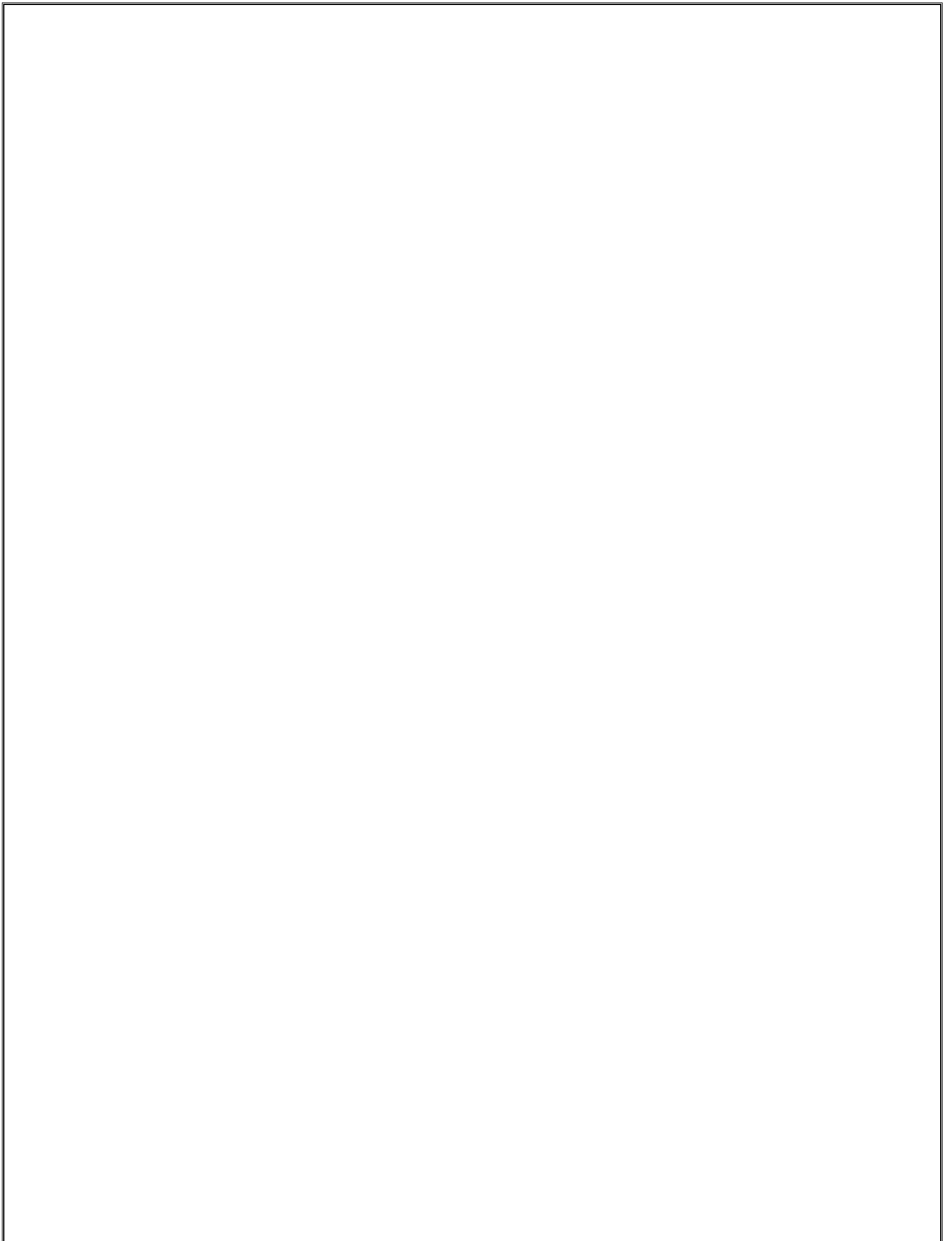
Activity

Purpose

Interval

12. List the specific duties you perform in the usual course of your daily work, and approximately what percentage of your workday is spent in each activity. (Please try to use active verbs such as type, file, interview, etc.)

13. Discuss any considerations not covered in this questionnaire that you consider important in writing a description of your job.



APPENDIX C
PSETA: POSITION IDENTIFICATION ROSTER

Position	Name	Salary Level	Evaluation System	Supervisor
Chief Executive Officer	Lawrence Tsipane	13	SMS Performance Management and Developmental System	DPSA Director General
Administrator	Lufunu Glenda Ramaru	5	Performance Agreement Proforma	Lawrence Tsipane
Administrator	Keshnee Moodley	9	Performance Agreement Proforma	Lawrence Tsipane
Manager: Learnerships	Thomas Mathiba	13	SMS Performance Management and Development System	Lawrence Tsipane
Learnership Coordinator	Kevin Isaacs	11	Performance Agreement Proforma	Thomas Mathiba
Learnership Coordinator	Johannah Modiga	11	Performance Agreement Proforma	Thomas Mathiba
Learnership Administrator	Thelma Monaledi	4	Performance Agreement Proforma	Thomas Mathiba
Manager: WSP/SSP	Daniel Makhetha	12	Performance Agreement Proforma	Lawrence Tsipane
WSP/SSP Specialist	Vacant	12	Performance Agreement Proforma	Daniel Makhetha
Researcher	Vacant	10	Performance Agreement Proforma	Daniel Makhetha
Administrative Assistant	N. E. Mthimunye	4	Performance Agreement Performa	Daniel Makhetha

Manager: Skills Development and Grant Disbursement	Lucy Danh Nelly Maraasele Matlhako	12	Performance Agreement Proforma	Lawrence Tsipane
Provincial Coordinator and Marketing Officer	Vacant	10	Performance Agreement Proforma	Lucy Danh Nelly Maraasele Matlhako
Disbursement & Marketing	Vacant	10	Performance Agreement Proforma	Lucy Danh Nelly Maraasele Matlhako
Secretary	Vacant	4	Performance Agreement Proforma	Lucy Danh Nelly Maraasele Matlhako
Manager: ETQA	Sindisiwe Mjwara	12	Performance Agreement Proforma	Lawrence Tsipane
Quality Assurance and Learner Achievement	Vacant	11	Performance Agreement Performa	Sindisiwe Mjwara
Administrator	Ni Mutavhatsindi	4	Performance Agreement	Sindisiwe Mjwara
IT & Data Officer	Wilcox Mandla Mlombo	11	Performance Agreement Performa	Sindisiwe Mjwara
Provider Accreditation Specialist	Vacant	11	Performance Agreement Performa	Sindisiwe Mjwara

APPENDIX D
JOB DESCRIPTION/JOB PROFILE DOCUMENTS

- I. CEO Unit
 - 1. Administrator
 - 2. Chief Executive Officer
 - 3. Secretary

- II. ETQA Unit
 - 1. Administrator
 - 2. Manager
 - 3. IT and Data Specialist
 - 4. Provider Accreditation Specialist
 - 5. Quality Assurance and Learner Achievement Specialist

- III. Learnership Unit
 - 1. Administrator
 - 2. Learnership Coordinator
 - 3. Learnership Coordinator
 - 4. Learnership Coordinator
 - 5. Manager

- IV. Scope of Coverage Unit
 - 1. Disbursement and Media Officer
 - 2. Manager
 - 3. Provincial Coordinator and Marketing Officer
 - 4. Secretary

- V. Sector Skills Plan Unit
 - 1. Researcher
 - 2. Administrator
 - 3. Manager
 - 4. SSP and WSP Specialist

PSETA
Job Description and Job Specifications/Job Profile

Job Details

Name: Keshnee Moodley

Persal Number: 11572957

Component: Public Service Sector Education and Training Authority (PSETA)

Location: Batho-Pele House

Salary Level: 9

Notch (package): 1st notch

Occupational Classification:

Designation: Administrator

Supervisor: Lawrence Tsipane, Chief Executive Officer

Job Purpose

To provide administrative support to the PSETA Chief Executive Officer

To serve as secretary to the PSETA Board and the Executive Committee.

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Provide administrative support in to terms of PSETA meetings and workshops and secretarial support to the PSETA Board and Executive Committee.
 - Schedule and distribute invitations regarding board, executive committee and internal PSETA meetings.
 - Manage logistics of meetings and workshops in terms of venue, travel and accommodation.
 - Prepare workshop and meeting documentation.
 - Arrange relevant workshop equipment (flipcharts etc).
 - Draft minutes of meetings and workshops.
 - Refine and validate minutes.
 - Disseminate minutes to key stakeholders.

- Keep accurate records of minutes (electronic and hard-copy).
- Follow up on decisions taken at meetings and workshops and report accordingly to the CEO.

- Manage the procurement of goods and products for the PSETA.
 - Implement policies and procedures.
 - Purchase goods and products.
 - Liaise with and pay service providers.
 - Provide procurement reports.

- Provide administrative support to the office of the CEO.
 - Coordinate the administration of leave for PSETA staff.
 - Type documents and submissions for the CEO.

- Manage PSETA website.
 - Input new information onto the website.
 - Respond to queries lodged on the website.

- Manage the PSETA Resource Centre.
 - Establish an accurate register of all PSETA resources in the resource centre.
 - Order new resources as necessary.
 - Manage a loan register in respect of staff utilisation of resources.

- Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.

- Perform other administrative duties as assigned by the Chief Executive Officer in accordance with the PSETA Business Plan.

Managerial/Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

One or two years of technikon training preferred

Training and experience in secretarial administration, office administration, communications, and skills training desirable

- **Language Skills**

English

- **Technical Skills**

Computer Skills (Microsoft Word, Excel, PowerPoint, Access, Outlook, Project and Microsoft Publisher)

Uses a variety of office equipment (photocopier; personal computer; fax machine, scanner, telephone)

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	
Initiative	X	Delegation and empowerment	
Communication Skills (Written and Verbal)	X	Management of financial and human resources	

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	
Innovative Thinking	X	Facilitation Skills	
Research (qualitative & quantitative analysis)		Department and Organisational Knowledge	X
Project Management		Evaluation and Monitoring Skills	
Problem Solving	X	Networking	X
Judgement		Change Management	
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution		Presentation Skills	X
Technical Expertise	X		

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA
Job Description and Job Specifications/Job Profile

Job Details

Name: Lawrence Tsipane

Persal Number: 18865221

Component: Public Service Sector Education and Training Authority (PSETA)

Location: Batho-Pele House

Salary Level: 13

Notch (package):

Occupational Classification: SMS

Designation: Chief Executive Officer

Supervisor: PSETA Board
Alvin Rapea, DPSA Executive Manager

Job Purpose

- To ensure the provisioning of quality training and education that meet the needs of the public services as a whole

- To facilitate, coordinate and monitor the implementation of the National Skills Development Strategy in the Public Service

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Accountable for the development and management of PSETA human resources.
 - Co-ordinate the day to day activities of the PSETA.
 - Appoint staff necessary for the performance of PSETA functions.
 - Liase with the DPSA employment services division regarding human resources activities within the PSETA.

- Develop the departmental Business Plan for the PSETA.
 - Submit the proposed PSETA Business Plan objectives/priorities to the Department of Labour.
 - Ensure that PSETA Business Plan objectives and priorities are integrated into all PSETA employee performance work plans.
- Assist State Departments in implementing the National Skills Development Strategy.
- Accountable for the development and management of the PSETA budget.
 - Require State Departments to account for their 1% levy.
 - Enter into approved contracts on behalf of the PSETA.
 - Approve the outsourcing of PSETA procurement projects.
- Ensure the development, registration and implementation of Learnerships and skills programmes to assist people in becoming employed.
- Responsible for the preparation and distribution of PSETA Reports and Skills Plans.
 - Prepares the Annual Report.
 - Facilitate the updating of the Sector Skills Plan (SSP) and secure the approval of the PSETA Board.
- Ensure that the PSETA Board is representative of the sector groups required
 - Undertake duties as may be given from time to time by the PSETA Board.
- Ensure the implementation of systems and procedures for the quality assurance function of the PSETA.
 - Ensure quality control of projects of the PSETA.
 - Ensure the accreditation of providers and determine provider accreditation status.
- Represent the PSETA in relevant for a.
 - Responds to requests for information received from the Minister; Heads of Department; Director Generals at all levels, SETA CEOs, Trade Unions, and Parastatals.
 - Liase with DPSA and DOL representatives regarding Memorandums of Understanding (MOUs).
 - Facilitate strategic marketing and advocacy of the PSETA with internal and external stakeholders.
- Keep the DPSA Executive Manager and Minister informed of progress of the PSETA.
 - Report on income and expenditure of the PSETA.
 - Report on the implementation of the Sector Skills Plan.
- Determine provider accreditation status.

- Perform other duties as assigned by the DPSA Executive Manager and the PSETA Board in accordance with the Skills Development Act and its constitution.

Managerial/Supervisory Responsibilities

PSETA Unit Managers

Office Administrator

Office Secretary

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

B. A. degree preferably in Human Resources Development or Public Administration

Management experience with an understanding of public finance, project management, human resources management and development including integrated human resources

- **Key Competencies (Core Management Criteria)**

Strategic Capability and Leadership

Provide a vision, set the direction for the organisation and inspire others in order to deliver on the organisational mandate.

Programme and Project Management

Plan, manage, monitor and evaluate specific activities in order to deliver the desired outputs.

Financial Management

Compile and manage budgets, control cash flow, institute risk management and administer tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives

Change Management

Initiate and support organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.

Knowledge Management

Promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation.

Service Delivery Innovation

Explore and implement new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals.

Problem Solving and Analysis

Systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.

People Management and Empowerment

Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals.

Client Orientation and Customer Focus

Deliver services effectively and efficiently in order to put the spirit of the customer service (Batho Pele) into practice.

Communication

Exchange information and ideas in a clear and concise manner appropriate to the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.

Honesty and Integrity

Display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.

In addition the job holder must possess and exhibit:

- **Interpersonal Skills**

- **Language Skills**

English

- **Technical Skills**

Computer with knowledge of Microsoft Suite (PowerPoint; Word Processing, Excel, Access and Project)

Extensive knowledge of national and sector skills development trends specifically with regard to its impact on the PSETA organisation

Contextualise the Workplace Skills Plan to ensure that the PSETA skills development strategy and Business Plan enable the department to meet its goals and sector and national skills priorities

Extensive knowledge on the macro composition of the skills development framework of South Africa and its transverse systems and policies with specific reference to the Public Service

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA
Job Description and Job Specifications/Job Profile

Job Details

Name: Lufuno Glenda Ramaru

Persal Number: 19143176

Component: Public Service Sector Education and Training Authority (PSETA)

Location: Batho-Pele House

Salary Level: 5

Notch (package):

Occupational Classification:

Designation: Secretary

Supervisor: Lawrence Tsipane, Chief Executive Officer

Job Purpose

To provide secretarial support to the PSETA Chief Executive Officer

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Perform secretarial functions related to the work in an office environment and assisting the Chief Executive Officer with day-to-day PSETA operations.
 - Answer and screen all telephone calls.
 - Handle incoming and outgoing correspondence.
 - Record information.
 - Perform typing duties.
 - Compile documents.
 - Proofread and prepare final copies for distribution.
 - Maintain priority files of reports and correspondence.
 - Complete filing of documents both electronically and manually.
 - Perform photocopying responsibilities and receive and send faxes.
 - Manage the Chief Executive Officer's diary.
 - Communicate progress as required and report problems as necessary.
 - Assist in efficient and economic use of stores (office supplies and equipment).

- Liase with stakeholders and the public.
 - Assist clients, customers and internal staff by requesting/providing information and maintaining friendly interactions.
 - Follow up on all invitations received by the Chief Executive Officer.

- Receive instruction/guidance, solve problems by applying standing instructions and PSETA procedures and make decisions in respect to own work.

- Serve as the event and conference coordinator for the office of the Chief Executive Officer.
 - Organise meetings scheduled within and outside the PSETA.
 - Schedule travel and accommodations.
 - Coordinate meetings and workshop dates to avoid conflicts with other scheduled activities.
 - Issue invitations to speaker and participants in a timely manner.
 - Prepare itineraries for the Chief Executive Officer and other participants when necessary.
 - Prepare files and documents to carry out workshops and meetings and forward information to participants in advance of the scheduled event.
 - Organise catering to coincide with scheduled lunch and refreshment breaks.
 - Arrange equipment, necessary documents, and supplies for all meetings.
 - Ensure that all equipment is in good working order.

- Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.

- Perform other duties as assigned by the Chief Executive Officer in accordance with the PSETA Business Plan.

Managerial /Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

One year of technikon training preferred

Training and experience in secretarial administration, office administration, communications and skills training desirable

- **Language Skills**

English

- **Technical Skills**

Computer Skills (Microsoft Word, Excel, PowerPoint, Access, Outlook, and Microsoft Publisher)

Uses a variety of office equipment (photocopier; personal computer; fax machine, scanner, telephone)

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	
Initiative	X	Delegation and empowerment	
Communication Skills (Written and Verbal)	X	Management of financial and human resources	

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	
Innovative Thinking	X	Facilitation Skills	
Research (qualitative & quantitative analysis)		Department and Organisational Knowledge	X
Project Management		Evaluation and Monitoring Skills	
Problem Solving	X	Networking	X
Judgement	X	Change Management	
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution	X	Presentation Skills	
Technical Expertise			

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name: N I Mutavhatsindi

Persal Number:

Component: Public Service Sector Education and Training Authority (PSETA)

Location: Batho-Pele House

Salary Level: 4

Notch (package):

Occupational Classification:

Designation: Administrator

Supervisor: Sindisiwe Mjwara, ETQA Manager

Job Purpose

To provide administrative and secretarial support to the ETQA unit

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Liase with providers in terms of provider accreditation.
 - Send accreditation forms and procedural manuals to service providers by E-mail and post.
 - Acknowledge formally the receipt of accreditation forms in writing.
 - Provide general information services to providers.
 - Capture provider accreditation information on the database.

- Provide administrative support in respect to assessors training.
 - Receive and acknowledge formally the receipt of assessor's registration forms.
 - Capture data from submitted assessor's forms.
 - Collate data according to the prescribed format.

- Provide administrative support for ETQA workshops and meetings.
 - Manage logistics in terms of venue, catering, travel and accommodation
 - Administer expense claim forms.
 - Prepare workshop and meeting documentation.
 - Arrange relevant workshop equipment (flipcharts etc).

- Provide general administrative support in to the ETQA Unit.
 - Manage the filing system.
 - Disseminate relevant PSETA information and documents upon request from stakeholders.
 - Manage incoming and outgoing mail.
 - Manager the ETQA Manager's diary.
 - Answer and screen telephone calls for the ETQA Unit.

- Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement. in alignment with the PSETA Business Plan objectives and priorities

- Perform other duties as assigned by the ETQA manager in accordance with the PSETA Business Plan.

Managerial /Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

One or two years of technikon training preferred

Training and experience in secretarial administration, office administration, communications and skills training desirable

- **Language Skills**

English

- **Technical Skills**

Computer Skills (Microsoft Word, Excel, PowerPoint, Access, Outlook, Project and Microsoft Publisher)

Uses a variety of office equipment (photocopier, personal computer, fax machine, scanner, telephone)

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	
Initiative	X	Delegation and empowerment	
Communication Skills (Written and Verbal)	X	Management of financial and human resources	

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	
Innovative Thinking	X	Facilitation Skills	
Research (qualitative & quantitative analysis)		Department and Organisational Knowledge	X
Project Management		Evaluation and Monitoring Skills	
Problem Solving	X	Networking	X
Judgement	X	Change Management	X
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution		Presentation Skills	
Technical Expertise			

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name: Sindisiwe P Mjwara

Persal Number:

Component: Public Service Sector Education and Training Authority (PSETA)

Location: Batho-Pele House

Salary Level: 12

Notch (package):

Occupational Classification: Middle Manager

Designation: Manager: ETQA

Supervisor: Lawrence Tsipane, Chief Executive Officer

Job Purpose

To facilitate and coordinate the development of appropriate education and training programmes within the Public Service through the identification and development of unit standards, accreditation providers, registration of assessors/moderators and implementation of an overall quality management system.

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Accountable for the identification of unit standards and qualifications for the public service.
 - Identify skills and competencies within the public service.
 - Identify suitable standards generating bodies to develop unit standards.
 - Manage the identification of unit standards.
 - Identify qualifications relevant and suitable to the public service.
 - Liase with the SGB in order to ensure the registration of unit standards and qualifications with SAQA.
 - Propose and oversee research related to the identification of unit standards and qualifications.

- Manage the registration and certification of service providers.
 - Develop policies and criteria for the accreditation of service providers.
 - Develop a procedural manual for accreditation of service providers.
 - Develop a certification process.
 - Ensure that service providers are informed of and understand the accreditation policy, criteria and procedure.
 - Establish mechanisms for learning programme evaluation.
 - Oversee the certification of service providers.
 - Ensure that there is a database for registration of accredited service providers.
 - Facilitate information dissemination of registered service providers to all stakeholders within the public service.

- Manage the registration and certification of assessors.
 - Develop a registration mechanism and procedure for assessors.
 - Oversee the registration of assessors.
 - Manage the certification process.
 - Ensure that there is a database for registration of assessors.
 - Disseminate the database of registered assessors to all stakeholders within the public service.

- Ensure that the PSETA management information system is compatible with SAQA IT requirements.
 - Provide specifications for a quality management system
 - Liaise with the IT and Data Specialist to ensure compliance with SAQA requirements
 - Oversee the process of capturing relevant information and data onto the system.

- Ensure that the PSETA has a fully functional quality management system.

- Manage the quality management system to ensure that providers are monitored and evaluated against established criteria.

- Conclude memorandums of understanding with the GENFETQA, CHE and other relevant ETQA's.

- Establish relationships with national and international organisations for purposes of benchmarking the PSETA's quality assurance activities.

- Implement ETQA regulations (regulation 10) regarding the funding of ETQA activities.

- Manage and comply with all conditions in terms the SAQA audit and review process.
 - Coordinate the completion of a self-evaluation process.
 - Coordinate site visits relating to the SAQA audit and review process
 - Address any outstanding conditions in respect to the PSETA's accreditation as an ETQA.

- Supervise train, develop and performance appraise all staff within the Unit.
- Prepare ETQA Unit submissions and reports to the ETQA Committee, Chief Executive Officer, PSETA Board, and Minister.
- Develop and implement a policy and mechanism in respect of recognition of prior learning.
- Represent the PSETA in the ETQA Forum.
- Coordinate the ETQA sub-committee of the PSETA Board.
- Develop and ensure that the business plan of the ETQA is reviewed, updated and approved by the PSETA Board, SAQA and the DG of DPSA.
- Ensure that PSETA Business Plan objectives/priorities are integrated into ETQA Unit personnel performance work plans.
- Perform other duties as assigned by the PSETA Chief Executive Officer in accordance with the PSETA Business Plan.

Managerial/Supervisory Responsibilities

ETQA Administrator

IT and Data Specialist

Provider Accreditation Officer

Quality Assurance and Learner Achievement Officer

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**
Degree - preferably in Human Resources Development, Education, Public Administration, Social Sciences or related field

Management experience desirable with an understanding of curriculum development and human resources development including integrated human resources and standards generation

Background in education and training, research, standards qualification development, and project management experience desirable

- **Language Skills**
English
- **Technical Skills**
Computer skills with knowledge of Microsoft Suite (PowerPoint, Word Processing, Excel, Access, and Project)

Broad understanding of the structure and function of the public service and extensive knowledge of national and sector skills development trends and their impact on the PSETA organisation

Extensive knowledge on the macro composition of the skills development framework of South Africa and its transverse systems and policies with specific reference to the Public Service

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	X
Initiative	X	Delegation and empowerment	X
Communication Skills (Written and Verbal)	X	Management of financial and human resources	X

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	X
Innovative Thinking	X	Facilitation and Coordination Skills	X
Research (qualitative & quantitative analysis)	X	Department and Organisational Knowledge	X
Project Management	X	Evaluation and Monitoring Skills	X
Problem Solving	X	Networking	X
Judgement	X	Change Management	X
Client Focus and Service Delivery	X	Self Driven	X
Systematic	X	Honesty and Integrity	X
Conflict Resolution	X	Adaptability	X
Technical Expertise	X	Presentation Skills	X

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name: Wilcox Mandla Mlombo

Persal Number: 18530257

Component: Public Service Sector Education and Training Authority (PSETA)

Location: Batho-Pele House

Salary Level: 11

Notch (package):

Occupational Classification: Middle Manager

Designation: IT and Data Specialist

Supervisor: Sindisiwe Mjwara, ETQA Manager

Job Purpose

To promote the development and implementation of a high quality management information system, Website, and Information Technology training products and services

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Establish and maintain and integrated PSETA management information system.
 - Determine and update PSETA user needs and specifications.
 - Liase with SAQA and the Department of Labour in terms of system requirements.
 - Design the system in conjunction with IT service providers.
 - Facilitate the training of users, particularly the skills development facilitators who need to capture the skills development plan online.
 - Establish and maintain databases for providers, learners and assessors.
 - Update and maintain the system.

- Design and maintain and informative and up to date website for the PSETA.

- Develop management and quarterly reports for the PSETA Board, Department of Labour, SAQA and PSETA managers.
- Provide ongoing IT support to the PSETA and SDF's.
- Establish walk in training centres in conjunction with SETA and monitor these centres utilisation and effectiveness
- Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.
- Perform other duties as assigned by the ETQA Manager in accordance with the PSETA Business Plan.

Managerial/Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

Degree or diploma in information technology or information management systems

Management experience desirable with an understanding of management information systems design and implementation, generation of management reports, and management of outsourcing and service providers

Experience in website design preferred

- **Language Skills**

English

- **Technical Skills**

Computer Skills (Microsoft Word, Excel, PowerPoint, Access, Outlook, Project and other software programs)

Uses a variety of office equipment (photocopier; personal computer; fax machine, scanner, and telephone)

Knowledge of management information systems, databases and websites.

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility		Team work	X
Quality of Work	X	Planning and Execution	X
Reliability		Leadership	X
Initiative	X	Delegation and empowerment	
Communication Skills (Written and Verbal)	X	Management of financial and human resources	

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	X
Innovative Thinking	X	Facilitation Skills	X
Research (qualitative & quantitative analysis)	X	Department and Organisational Knowledge	X
Project Management	X	Evaluation and Monitoring Skills	X
Problem Solving	X	Networking	X
Judgement	X	Change Management	X
Client Focus	X	Self Driven	X
Systematic	X	Influencing Skills	
Conflict Resolution		Adaptability	X
Technical Expertise	X	Presentation Skills	

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name:

Persal Number:

Component: Public Service Sector Education and Training Authority
(PSETA)

Location: Batho-Pele House

Salary Level: 11

Notch (package):

Occupational
Classification: Middle management

Designation: Provider Accreditation Specialist

Supervisor: Sindisiwe Mjwara, ETQA Manager

Job Purpose

To promote high quality training within the public service through the effective and efficient registration of all potential providers in line with the policies and procedures of the PSETA ETQA

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Implement the registration and certification of providers in line with policies, procedures and ETQA business plan targets.
 - Develop registration and certification mechanisms and campaigns to inform and educate providers regarding policies and procedures.
 - Ensure the establishment of accreditation and evaluation sub-committees.
 - Ensure that providers in the public service are provisionally or fully accredited in line with the agreed ETQA policies and procedures.
- Manage and maintain an accurate database of registered providers.
 - Ensure that the status of providers in relation to full or conditional accreditation is recorded on the ETQA database and regularly updated in terms of agreed targets and timeframes.

- Disseminate the database of registered service providers to all stakeholders within the public service.
- Draw up, review and update memoranda of understanding with other ETQAs when necessary.
 - Ensure that the terms of memoranda of understanding are adhered to in relation to evaluation of learning programmes carried out in partnership with other ETQAs.
- Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.
- Perform other duties as assigned by the ETQA Manager in accordance with the annual PSETA Business Plan.

Managerial/Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

Degree - preferably in Human Resources Development, Education, Public Administration, Social Sciences or related field;

Management experience desirable with an understanding of human resources development including integrated human resources and standards generation

Background in education and training, research, standards qualification development, and project management experience desirable.

- **Language Skills**

English

- **Technical Skills**

Computer Skills (Microsoft Word, Excel, PowerPoint, Access, Outlook, Project and other software)

Knowledge of national and sector skills development trends an added advantage

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	X
Initiative	X	Delegation and empowerment	
Communication Skills (Written and Verbal)	X	Management of financial and human resources	

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness		Influencing Skills	X
Innovative Thinking	X	Facilitation Skills	
Research (qualitative & quantitative analysis)		Department and Organisational Knowledge	X
Project Management		Evaluation and Monitoring Skills	
Problem Solving	X	Networking	X
Judgement	X	Change Management	X
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution		Presentation Skills	
Technical Expertise	X		

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

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- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

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Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name:

Persal Number:

Component: Public Service Sector Education and Training Authority
(PSETA)

Location: Batho-Pele House

Salary Level: 11

Notch (package):

Occupational
Classification: Middle Manager

Designation: Quality Assurance and Learner Achievement Specialist

Supervisor: Sindisiwe Mjwara, ETQA Manager

Job Purpose

To promote effective quality assurance and learner achievement monitoring within the ETQA unit of the PSETA through assisting and/or developing key processes and systems relating to registration and accreditation of assessors, quality management and learner achievement.

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Develop systems relating to the registration and certification of providers and assessors.
 - Conduct research in respect of criteria and procedure regarding the registration and certification.
 - Review and update the policies and procedural manual regarding registration and certification.
 - Validate assessments in accordance with ETQA policies and procedures.
- Maintain the quality management system.
 - Conduct monitoring of service providers in the quality management system.
 - Review and update the system.

- Communicate and liaise with government departments, providers and youth formations regarding the ETQA function of the PSETA.
- Maintain relationships with national and international organisations for purposes of benchmarking the PSETA's quality assurance activities.
- Contribute to SAQA audit and review process through information gathering and report writing.
- Manage and monitor learner achievement.
 - Submit details of learner achievements on the national learner records database.
 - Ensure that certificates are issued only when all requirements for the relevant NQF standards or qualifications have been met.
 - Ensure that the internal learner database tracks the progress of learners and tracer studies.
 - Conduct and/or facilitate tracer studies
- Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.
- Perform other duties as assigned by the ETQA Manager in accordance with the PSETA Business Plan.

Managerial/Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

Degree - preferably in Human Resources Development, Public Administration, Social Sciences or related field

Management experience desirable with an understanding of curriculum development and human resources development including integrated human resources and standards generation

Background in education and training, research, standards qualification development, and project management experience desirable.

- **Language Skills**

English

- **Technical Skills**

Computer Skills (Microsoft Word, Excel, PowerPoint, Access, Outlook, Project and other software)

Knowledge of national and sector skills development trends an advantage

Contextualise the Workplace Skills Plan to ensure that the PSETA skills development strategy and Business Plan enable the department to meet its goals and sector and national skills priorities

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	X
Initiative	X	Delegation and empowerment	
Communication Skills (Written and Verbal)	X	Management of financial and human resources	

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	
Innovative Thinking	X	Facilitation Skills	
Research (qualitative & quantitative analysis)		Department and Organisational Knowledge	X
Project Management	X	Evaluation and Monitoring Skills	X
Problem Solving	X	Networking	X
Judgement	X	Change Management	X
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution		Presentation Skills	X
Technical Expertise	X		

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

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If Existing Post:

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If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA
Job Description and Job Specifications/Job Profile

Job Details

Name: Thelma Monaledi

Persal Number: 19241232

Component: Public Service Sector Education and Training Authority (PSETA)

Location: Batho-Pele House

Salary Level: 4

Notch (package):

Occupational Classification:

Designation: Administrator

Supervisor: Thomas Mathiba, Manager Learnerships

Job Purpose

To provide administrative support to the Manager and Coordinators in the Learnership Unit

To render secretarial support to the Learnership Unit and to internal staff within the PSETA

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Perform administrative functions related to the work in an office environment and assisting the Manager with day-to-day Learnership Unit operations.
 - Answer and screen all telephone calls.
 - Handle incoming and outgoing correspondence.
 - Record information.
 - Perform typing duties and submissions.
 - Compile documents.
 - Proofread and prepare final copies for distribution.
 - Maintain priority files of reports and correspondence.

- Complete filing of documents.
 - Perform photocopying responsibilities and receive and send faxes.
 - Manage the Manager's appointment diary.
 - Assist clients, customers and internal staff by requesting/providing information and maintaining friendly interactions.
 - Communicate progress as required and report problems as necessary.
 - Assist in efficient and economic use of unit stores (office supplies and equipment).
 - Maintains petty cash for office expenses.
 - Take minutes of meetings in the unit.
- Conduct Internet searches to locate information required to assist with Learnership programme development and respond to E-mail inquiries.
 - Complete financial and logistical Public Service system requirements to procure services, materials, etc. necessary to the function of the Learnership Unit.
 - Receive instruction/guidance, solve problems by applying standing instructions and department procedures and make decisions in respect to own work.
 - Arrange venues for workshops and meetings
 - Make travel bookings and accommodations.
 - Prepare documents necessary to carry out workshops and meetings.
 - Render administrative support to the Learnership Coordinators.
 - Assist with Assessor Training details and requirements.
 - Manage project documents
 - Maintain project plan activity checklists and event diary.
 - Complete all correspondence.
 - Assist other offices and personnel within the PSETA.
 - Manage other offices within the PSETA if secretaries are not present.
 - Participate in joint workshops.
 - Assist in appropriate PSETA exhibitions, etc.
 - Assist in other tasks within the PSETA as required.
 - Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.
 - Perform other duties as assigned by the Manager in accordance with the PSETA Business Plan.

Managerial /Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

One year of technikon training preferred

Training and experience in secretarial administration, office administration, communications, skills training desirable

- **Language Skills**

English

- **Technical Skills**

Computer Skills (Microsoft Word, Excel, PowerPoint, Access, Outlook, Project and Microsoft Publisher)

Uses a variety of office equipment (photocopier; personal computer; fax machine, scanner, telephone)

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	
Initiative	X	Delegation and empowerment	
Communication Skills (Written and Verbal)	X	Management of financial and human resources	X

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	
Innovative Thinking		Facilitation Skills	
Research (qualitative & quantitative analysis)		Department and Organisational Knowledge	X
Project Management	X	Evaluation and Monitoring Skills	
Problem Solving	X	Networking	X
Judgement	X	Change Management	
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution		Presentation Skills	
Technical Expertise			

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

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- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA
Job Description and Job Specifications/Job Profile

Job Details

Name: Johannah Modiga

Persal Number: 18508006

Component: Public Service Sector Education and Training Authority (PSETA)

Location: Batho-Pele House

Salary Level: 11
Notch (package):

Occupational Classification: Middle Manager

Designation: Learnership Coordinator

Supervisor: Thomas Mathiba, Manager Learnerships

Job Purpose

To provide the administrative support necessary to assist with development and implementation of learnership programmes

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Assist the Manager in designing learnerships in the public service.
 - Ensure that learnerships designed are in accordance with the SSP and that the approach is in line with the White Paper on Public Service Training and Education (WPPSTE).
 - Identify clear terms of reference for consultants involved in learnership development.
 - Ensure that learnership agreements are signed, recorded and submitted to ETQA.
 - Assist in the implementation of learnerships and skills programmes.

- Facilitate learnership development.
 - Conduct learner induction workshops.
 - Arrange for training venues for National Departments.

- Coordinate the training of assessors and forward learner training information to ETQA.
 - Train project teams and mentors for pilot learnerships.
 - Assist in the recruitment and selection of learners.
- Ensure consultation with stakeholders in the process of developing and implementing learnerships and skills programmes.
 - Liase with provincial learnership contacts and stakeholders.
 - Contact employers to identify Learnership work plans.
 - Schedule induction meetings with both learners and employers.
 - Liase with PSETA ETQA staff and the PSETA Marketing and Media Officers to ensure coordination of effort.
 - Liase with departments to maintain the enrolment of grade 1 and 2 employees for National Qualifications Framework (NQF) Level 1.
- Plan pilot programmes for Learnerships.
 - Select pilot sites for pilot programmes (e.g. Financial Management Learnership).
 - Appoint service providers to develop unit workplace standards as necessary.
 - Conduct briefings with Heads of Department and Director Generals in pilot provinces/sites).
 - Coordinate the launch of learnerships in pilot provinces.
 - Prepare work plans for pilot programmes.
 - Establish project teams and work closely with them in pilot provinces.
 - Schedule information-sharing workshops with employers in pilot learnerships.
- Provide implementation, monitoring and evaluation guidance to established learnerships.
 - Identify criteria for monitoring and evaluation.
 - Implement monitoring and reporting systems.
 - Monitor learner records, evaluate learner progress and modify work plans as necessary.
 - Visit training venues within the provinces to ensure that learnership participants are involved in the required course work.
 - Support workplace learning, assessments, and monitoring as necessary.
- Prepare submissions and reports to the Manager, CEO, and the Minister.
- Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.
- Perform other duties as assigned by the Manager in accordance with the PSETA Business Plan.

Managerial /Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**
Degree in Human Resources, Public Administration, or related field; post diploma or coursework in Human Resources Development desirable
- **Language Skills**
English; Understanding of South African Context
- **Technical Skills**
Computer Knowledge (Microsoft Word; MS Project; Excel, PowerPoint; Access)

Extensive knowledge of national and sector skills development trends specifically with regard to its impact on the PSETA

Ability to contextualise the Workplace Skills Plan to ensure that the PSETA skills development strategy and plan enable the department to meet its goals and sector and national skills priorities

Extensive knowledge on the macro composition of the skills development framework of South Africa and its transverse systems and policies with specific reference to the Public Service

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	X
Initiative	X	Delegation and empowerment	X
Communication Skills (Written and Verbal)	X	Management of financial and human resources	X

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness		Influencing Skills	
Innovative Thinking	X	Facilitation Skills	X
Research (qualitative & quantitative analysis)	X	Department and Organisational Knowledge	X
Project Management	X	Evaluation and Monitoring Skills	X
Problem Solving	X	Networking	X
Judgement	X	Change Management	X
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution	X	Presentation Skills	X
Technical Expertise	X		

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

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- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

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If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA
Job Description and Job Specifications/Job Profile

Job Details

Name: Kevin Issacs

Persal Number: 18646417

Component: Public Service Sector Education and Training Authority (PSETA)

Location: Batho-Pele House

Salary Level: 11
Notch (package):

Occupational Classification: Middle Manager

Designation: Learnership Coordinator

Supervisor: Thomas Mathiba, Manager Learnerships

Job Purpose

To provide the administrative support necessary to assist with development and implementation of learnership programmes

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Assist the Manager in designing learnerships in the public service.
 - Ensure that learnerships designed are in accordance with the SSP and that the approach is in line with the White Paper on Public Service Training and Education (WPPSTE).
 - Identify clear terms of reference for consultants involved in learnership development.
 - Ensure that learnership agreements are signed, recorded, and submitted to ETQA.
 - Assist in the implementation of learnerships and skills programmes.
- Facilitate learnership development.
 - Conduct learner induction workshops.
 - Arrange for training venues for National Departments.
 - Monitor all learnership training programmes on a regular basis.
 - Assist with financial requirements associated with learnership training.
 - Maintain the register of learners enrolled in learnership programmes.

- Assist in the recruitment and selection of learners.
- Assist the Learnership Manager with the implementation of the Internship Programme.
 - Design questionnaires for internships in the Public Service.
 - Facilitate the form design necessary for data capturing and analysis.
 - Assist with the placement of interns and general logistics associated with the Youth Internship Programme.
- Design and implement financial management course procedures into the learnership programme requirements.
 - Liase with nominated contact persons in all provinces and national departments.
 - Collate list of nominees from national and provincial departments
 - Arrange and confirm training dates, venues, and list of participants.
 - Facilitate the processing of invoices to departments and ensure that payments for training venues and service providers are submitted and paid.
 - Monitor implementation of training.
 - Create a database of learners.
- Provide implementation, monitoring and evaluation guidance to established learnerships.
 - Identify criteria for monitoring and evaluation.
 - Implement monitoring and reporting systems.
 - Monitor learner records, evaluate learner progress and modify work plans as necessary.
 - Visit training venues within the provinces to ensure that learnership participants are involved in the required course work.
 - Support workplace learning, assessments, and monitoring as necessary.
- Ensure consultation with stakeholders in the process of developing and implementing learnership and skills programmes.
 - Liase with provincial learnership contacts and stakeholders.
 - Contact employers to identify learnership work plans.
 - Schedule induction meetings with both learners and employers.
 - Liase with the Institute for Public Finance and Auditing (IPFA) and other service providers.
- Prepare and submit submissions and reports to the Manager, CEO and the Minister.
- Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.
- Perform other duties as assigned by the Manager in accordance with the PSETA Business Plan.

Managerial /Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**
Degree in Human Resources, Public Administration, or related field; post diploma or coursework in Human Resources Development desirable.
- **Language Skills**
English; Understanding of South African Context
- **Technical Skills**
Computer Knowledge (Microsoft Word, MS Project, Excel, PowerPoint, Access)
:
Extensive knowledge of national and sector skills development trends specifically with regard to its impact on the PSETA.

Ability to contextualise the Workplace Skills Plan to ensure that the PSETA skills development strategy and plan enable the department to meet its goals and sector and national skills priorities

Extensive knowledge on the macro composition of the skills development framework of South Africa and its transverse systems and policies with specific reference to the Public Service
- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	X
Initiative	X	Delegation and empowerment	X
Communication Skills (Written and Verbal)	X	Management of financial and human resources	X

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness		Influencing Skills	
Innovative Thinking	X	Facilitation Skills	X
Research (qualitative & quantitative analysis)	X	Department and Organisational Knowledge	X
Project Management	X	Evaluation and Monitoring Skills	X
Problem Solving	X	Networking	X
Judgement	X	Change Management	X
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution	X	Presentation Skills	X
Technical Expertise	X		

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA
Job Description and Job Specifications/Job Profile

Job Details

Name:

Persal Number:

Component: Public Service Sector Education and Training Authority
(PSETA)

Location: Batho-Pele House

Salary Level: 11
Notch (package):

Occupational
Classification: Middle Manager

Designation: Learnership Coordinator

Supervisor: Thomas Mathiba, Manager Learnerships

Job Purpose

To provide the administrative support necessary to assist with development and implementation of learnership programmes

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Assist the Manager in designing learnerships in the public service.
 - Ensure that learnerships designed are in accordance with the SSP and that the approach is in line with the White Paper on Public Service Training and Education (WPPSTE).
 - Identify clear terms of reference for consultants involved in learnership development.
 - Ensure that learnership agreements are signed, recorded and submitted to ETQA.
 - Assist in the implementation of learnerships and skills programmes.

- Facilitate learnership development.
 - Conduct learner induction workshops.
 - Arrange for training venues for National Departments.

- **Monitor all learnership training programmes on a regular basis KEVIN**
- **Assist with financial requirements associated with learning training KEVIN**
- **Maintain the register of learners KEVIN**
- **Coordinate the training of assessors and forward learner training information to ETQA. JOHANNA**
- **Train project teams and mentors for pilot learnerships. JOHANNA**
- **Assist in the recruitment and selection of learners.**

- **Ensure consultation with stakeholders in the process of developing and implementing learnerships and skills programmes.**
 - **Liase with provincial learnership contacts and stakeholders.**
 - **Contact employers to identify Learnership work plans.**
 - **Schedule induction meetings with both learners and employers.**
 - **Liase with PSETA ETQA staff and the PSETA Marketing and Media Officers to ensure coordination of effort. JOHANNA**
 - **Liase with departments to maintain the enrolment of grade 1 and 2 employees for National Qualifications Framework (NQF) Level 1. JOHANNA**
 - **Liase with Institute for Public Finance and Auditing (IPFA) and other service providers. KEVIN**

- **Assist the Learnership Manager with the implementation of the Internship Programme. KEVIN**
 - **Design questionnaires for internships in the Public Service.**
 - **Facilitate the form design necessary for data capturing and analysis.**
 - **Assist with the placement of interns and general logistics associated with the Youth Internship Programme.**

- **Design and implement financial management course procedures into the learnership programme requirements. KEVIN**
 - **Liase with nominated contact persons in all provinces and national departments.**
 - **Collate list of nominees from national and provincial departments**
 - **Arrange and confirm training dates, venues, and list of participants.**
 - **Facilitate the processing of invoices to departments and ensure that payments for training venues and service providers are submitted and paid.**
 - **Monitor implementation of training.**
 - **Create a database of learners.**

- **Plan pilot programmes for Learnerships. JOHANNA**
 - **Select pilot sites for pilot programmes (e.g. Financial Management Learnership).**
 - **Appoint service providers to develop unit workplace standards as necessary.**
 - **Conduct briefings with Heads of Department and Director Generals in pilot provinces/sites).**
 - **Coordinate the launch of learnerships in pilot provinces.**
 - **Prepare work plans for pilot programmes.**

- **Establish project teams and work closely with them in pilot provinces.**
 - **Schedule information sharing workshops with employers in pilot learnerships.**
- Provide implementation, monitoring and evaluation guidance to established learnerships.
 - Identify criteria for monitoring and evaluation.
 - Implement monitoring and reporting systems. **What tools are used in the field to collect training information and gather input from employers and workers?**
 - Monitor learner records, evaluate learner progress and modify work plans as necessary.
 - Visit training venues within the provinces to ensure that learnership participants are involved in the required course work.
 - Support workplace learning, assessments, and monitoring as necessary.
 - Prepare submissions and reports to the Manager, CEO, and the Minister.
 - Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.
 - Perform other duties as assigned by the Manager in accordance with the PSETA Business Plan.

Managerial /Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**
Degree in Human Resources, Public Administration, or related field; post diploma or coursework in Human Resources Development desirable
- **Language Skills**
English; Understanding of South African Context
- **Technical Skills**
Computer Knowledge (Microsoft Word; MS Project; Excel, PowerPoint; Access)

Extensive knowledge of national and sector skills development trends specifically with regard to its impact on the PSETA

Ability to contextualise the Workplace Skills Plan to ensure that the PSETA skills development strategy and plan enable the department to meet its goals and sector and national skills priorities

Extensive knowledge on the macro composition of the skills development framework of South Africa and its transverse systems and policies with specific reference to the Public Service

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	X
Initiative	X	Delegation and empowerment	X
Communication Skills (Written and Verbal)	X	Management of financial and human resources	X

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness		Influencing Skills	
Innovative Thinking	X	Facilitation Skills	X
Research (qualitative & quantitative analysis)	X	Department and Organisational Knowledge	X
Project Management	X	Evaluation and Monitoring Skills	X
Problem Solving	X	Networking	X
Judgement	X	Change Management	X
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution	X	Presentation Skills	X
Technical Expertise	X		

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name:	Thomas Mathiba
Persal Number:	16798465
Component:	Public Service Sector Education and Training Authority (PSETA)
Location:	Batho-Pele House
Salary Level:	13
Notch (package):	
Occupational Classification:	SMS
Designation:	Manager (Learnerships)
Supervisor:	Lawrence Tsipane, Chief Executive Officer

Job Purpose

To facilitate the implementation of skills development in the public sector through the development and registration of learnerships, skills programmes, short courses and internships

To ensure that Learnerships and skills programmes are developed in line with the Sector Skills Plan (SSP) and Workplace Skills Plans (WSP's)

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Accountable for the facilitation and development of learnership registration and implementation of learnerships in the PSETA.
 - Oversee the development of qualifications, curriculum for the PSETA.
 - Propose and oversee research studies related to the development of learnerships in the public service.
 - Liaise with learners, employers and providers regarding the curriculum of learnerships, learner placement, contracts and progress of learnerships.
 - Implement a mechanism to adjudicate any disputes between learners, employers, and providers with regard to learnership agreements.

- Assess the readiness and capacity level of the workplaces for Learnership implementation.
- Oversee the development of systems for tracking of learners and providers. Develop an annual financial plan for Learnership implementation and submit the plan to the PSETA Manager of Scope of Coverage and Grant Disbursement for evaluation and implementation.
- Promote skills development for employability and sustainable livelihoods through social development initiatives.
 - Work with and support communities that have social development initiatives in place.
 - Assist new entrants into employment through skills development.
 - Assist unemployed youth into Learnerships/Internships.
- Work with small, medium, and Micro-Enterprise Experts (SMME's) to stimulate and support skills development.
 - Appoint an interdisciplinary team to identify possible skills needs as a result of contracting out for non-core services and corporatisation.
 - Develop a Social Plan Guide to assist departments to empower excess employees to cushion the effects of the restructuring process.
 - Conduct national provincial workshops on the Social Plan Guide and refine guidelines as necessary.
 - Distribute copies of the finalised Social Plan Guidelines.
 - Pilot SMME skills programmes for employees in excess.
- Promote learnership development.
 - Identify workplaces for practical work experience.
 - Assess the quality and relevance of learning materials.
 - Improve the facilitation of learning.
 - Assist in the conclusion of learnership agreements.
- Promote skills programmes and learnerships through engagement with SAQA, DOL representatives, Skills Development Facilitators (SDF's) and Human Resource Development (HRD) managers and providers.
 - Assist providers and employers in developing and implementing learnerships and skills programmes in accordance with the Sector Skills Plan (SSP) and Workplace Skills Plan (WSP).
 - Establish a Learnership Coordinating Committee from SETAs operating in the public sector to coordinate a common approach to learnerships in the public sector.
 - Liaise with SAQA and Department of Labour regarding learnership development.
- Coordinate the Learnership sub-committee of the PSETA Board.
- Identify standards and qualifications for constituent members of the PSETA through access of SAQA databases.
- Represent the PSETA in the Learnership Forum of DOL.

- Manage consultants dealing with Learnership issues.
- Supervise, train, develop, and performance appraise all staff within the unit.
- Prepare Learnership Unit reports for submission to the PSETA, Chief Executive Officer, PSETA Board, and Minister.
- Ensure that PSETA Business Plan objectives/priorities are integrated into Learnership Unit personnel performance work plans.
- Perform other duties as assigned by the PSETA Chief Executive Officer in accordance with the PSETA Business Plan.

Managerial/Supervisory Responsibilities

Learnership Coordinators

Learnership Administrator

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

Degree - preferably in Human Resources Development, Public Administration, Social Sciences or related field

Management experience desirable with an understanding of curriculum development and human resources development including integrated human resources and standards generation

Background in education and training, research, standards qualification development, and project management experience desirable

- **Key Competencies (Core Management Criteria)**

Strategic Capability and Leadership

Provide a vision, set the direction for the organisation and inspire others in order to deliver on the organisational mandate.

Programme and Project Management

Plan, manage, monitor and evaluate specific activities in order to deliver the desired outputs.

Financial Management

Compile and manage budgets, control cash flow, institute risk management and administer tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives

Change Management

Initiate and support organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.

Knowledge Management

Promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation.

Service Delivery Innovation

Explore and implement new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals.

Problem Solving and Analysis

Systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.

People Management and Empowerment

Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals.

Client Orientation and Customer Focus

Deliver services effectively and efficiently in order to put the spirit of the customer service (Batho Pele) into practice.

Communication

Exchange information and ideas in a clear and concise manner appropriate to the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.

Honesty and Integrity

Display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.

In addition the job holder must possess and exhibit:

- **Interpersonal Skills**

- **Language Skills**

English

- **Technical Skills**

Computer with knowledge of Microsoft Suite (PowerPoint, Word, Excel, Access, and Project)

Extensive knowledge of national and sector skills development trends specifically with regard to its impact on the PSETA organisation

Contextualise the Workplace Skills Plan to ensure that the PSETA skills development strategy and Business Plan enable the department to meet its goals and sector and national skills priorities

Extensive knowledge on the macro composition of the skills development framework of South Africa and its transverse systems and policies with specific reference to the Public Service

Exhibit facilitation and coordination skills

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name:

Persal Number:

Component: Public Service Sector Education and Training Authority
(PSETA)

Location: Batho-Pele House

Salary Level: 10

Notch (package):

Occupational
Classification: Middle Manager

Designation: Disbursement and Media Officer

Supervisor: Lucy Dinah Nelly Marassele Matlhako, Manager Scope of
Coverage and Grant Disbursement

Job Purpose

To provide technical assistance in the implementation of the levy system and the communications for the PSETA

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Register new employers and collect levies.
 - Assist employers with South African Revenue Services (SARS) registration.
 - Ensure that all state departments report on budgeted expenditure for skills development.
 - Assist state department staff in inculcating a culture of accounting for skills development funding.
- Assist the Manager with grant disbursement responsibilities.
 - Download levies from the grant disbursement system.
 - Post system downloaded levy information to Pastel.
 - Reconcile data with Pastel bank information.
 - Prepare grants to the employer.
 - Liase with employers on issues of grant disbursement.

- Assist state departments in reporting quarterly and annually on the skills development costs incurred.
- Conduct workshops to assist departments on the utilisation of the Skills levy.
- Perform banking services for the Scope of Coverage and Grant Disbursement Unit.
 - Deposit checks from parastatals, employers and other stakeholders.
 - Collect statements from the bank.
 - Reconcile monthly bank accounts.
- Prepare financial reports.
 - Complete quarterly reporting requirements to the NSA on levy payment and grant disbursements.
 - Transfer funds to other SETAs as required.
 - Report to the PSETA Board on the status of PSETA financial reports.
 - Prepare all necessary financial information for audit.
- Ensure effective communication with stakeholders regarding grant disbursement and levy payment.
 - Liase with departments on issues and inquiries related to grant disbursement and levy payments.
 - Prepare payment acknowledgement letters and send out invoices.
- Work closely with the Marketing Officer in designing the lay out for the PSETA newsletters and other forms of media.
 - Assist with the compilation and disbursement of PSETA promotional materials.
 - Help with the management of special events. (e.g. Learnership launches).
- Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.
- Perform other duties as assigned by the Manager in accordance with the PSETA Business Plan.

Managerial /Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

NQF Level 5 or equivalent qualification with Accounting as a major

At least three (3) years experience in financial setting with experience in payments and receipts

- **Language Skills**

English

- **Technical Skills**

Knowledge of Public Financial Management Act (PFMA)

Knowledge of, Skills Development Act, and Levies Act an added advantage

Computer with knowledge of Microsoft Word, Excel

Knowledge of Pastel an added advantage

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	X
Initiative	X	Delegation and empowerment	
Communication Skills (Written and Verbal)	X	Management of financial and human resources	X

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	
Innovative Thinking	X	Facilitation Skills	
Research (qualitative & quantitative analysis)		Department and Organisational Knowledge	X
Project Management		Evaluation and Monitoring Skills	X
Problem Solving	X	Networking	X
Judgement	X	Change Management	
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution		Presentation Skills	X
Technical Expertise	X		

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

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Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name: Lucy Dinah Nelly Marassele Matlhako

Persal Number:

Component: Public Service Sector Education and Training Authority (PSETA)

Location: Batho-Pele House

Salary Level: 12

Notch (package):

Occupational Classification: Middle Manager

Designation: Manager, Scope of Coverage and Grant Disbursement

Supervisor: Lawrence Tsipane, Chief Executive Officer

Job Purpose

To manage the levy system and the communication system for the PSETA

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Advise government departments on budgeting for the 1% skills levy.
 - Develop guidelines to assist state departments on the utilisation of the skills levy to be budgeted for skills development.
 - Ensure that all government departments report on budgeted expenditure for skills development relevant to the public service in conjunction with the Work place skills (WSP) manager.
 - Ensure that follow up mechanisms are in place.
 - Manage the collection and disbursement of the Skills Development Levy for the PSETA.
- Coordinate and develop the annual and Medium Term Expenditure Framework (MTEF) budgets for the PSETA.
 - Liase and interface with other PSETA managers and DPSA Financial officer for budget preparation input.

- Review existing expenditures and allocations necessary for budget preparation.
 - Prepare the draft budget according to the Treasury guidelines.
 - Submit to the PSETA, Chief Executive Officer and DPSA, Financial Officer for review.
 - Refine budget document according to the requirements of the DPSA.
 - Review final budget allocations and report information to all PSETA managers
 - Align the allocated budget with PSETA Business Plan
 - Review the budget allocation expenditure reports on a monthly basis
- Ensure effective communication with all national and provincial departments on the functions and role of the PSETA.
 - Liase with South African Revenue Services (SARS) officers on issues of registration for skills development.
 - Liase with the Department of Labour (DOL) representatives.
 - Consult with department representatives and receive feedback on the overall functioning of the PSETA.
- Ensure continuous proper alignment by governmental departments to SETA's.
 - Identify parastatals that belong to the PSETA.
 - Ensure that parastatals identified are registered with South African Revenue Services (SARS).
- Ensure the participation of parastatals.
 - Organise meetings to brief parastatals on matters related to skills development.
- Ensure that the grant disbursement system is in place for parastatals and other stakeholders.
 - Implement mechanisms for grant disbursement to parastatals.
 - Allocate grants in the prescribed manner to employers, education and training providers and workers.
- Negotiate funding of PSETA projects with donors.
- Prepare Scope of Coverage and Grant Disbursement Unit submissions and reports to the PSETA, Chief Executive Officer, PSETA Board and Minister.
- Supervise, train, develop and performance appraise all staff within the Unit.
- Ensure that PSETA Business Plan objectives/priorities are integrated into Scope of Coverage and Grant Disbursement Unit personnel performance work plans.
- Perform other duties as assigned by the PSETA Chief Executive Officer in accordance with the PSETA Business Plan.

Managerial/Supervisory Responsibilities

Provincial Coordinator & Marketing Officer

Disbursement and Media Officer

Unit Secretary

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

Degree in Public Administration, Management, Public Finance or related field

Management experience and public finance management preferred with an understanding of finance, human resources development including integrated human resources, and project management

- **Language Skills**

English; Understanding of South African Context

- **Technical Skills**

Computer with knowledge of Microsoft Suite (Power Point, Word, Excel, and Project)

Knowledge of Public Finance Management Act, Income Tax Act, Skills Development Levies Act, and Funding Regulations

Extensive knowledge on the macro composition of the skills development framework of South Africa and its transverse systems and policies with specific reference to the Public Service

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	X
Initiative	X	Delegation and empowerment	X
Communication Skills (Written and Verbal)	X	Management of financial and human resources	X

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	X
Innovative Thinking		Facilitation and Coordination Skills	X
Research (qualitative & quantitative analysis)		Department and Organisational Knowledge	X
Project Management	X	Evaluation and Monitoring Skills	X
Problem Solving	X	Networking	X
Judgement	X	Change Management	X
Client Focus & Service Delivery	X	Self Driven	X
Systematic	X	Honesty & Integrity	X
Conflict Resolution	X	Adaptability	X
Technical Expertise	X	Presentation Skills	X

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name:

Persal Number:

Component: Public Service Sector Education and Training Authority
(PSETA)

Location: Batho-Pele House

Salary Level: 10

Notch (package):

Occupational
Classification: Middle Manager

Designation: Provincial Coordinator and Marketing Officer

Supervisor: Lucy Dinah Nelly Marassele Matlhako, Manager
Scope of Coverage and Grant Disbursement Unit

Job Purpose

To provide quality public relations marketing, communications and advocacy of PSETA initiatives with national and provincial departments and other stakeholders

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Develop and implement a public relations and marketing strategy for the PSETA under the guidance of the Manager.
 - Deliver presentations to stakeholders and the public on the skills development strategy and PSETA Business Plan priorities utilising different mediums and techniques.
 - Represent the PSETA at the Department of Labour (DOL) Marketing Forum.
 - Interact with people to build relevant contacts and alliances both inside and outside the PSETA to allow the sourcing of information from the network of associates.

- Ensure effective communication with all national and provincial departments on the function and role of the PSETA.
 - Coordinate and liaise with Provincial coordinators.
 - Conduct meetings and workshops with provincial representatives on a regular basis regarding the activities of the PSETA.
 - Inform all departments of the PSETA's strategic priorities and objectives.
 - Liaise with and utilise the services of the marketing staff in the Department of Public Service (DPSA).
 - Coordinate and liaise with Provincial coordinators and representatives regarding all PSETA functions and provide a link with relevant PSETA staff.
 - Organise national and provincial information sessions.

- Prepare information for all stakeholders both inside and outside the PSETA that promotes understanding and compliance with the Skills Development Strategy and PSETA Business Plan priorities.
 - Design, develop and distribute a quarterly newsletter to all stakeholders.
 - Ensure integration of required logistics for the successful launch of learnership campaign.
 - Print and distribute the PSETA Annual Report to Parliament and to all other stakeholders.
 - Responsible for the showcasing of Learnerships and other PSETA programmes

- Coordinate and implement all requirements necessary to conduct exhibitions.
 - Prepare all materials for scheduled exhibitions.

- Gather, facilitate and analyse information that will assist in meeting the needs of stakeholders and the improvement of the PSETA public relations marketing campaign.

- Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.

- Perform other duties as assigned by the Manager in accordance with the PSETA Business Plan.

Managerial /Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

Degree in Communications, Marketing, or related field

NQF Level 6 or equivalent

Three (3) years Experience in communications, and marketing environment with knowledge and understanding of human resources development strategies

- **Language Skills**

English

- **Technical Skills**

Computer Skills (Microsoft Power Point, Word, Excel, and Microsoft Publisher)

Graphic Design an added advantage

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	X
Initiative	X	Delegation and empowerment	
Communication Skills (Written and Verbal)	X	Management of financial and human resources	

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	X
Innovative Thinking	X	Facilitation Skills	X
Research (qualitative & quantitative analysis)		Department and Organisational Knowledge	X
Project Management	X	Evaluation and Monitoring Skills	X
Problem Solving	X	Networking	X
Judgement	X	Change Management	
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution		Presentation Skills	X
Technical Expertise	X		

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name:

Persal Number:

Component: Public Service Sector Education and Training Authority
(PSETA)

Location: Batho-Pele House

Salary Level: 6

Notch (package):

Occupational
Classification:

Designation: Secretary

Supervisor: Lucy Dinah Nelly Marassele Matlhako, Manager
Scope of Coverage and Grant Disbursement

Job Purpose

To provide secretarial support to the Manager of Scope of Coverage and Grant Disbursement

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Perform secretarial functions related to the work in an office environment and assisting the Manager with day-to-day Scope of Coverage and Grant Disbursement Unit operations.
 - Answer and screen all telephone calls.
 - Handle incoming and outgoing correspondence.
 - Record information.
 - Perform typing duties and submissions.
 - Compiles documents.
 - Proofread and prepare final copies for distribution.
 - Maintain priority files of reports and correspondence.
 - Complete filing of documents.
 - Perform photocopying responsibilities and receive and send faxes.
 - Manage the Manager's appointment diary.

- Assist clients, customers and internal staff by requesting/providing information and maintaining friendly interactions.
 - Communicate progress as required and report problems as necessary.
 - Assist in efficient and economic use of department stores (office supplies and equipment).
 - Maintain petty cash for office expenses.
 - Take minutes of meetings in the unit.
- Conduct internet searches to locate information required to assist with Scope of Coverage and Grant Disbursement Unit requirements and respond to E-mail inquiries.
 - Complete financial and logistical Public Service system requirements to procure services, materials, etc. necessary to the function of the Scope of Coverage and Grant Disbursement Unit.
 - Receive instruction/guidance, solve problems by applying standing instructions and department procedures and make decisions in respect to own work.
 - Arrange venues for workshops and meetings.
 - Make travel bookings and accommodations.
 - Prepare documents necessary to carry out workshops and meetings.
 - Render secretarial support to the Provincial Coordinator and Marketing Officer and the Disbursement and Media Officer.
 - Manage project documents.
 - Maintain project plan activity check lists and event diary.
 - Complete all correspondence.
 - Assist other offices and personnel within the PSETA.
 - Manage other offices within the PSETA if secretaries are not present.
 - Participate in joint workshops.
 - Assist in appropriate PSETA exhibitions, etc.
 - Assist in other tasks within the PSETA as required.
 - Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.
 - Perform other duties as assigned by the Manager in accordance with the PSETA Business Plan.

Managerial /Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

Standard 10

One or two years of technikon training preferred

Previous secretarial experience preferred with training in secretarial administration, office administration, and skills training

- **Language Skills**

English

- **Technical Skills**

Computer Skills (Microsoft Word, Excel, PowerPoint, Outlook)

Advantage Skills (Microsoft Access and Microsoft Publisher)

Uses a variety of office equipment (photocopier; personal computer; fax machine, scanner, and telephone)

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	
Initiative	X	Delegation and empowerment	
Communication Skills (Written and Verbal)	X	Management of financial and human resources	

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	
Innovative Thinking		Facilitation Skills	
Research (qualitative & quantitative analysis)		Department and Organisational Knowledge	X
Project Management		Evaluation and Monitoring Skills	
Problem Solving	X	Networking	X
Judgement	X	Change Management	
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution		Presentation Skills	
Technical Expertise			

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Signature of Supervisor/Manager

Date: _____

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name:

Persal Number:

Component: Public Service Sector Education and Training Authority
(PSETA)

Location: Batho-Pele House

Salary Level: 10

Notch (package):

Occupational
Classification: Middle Manager

Designation: Researcher, Skills Planning

Supervisor: Daniel Maketha, Skills Plan Manager

Job Purpose

To support and facilitate the development and implementation of high quality sector skills plans, workplace skills plans and evaluation systems related to skills planning through research, benchmarking and knowledge management activities

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Initiate and undertake research on key aspects of human resource development in the context of the public service.
- Manage all special research projects identified by the PSETA and submit regular progress reports.
- Advise the PSETA on international trends and developments regarding skills internationally.
- Network with other SETAs and advise the Manager of Skills Planning on government departments in functional SETAs.
- Manage consultants appointed by the PSETA or availed to the PSETA by local and international donors.
- Assist in the analysis of WSPs and training reports.
- Represent the PSETA at meetings, conferences and relevant forums.

- Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.
- Initiate and implement capacity building interventions to improve skills planning in the public service.
- Perform other duties as assigned by the Manager in accordance with the PSETA Business Plan.

Managerial/Supervisory Responsibilities

Supervise consultants on commissioned research.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

Degree or Diploma - Human Resources Development, Education or a related field

Working experience preferably in a training and human resources environment with an understanding of skills planning, implementation, report writing, and presentations

Experience in quantitative research and analysis with the ability to manipulate quantitative and qualitative data

- **Language Skills**

English

- **Technical Skills**

Computer Skills (Advanced skills in Microsoft Word, Excel, and Access with working knowledge of Microsoft Outlook, Project and other software)

Knowledge of management information systems and databases

Understanding of the relevant legislation and policy

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	
Initiative	X	Delegation and empowerment	
Communication Skills (Written and Verbal)	X	Management of financial and human resources	X

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	
Innovative Thinking	X	Facilitation Skills	X
Research (qualitative & quantitative analysis)	X	Department and Organisational Knowledge	X
Project Management	X	Evaluation and Monitoring Skills	X
Problem Solving	X	Networking	X
Judgement	X	Change Management	X
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution	X	Presentation Skills	X
Technical Expertise	X		

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

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Annual Review

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- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

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Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name: N E Mthimunye

Persal Number:

Component: Public Service Sector Education and Training Authority (PSETA)

Location: Batho-Pele House

Salary Level: 4

Notch (package):

Occupational Classification:

Designation: Administrator

Supervisor: Daniel Makhetha, Skills Plan Manager

Job Purpose

To provide administrative and secretarial support to the Skills Plan Unit

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Liase with SDFs and capture SDF registration onto the database.
 - Send registration forms to all departments to renew registration of their SDFs.
 - Acknowledge formally receipt of all forms in writing.
 - Capture information from registration forms onto the database.

- **Provide administrative support in terms of generating quarterly training reports.**
Follow-up with all departments regarding submission of quarterly training reports.
 - Capture data from submitted reports.
 - Collate the data according to prescribed data format.
 - Assist with data analysis.
 - Assist with the development of the consolidated report to the Department of Labour.

- Provide general administrative and logistic support to the Skills Plan Unit.
 - Complete filing of documents.
 - Manage the Manager's appointment diary.
 - Answer and screen all telephone calls.
 - Receive visitors.
 - Handle incoming and outgoing correspondence.
 - Perform photocopying responsibilities and receive and send faxes.
 - **Order stationery for the PSETA.**
 - Make travel bookings and arrange for accommodations.
 - Arrange venues for workshops and meetings.
 - Submit subsistence claim forms.
 - Communicate progress as required and report problems as necessary.

- Receive instruction/guidance, solve problems by applying standing instructions and department procedures and make decisions in respect to own work.

- **Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.**

- Perform other duties as assigned by the Skills Plan Manager in accordance with the PSETA Business Plan.

Managerial /Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

One or two years of technikon training preferred

Training and experience in secretarial administration, office administration, communications and skills training desirable

- **Language Skills**

English

- **Technical Skills**

Computer Skills (Microsoft Word, Excel, PowerPoint, Access, Outlook, Project and other software)

Uses a variety of office equipment (photocopier; personal computer; fax machine, scanner, telephone)

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills		Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	
Initiative	X	Delegation and empowerment	
Communication Skills (Written and Verbal)	X	Management of financial and human resources	

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	
Innovative Thinking		Facilitation Skills	
Research (qualitative & quantitative analysis)	X	Department and Organisational Knowledge	X
Project Management		Evaluation and Monitoring Skills	X
Problem Solving	X	Networking	X
Judgement	X	Change Management	X
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution		Presentation Skills	
Technical Expertise	X		

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

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- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

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The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name: Daniel Makhetha

Persal Number: 18504779

Component: Public Service Sector Education and Training Authority (PSETA)

Location: Batho-Pele House

Salary Level: 12

Notch (package):

Occupational Classification: Middle Manager

Designation: Manager: Skills Planning

Supervisor: Lawrence Tsipane, Chief Executive Officer

Job Purpose

To promote integration and coordination of needs-based training in the public service through the development of a sector skills plan (SSP) and work place skills plan (WSP) and to monitor and evaluate implementation against these plans

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Review and update the sector skills plan for the public service.
 - Propose and oversee research related to the sector skills plan.
 - Analyse WSPs to determine critical training needs and trends.
 - Realign the SSP based on research and analysis of WSPs.
 - Manage the development of a refined and updated sector skills plan for approval by the PSETA Board, and the DPSA Director General.

- Ensure that all state departments develop an integrated WSP that is in line with the overall SSP that includes both transversal and functional skills priorities drawn down from service delivery targets.
 - Develop criteria for WSPs that is formally approved.
 - Develop guidelines and toolkits to support the WSP to be delivered by departments.
 - Ensure that the SSP is used in the WSPs planning process.

- Ensure that the SSP is used to inform training needs and for the development of appropriate learnerships.
 - Ensure that WSPs are evaluated and that departments receive individual feedback.
- Oversee the efficient receipt and accurate electronic capturing of the WSPs onto the PSETA system.
 - Ensure that the departments and parastatals register their skills development facilitators (SDFs) with the PSETA.
 - Facilitate and guide the establishment of skills development committees in departments.
 - Manage research on special projects.
 - Represent the PSETA in relevant forums as required (e.g. Skills Development Planning Unit Forum).
 - Liaise with other SETAs that incorporate government departments to monitor the implementation of WSPs.
 - Develop quarterly and annual training review reports relevant to training undertaken within the public service.
 - Supervise, train, develop and performance appraise all staff within Skills Development Planning Unit.
 - Prepare Skills Plan Section reports for submission to the Chief Executive Officer, PSETA Board, DPSA Minister and Department of Labour.
 - Coordinate the SSP/WSP sub-committee of the PSETA Board.
 - Develop and ensure that the plan of the Skills Plan Section is reviewed, updated and approved by the PSETA Board, and the DG of DPSA.
 - Manage external consultants in respect of commissioned projects
 - Ensure that PSETA Business Plan objectives/priorities are integrated into Skills Plan Section personnel performance work plans.
 - Perform other duties as assigned by the PSETA Chief Executive Officer in accordance with the PSETA Business Plan.

Managerial/Supervisory Responsibilities

SSP and WSP Specialist

SSP/WSP Researcher

Skills Plan Administrator

Consultants

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**
Degree - preferably in Human Resources Development, Education, Public Administration, Social Sciences or related field
Management experience desirable with an understanding of human resources development including integrated human resources and standards generation
Background in education and training, research, standards qualification development, and project management experience desirable
- **Language Skills**
English
- **Technical Skills**
Computer skills with knowledge of Microsoft Suite (PowerPoint; Word, Excel, Access, and Project)
Extensive knowledge of national and sector skills development trends specifically with regard to its impact on the PSETA organisation
Broad understanding of the structure and function of the public service
Contextualise the Workplace Skills Plan to ensure that the PSETA skills development strategy and Business Plan enable the department to meet its goals and sector and national skills priorities

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	X
Initiative	X	Delegation and empowerment	X
Communication Skills (Written and Verbal)	X	Management of financial and human resources	X

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	X
Innovative Thinking	X	Facilitation and Coordination Skills	X
Research (qualitative & quantitative analysis)	X	Department and Organisational Knowledge	X
Project Management	X	Evaluation and Monitoring Skills	X
Problem Solving	X	Networking	X
Judgement	X	Change Management	X
Client Focus and service delivery	X	Self Driven	X
Systematic	X	Honesty and integrity	X
Conflict Resolution	X	Adaptability	X
Technical Expertise	X	Presentation Skills	X

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

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Annual Review

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- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

PSETA

Job Description and Job Specifications/Job Profile

Job Details

Name:

Persal Number:

Component: Public Service Sector Education and Training Authority
(PSETA)

Location: Batho-Pele House

Salary Level: 12

Notch (package):

Occupational
Classification: **Middle Manager**

Designation: SSP and WSP Specialist

Supervisor: Daniel Maketha, Skills Plan Manager

Job Purpose

To support and facilitate the development and implementation of a high quality sector skills plan and workplace skills plans through research, workshops and suitable capacity building interventions

Job Functions

Describe the key functions that the job holder is required to perform, based on the job profile, and the departmental strategic/operational plan

- Support and coordinate the updating and refining of the Sector Skills Plan (SSP).
 - Conduct audits and research in relation to the SSP to determine gaps and areas of weakness.
 - Benchmarking with other SETA's in terms of SSPs.
 - Supporting the development of a refined and updated SSP.
- Manage the development of workplace skills plans in the public service and parastatals
 - Liase with and train departments in terms of PSETA requirements regarding workplace skills plans.
- Coordinate the submission of WSPs training reports and prepare reports based on the evaluation of WSPs and training reports.

- Provide support and guidance to skills development facilitators (SDFs).
- Facilitate the establishment and effectiveness of training committees in all departments and parastatals falling under the PSETA.
- Assist the Skills Planning Manager to set up and regularly review skills planning systems and instruments in the PSETA.
- Ensure constant consultation of stakeholders on the SSP.
 - Liase with SDPU and other SETAs on skills planning issues on behalf of the PSETA (e.g. development of common skills planning format).
- Participate in or lead appropriate research projects.
- Represent the PSETA at meetings, conferences and relevant forums.
- Prepare responses and reports to answer queries received.
- Deputise for the skills planning manager when necessary.
- **Integrate annual PSETA Business Plan objectives and priorities into the employee's annual work plan agreement.**
- Perform other duties as assigned by the Skills Planning Manager in accordance with the PSETA Business Plan.

Managerial/Supervisory Responsibilities

No subordinates are supervised.

Job Specifications/Job Profile

Job specifications- Minimum acceptable characteristics jobholder possesses to perform job

Qualifications

To perform this job successfully the incumbent must have the following knowledge, skills, and/or capacity. Reasonable accommodation may be made to enable individuals with physical disabilities to perform the essential functions.

- **Education and/or experience**

Degree or Diploma - Human Resources Management, Education, Public Administration, or related field

Working experience preferably in a training and human resources environment with an understanding of skills planning and implementation, report writing, presentation and facilitation skills

Experience in research and analysis with ability to manipulate quantitative data

- **Language Skills**

English

- **Technical Skills**

Computer Skills (Microsoft Word, Excel, PowerPoint, Access, Outlook, Project and other miscellaneous software) Knowledge of management information systems and databases

Understanding of the relevant legislation and policy

- **Key Competencies**

GAFs	JOB RELEVANCE	GAFs	JOB RELEVANCE
Job knowledge	X	Interpersonal relationships	X
Technical Skills	X	Flexibility	X
Acceptance of Responsibility	X	Team work	X
Quality of Work	X	Planning and Execution	X
Reliability	X	Leadership	X
Initiative	X	Delegation and empowerment	
Communication Skills (Written and Verbal)	X	Management of financial and human resources	

Other Competencies	JOB RELEVANCE	Other Competencies	JOB RELEVANCE
Assertiveness	X	Influencing Skills	X
Innovative Thinking	X	Facilitation Skills	X
Research (qualitative & quantitative analysis)	X	Department and Organisational Knowledge	X
Project Management	X	Evaluation and Monitoring Skills	X
Problem Solving	X	Networking	X
Judgement	X	Change Management	X
Client Focus	X	Self Driven	X
Systematic	X	Adaptability	X
Conflict Resolution		Presentation Skills	X
Technical Expertise	X		

Career Pathing

- Compliance with requirements of promotion to next higher post.
- Acquisition of competencies required for the next higher post.

Performance Agreement

The Performance Agreement of the incumbent, which contains a work plan and specific targets, should be read as an extension on this job description.

Amendments to Job Description

In terms of the Public Service Regulations, the Head of Department or his/her nominee shall review job descriptions and titles at least once every three years. However, as soon as significant changes to the job content have been effected and after due consultation with the incumbent, the job description should be reviewed.

Annual Review

The supervisor will review the job description/job profile document with the incumbent on an annual basis. This review forms the basis for:

- the selection of KRAs or KPAs for the incumbent's annual performance agreement and work plan agreement;
- the necessity to make needed adjustments or revisions in job details or job functions; and
- the identification of employee career development and training areas to be noted in the annual Personal Development Plan.

If Existing Post:

The incumbent and supervisor should confirm that the job description is a true reflection of the current requirements of the post.

The review of the job description should coincide with the development of the incumbent's Work Plan Agreement and Personal Development Plan.

Any amendments or changes to the job description should be completed at that time.

If New Post:

The supervisor should confirm that the contents of the job description/job profile have been discussed with the incumbent. The incumbent must also confirm that she/he understands the contents of the job description/job profile document.

Job Description Agreement

Signature of Incumbent

Date: _____

Signature of Supervisor/Manager

Date: _____

APPENDIX E

PERFORMANCE WORK PLAN DOCUMENTS

- I. CEO Unit
 - 1. Performance Work Plan Administrator
 - 2. Performance Work Plan CEO
 - 3. Performance Work Plan Secretary

- II. ETQA Unit
 - 1. Performance Work Plan Administrator
 - 2. Performance Work Plan Manager
 - 3. Performance Work Plan IT and Data Specialist
 - 4. Performance Work Plan Provider Accreditation Specialist
 - 5. Performance Work Plan Quality Assurance and Learner Achievement Specialist

- III. Learnership Unit
 - 1. Performance Work Plan Administrator
 - 2. Performance Work Plan Learnership Coordinator
 - 3. Performance Work Plan Manager

- IV. Scope of Coverage Unit
 - 1. Performance Work Plan Disbursement and Media Officer
 - 2. Performance Work Plan Manager
 - 3. Performance Work Plan Provincial Coordinator and Marketing Officer

- V. Sector Skills Plan Unit
 - 1. Performance Work Plan Researcher
 - 2. Performance Work Plan Administrator
 - 3. Performance Work Plan Manager
 - 4. Performance Work Plan SSP and WSP Specialist

Department: PSETA
 Incumbent: KESHNEE MOODLEY
 Job Title: ADMINISTRATOR

PERFORMANCE WORK PLAN

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
Provide administrative support in terms of PSETA meetings and workshops.	OUTPUT: Effective and efficient logistical support to the C.E.O. <ul style="list-style-type: none"> • Schedule & distribute invitations regarding board, executive committee and internal PSETA meetings. • Manage logistics of meetings in terms of venue, travel and accommodation. • Prepare workshop and meeting documentation. • Arrange relevant workshop equipment. • Draft minutes of meetings and workshops. • Refine and validate minutes. • Disseminate minutes to key stakeholders. • Keep accurate records 	2003/04	A positive rating from the C.E.O		Interface with Board members Interface with service providers Interface with C.E.O Interface with key stakeholders
		2 weeks prior to the meeting			
		Ongoing			
		1 week prior to the meeting			
		2 days after meeting	Minutes completed and distributed		

	<p>of minutes.</p> <ul style="list-style-type: none"> Follow up on decisions taken at meetings and workshops and report accordingly to the C.E.O. 	Ongoing			
Manage the procurement of goods and products.	<p>OUTPUT: The successful purchase of goods and products for the PSETA.</p> <ul style="list-style-type: none"> Implement policies and procedures. Purchase goods and products. Liaise with and pay service providers. Provide procurement reports. 	<p>2003/04</p> <p>Ongoing</p> <p>Monthly</p> <p>Monthly</p> <p>Monthly</p>	<p>100% compliance with procedure</p> <p>Completed procurement report</p>		Interface with the staff from provisioning as well as service providers
Provide administrative support to the office of the C.E.O.	<p>OUTPUT: Effective and efficient administration of the office of the C.E.O</p> <ul style="list-style-type: none"> Administration of leave for PSETA staff. Photocopy and fax documents as necessary. Establish and manage a filing system. Type documents and submissions for the C.E.O Manage PSETA correspondence. 	<p>2003/04</p> <p>Daily</p> <p>Daily</p> <p>Daily</p> <p>Daily</p> <p>Daily</p>			<p>Interface with PSETA staff</p> <p>Interface with the C.E.O</p> <p>Interface with stakeholders</p>

Manage the PSETA Resource Centre	<p>OUTPUT: The establishment of a fully functional Resource Centre for PSETA staff.</p> <ul style="list-style-type: none"> • Establish an accurate register of all PSETA resources in the resource center. • Order new resources • Manage a loan register in respect of staff utilization of resources. 	<p>2003/04</p> <p>30 April 2003</p> <p>Monthly</p> <p>Daily</p>	<p>The successful establishment of a functional PSETA Resource Centre.</p>		<p>Interface with the C.E.O, PSETA staff, key stakeholders and service providers.</p>

Department: PSETA
 Incumbent: Lufuno Ramaru
 Job Title: Secretary to the PSETA CEO

PERFORMANCE WORK PLAN

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
Provide secretarial support to assist the CEO with PSETA operations	OUTPUT: Effective and efficient secretarial support to the CEO <ul style="list-style-type: none"> ▪ Answer and screen all telephone calls ▪ Record information ▪ Perform typing duties ▪ Proofread and compile documents ▪ Maintain a priority filing system for reports and correspondence ▪ Compile filing of documents ▪ Manage the CEO's diary and brief CEO on scheduled events and activities 	2003/04	A positive rating from the CEO	Diary notebook available to note all calls received noting purpose of calls Use of computer spell check and proofreading of all documents completed by secretary Time made for interface meeting with CEO daily	Interface with the CEO on a weekly basis to review outcomes All calls diaried in notebook available by telephone Routine spell check and proofreading completed before forwarding of documents Interfacing with the CEO at beginning of the day scheduled
		Daily	Efficient record keeping of incoming calls		
		Daily	Typed documents are error free All priority documents are filed daily		
		Daily	Communications with CEO are completed for diary updates		

	<ul style="list-style-type: none"> ▪ Communicate progress as needed and report problems as necessary ▪ Assist in efficient and economic use of stores by maintaining inventory log 	<p>Weekly</p> <p>Monthly</p>	<p>A positive rating from the CEO</p> <p>Completed inventory report</p>	<p>Time made for interface meeting with the CEO daily</p> <p>Inventory log</p>	
<p>Maintain a positive interface with stakeholders and the public</p>	<p>OUTPUT: Effective and efficient visibility and assistance provided.</p> <ul style="list-style-type: none"> ▪ Assist clients, customers and staff with requests for information ▪ Maintain friendly interactions with all stakeholders ▪ Follow up with clients and customers as promised 	<p>2003/04</p> <p>Daily</p> <p>Daily</p> <p>Daily</p>	<p>Positive feedback received from customers</p> <p>Positive rating from the CEO</p>	<p>Maintained attendance and visibility in the office</p> <p>Time made for follow up calls as required</p>	<p>Positive interface with stakeholders, the public and the CEO</p>

<p>Provide event and conference coordination for the office of the CEO</p>	<p>OUTPUT: Effective and efficient logistical support to the CEO</p> <ul style="list-style-type: none"> ▪ Organise meetings within and outside the PSETA ▪ Schedule travel and accommodations ▪ Coordinate meetings and event dates with other departments and units to avoid conflicts with other scheduled activities ▪ Issue invitations to speaker and participants in a timely manner ▪ Prepare itineraries for the CEO and other participants ▪ Prepare files and event materials for workshops and meetings and forward to participants in advance 	<p>2003/04</p> <p>As required</p> <p>As required</p> <p>At the onset of event planning</p> <p>Weekly with two weeks notice ideal</p> <p>One week prior to event</p> <p>One week prior to event</p>	<p>Events and conference coordination of activities completed effectively and efficiently</p> <p>Coordination with other department and offices completed</p> <p>Invitations issued</p> <p>Itineraries for event participants completed</p> <p>File and materials distributed timeously to participants</p>	<p>Positive Rating from the CEO</p> <p>Positive responses from event and conference attendees</p> <p>Time made to visit with CEO and Keshnee on event progress</p>	<p>Interface with stakeholders, CEO, Keshnee and PSETA staff</p> <p>Interface with stakeholders, Keshnee, and the CEO</p>
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	<ul style="list-style-type: none"> ▪ Organise catering to coincide with scheduled luncheon and refreshment breaks as necessary ▪ Arrange for equipment and materials to be available at the event site ▪ Ensure that all equipment is in good working condition for use 	<p>Five days before the event</p> <p>As needed at the time of scheduling of the event</p> <p>Prior to event</p>	<p>Catering completed as planned</p> <p>Equipment and arrangement of venue completed properly</p> <p>Equipment is in working order</p>	<p>Equipment is available</p> <p>Correct maintenance of equipment</p>	<p>Interface with Service Providers</p>
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PERFORMANCE WORK PLAN

Department: PSETA

Incumbent: LAWRENCE TSIPANE

Job Title: CEO

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
1. Manage the development and implementation of the PSETA strategy and business plan	PSETA business plan completed and translated into unit operational plans and individual work plans <ul style="list-style-type: none"> ◆ Manage the implementation strategy and action plan to develop the PSETA business plan ◆ Ensure that PSETA managers develop operational plans and individual work plans 	September 2003	◆ Business plan completed by deadline	<ul style="list-style-type: none"> ◆ Workshop funding ◆ Marketing officer 	
		30 April	◆ Operational and work plans completed by deadline		

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
2. Ensure that appropriate policies and procedures are in place to enable the work of the PSETA	Identified Policies and procedures completed <ul style="list-style-type: none"> ◆ Implementation of provincial interaction protocols ◆ Finalise MOU with DPSA as per new agreements ◆ Resolve PSETA demarcation issues 	December 2003	<ul style="list-style-type: none"> ◆ Quarterly reports submitted by provinces by deadline ◆ MOU signed by deadline ◆ Formalised PSETA demarcation 	<ul style="list-style-type: none"> ◆ Provincial co-ordinator and marketing officer ◆ Legal advice 	
3. Oversee the monitoring and implementation of the Sector Skills Plan	Updated SSP and composite report on training in the public service <ul style="list-style-type: none"> ◆ Oversee the submission of departmental/entity WSPs and training reports ◆ Ensure the updating of the WSP ◆ Host an annual event to popularize the SSP and NSDS ◆ Ensure the completion of a composite report on training in the public service 	August 2003 (insert target dates)	<ul style="list-style-type: none"> ◆ % of departmental/entity WSPs and reports submitted by deadline (90%) ◆ WSP updated by deadline ◆ % of SETA registered organizations attending the event (70%) ◆ composite report completed by deadline 	<ul style="list-style-type: none"> ◆ annual event budget ◆ WSP specialist 	

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
Ensure the development, registration and implementation of learnerships and skills programme to assist people in becoming employed	registered learnerships and implemented learnerships <ul style="list-style-type: none"> ◆ Oversee the registration of learnerships ◆ Oversee the implementation of learnerships ◆ Oversee the skills programme roll out 		<ul style="list-style-type: none"> ◆ number of learnerships registered (10) ◆ number of learnerships implemented (3) ◆ % of people trained as per business plan targets (90%) 	<ul style="list-style-type: none"> ◆ learnership co-ordinator ◆ project managers to oversee targeted training 	
Ensure the implementation of a full ETQA capability within the PSETA	Fully functional ETQA <ul style="list-style-type: none"> ◆ Oversee the establishment and implementation of all ETQA systems ◆ Monitor progress in terms service provider accreditation and registration 	April 2004	<ul style="list-style-type: none"> ◆ % compliance with ETQA systems protocols (100%) ◆ % compliance with service provider accreditation and registration targets (90%) 	<ul style="list-style-type: none"> ◆ ETQA specialist ◆ Marketing ◆ Workshop budgets 	
Ensure that the PSETA board functions effectively and is constituted as per required representation	A fully representative PSETA board that meets as planned with high attendance and participation	July 2004 As per schedule	<ul style="list-style-type: none"> ◆ Compliance with representitivity requirements (100%) ◆ Number of board meetings held ◆ % attendance of board meetings (80%) 	<ul style="list-style-type: none"> ◆ Board secretariat 	

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
Manage the effective marketing and representation of the PSETA in the public domain and specific fora	<p>A clear marketing, advocacy and engagement strategy</p> <ul style="list-style-type: none"> ◆ Manage the development of a marketing, advocacy and engagement strategy for the PSETA ◆ Respond to information requests ◆ Arrange high level marketing and advocacy events for the PSETAs ◆ Meet with DoL and DPSA re MOU ◆ Attend fora as per request of the Minister and senior management of the DPSA 		<ul style="list-style-type: none"> ◆ Strategy completed by deadline ◆ % of successful responses to requests for information (100%) ◆ 4 high level event per annum (one per quarter) ◆ Number of meeting held with DoL and DPSA re MOU (1 per quarter) ◆ % of fora attended as per request of the Minister and senior management of the DPSA 	<ul style="list-style-type: none"> ◆ marketing budget ◆ marketing officer 	
Ensure effective reporting of PSETA business to its key stakeholders	<p>Monthly, quarterly and annual reports</p> <ul style="list-style-type: none"> ◆ compile monthly, quarterly and annual PSETA reports for the PSETA board, DPSA and DoL (could disaggregate this further) 		<ul style="list-style-type: none"> ◆ Reports completed by deadline 	<ul style="list-style-type: none"> ◆ Board secretariat 	

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
Develop and manage the PSETA budget	<p>PSETA budget align to the PSETA business plan</p> <ul style="list-style-type: none"> ◆ Manage the compilation of medium term and annual PSETA budget ◆ Ensure financial management practice in alignment with the PFMA ◆ Present quarterly financial reports to the PSETA board 		<ul style="list-style-type: none"> ◆ budgets compiled and submitted by deadline ◆ no over or under expenditure ◆ no audit queries ◆ number of complete and up to date reports presented (4) 	<ul style="list-style-type: none"> ◆ Financial officer 	
Manage and develop the PSETA human resources	<p>High quality performing staff</p> <ul style="list-style-type: none"> ◆ Ensure implementation of performance management ◆ Ensure development of staff as per skill plan for the PSETA 		<ul style="list-style-type: none"> ◆ % of staff with work plans, performance review reports and formal appraisals (100%) ◆ % of staff trained as per the PSETA skills development plan 	<ul style="list-style-type: none"> ◆ 	

Department PSETA
 Incumbent SINDISIWE MJWARA
 Job Title: MANAGER

PERFORMANCE WORK PLAN

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
1. Manage the registration and certification of Service Provider	Accreditation process in place <ul style="list-style-type: none"> ◆ Develop policies and criteria for accreditation of Service Providers ◆ Develop accreditation Manual ◆ Develop certificate in process ◆ Establish mechanism for learning program evaluation 	December 2003	<ul style="list-style-type: none"> ◆ 50 providers accredited ◆ Policies developed and implemented ◆ Accreditation Manual developed ◆ Evaluate Manual available 	<ul style="list-style-type: none"> ◆ Workshop funding ◆ Provider Accreditation Specialist ◆ Marketing officer 	
2. Manage the registration and certificate of assessors	Assessors registered <ul style="list-style-type: none"> ◆ Develop registration mechanism for assessors ◆ Oversee the registration of assessors 	December 2003	<ul style="list-style-type: none"> ◆ 50 Assessors registered and certificated ◆ Assessors registered 	<ul style="list-style-type: none"> ◆ Workshop funding ◆ Learner achievement specialist Accreditation Specialist ◆ Marketing officer 	

<p>3. Ensure that PSETA IT System is compatible to SAQA IT requirement</p>	<ul style="list-style-type: none"> ◆ It system up and running ◆ Identify provinces/departments for pilot ◆ Enter into MoU with responsible departments ◆ Train personnel in charge of Centre 		<ul style="list-style-type: none"> ◆ 7 WTC established (up and running) ◆ MoU's signed with relevant department 	<ul style="list-style-type: none"> ◆ Donor Funds ◆ Service Provider 	
<p>4. Conclude MoU with CHE and other relevant ETQA's</p>	<ul style="list-style-type: none"> ◆ MoU signed with relevant ETQAs ◆ Identify ETQA for overlaps ◆ Enter into MoU with relevant ETQA ◆ 	<p>June 2003</p>	<ul style="list-style-type: none"> ◆ MoU signed with relevant ETQA's 	<ul style="list-style-type: none"> ◆ SETA ETQA Support 	
<p>5.. Identify unit standard and qualifications for the Public Service</p>	<ul style="list-style-type: none"> ◆ Unit standard and qualification registred ◆ Manage identification of unit standard and qualification for the Public Service ◆ Liase with SGB to ensure registration of unit standard and qualification ◆ Identify SGB to develop qualification 	<p>May 2003</p> <p>September 2003</p>	<ul style="list-style-type: none"> ◆ Unit Standard and quality developed ◆ Unit standard qualification registered. ◆ 	<ul style="list-style-type: none"> ◆ SGB Support and Funds 	

6. Establish relationships with national /intern organization for benchmarking	<ul style="list-style-type: none"> ◆ Benchmarking report ◆ Identify institutions for benchmarking ◆ Establish relationships with identified institutions 	March 2004	<ul style="list-style-type: none"> ◆ A letter of co-operation with benchmarking partner 	<ul style="list-style-type: none"> ◆ Funds 	
7. Manage and comply with conditions in terms of SAQA Audit	<ul style="list-style-type: none"> ◆ Comply with all SAQA conditions ◆ Co-ordinate the completion of self evaluation ◆ Co-ordinate site visits ◆ Address outstanding conditions in respect of Accreditation 	October 2003	<ul style="list-style-type: none"> ◆ Evaluation report 	Provider Accreditation Specialist	
SPECIAL PROJECTS					
8. Manage and participate in special projects Training of community development worker	<ul style="list-style-type: none"> ◆ Develop work plan for rollout of project ◆ Identify service provider for training ◆ Trained community worker 		<ul style="list-style-type: none"> ◆ Complete project according to specified dates 		

Department: PSETA

Incumbent: WILCOX MANDLA MLOMBO

Job Title: IT & DATA SPECIALIST

PERFORMANCE WORK PLAN

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
<p>Establish and maintain an integrated PSETA Management Information System</p>	<p>Output: Integrated PSETA Management Information System.</p> <ul style="list-style-type: none"> • Determine and update user needs and specifications • Liase with SAQA and DoL in terms of system requirements. • Design the system in conjunction with IT service provider. • Facilitate the training of end users, e.g. SDFs • Establish and maintain databases of providers, learners, and assessors. • Update and maintain the system. 	<p>June 2003</p>	<ul style="list-style-type: none"> • PSETA IT integrated Information System up and running by June 2003. • Document of SAQA and DoL load specifications as well as user needs produced. • Train end users (PSETA staff) and SDF (100) by March 2004. • Databases for learners, providers and assessors completed. • System continually updated. 	<ul style="list-style-type: none"> • R 880 00 for the development of the system. • IT service provider 	<ul style="list-style-type: none"> • Availability of funds. • Competency of the service provider

<p>Design an informative and up-to-date Website for PSETA</p>	<p><u>Output:</u> Up-to-date PSETA Website.</p> <ul style="list-style-type: none"> • Collate information from the different Units of PSETA. • Collate information from DoL and SAQA. • Upload the information on the Website. • Maintain the site. 	<p>May 2003</p>	<ul style="list-style-type: none"> • Up-to-date PSETA Website. • Relevant information collected. 	<ul style="list-style-type: none"> • DPSA Server 	
<p>Establish IT Walk-in-Training Centres (WTC) in conjunction with SITA</p>	<p><u>Output:</u> Walk-in-Training Centres established.</p> <ul style="list-style-type: none"> • Consult Provincial DGs. • Assist SITA to enter into Service Level Agreements (SLA) with Departments. • Secure venues. • Secure computers from SITA for the centres. 	<p>August 2003</p>	<ul style="list-style-type: none"> • Seven (7) WTCs established in seven provinces. • SLAs signed with departments 	<ul style="list-style-type: none"> • Availability of SITA funds. • Manager: ETQA • Manager: Learnerships 	
<p>Develop management and quarterly reports for PSETA Board, DoL and SAQA</p>	<p><u>Output:</u> Management reports and customised reports.</p> <ul style="list-style-type: none"> • Collate information from the Units and SDFs. • Produce reports. • Disseminate reports. 	<p>Quarterly and upon request</p>	<ul style="list-style-type: none"> • Reports produced 	<ul style="list-style-type: none"> • PSETA Management Information System. 	

Assist in the process of accreditation	<u>Output:</u> Providers, assessors accredited and employees assessed for RPL	AD HOC Assignment	<ul style="list-style-type: none">•	<ul style="list-style-type: none">• Specialist: Quality Assurance and Learner Achievement.• Manager: ETQA	
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Department DPSA
 Incumbent VACANT
 Job Title: PROVIDER ACCREDITATION SPECIALIST

PERFORMANCE WORK PLAN

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
1. Implement the registration and certification of providers	<ul style="list-style-type: none"> ◆ Registration and certification of providers ◆ Develop mechanisms/campaign to inform/educate providers regarding policies and procedures ◆ Ensure the establishment of accreditation and evaluation sub-committees ◆ Ensure that providers are provisional or fully accredited ◆ Disseminate the database of registered service providers ◆ 		<ul style="list-style-type: none"> ◆ Registered providers ◆ At least 3 workshops conducted in 3 Provinces ◆ Policies and procedures document produced ◆ Liase with ETQA sub committee ◆ Update information to be recorded in database 	<ul style="list-style-type: none"> ◆ Service Providers ◆ Marketing Officer 	
2. Manage and maintain on accurate/up to date database of registered provider	<ul style="list-style-type: none"> ◆ Up-to-date database of registered providers <li style="padding-left: 20px;">Ensure that the status of providers in relation to full or conditional accreditation is recorded on the database and regularly updated 		<ul style="list-style-type: none"> ◆ Update information to be recorded in the database ◆ Information providers on accreditation status 	<ul style="list-style-type: none"> ◆ IT Specialist ◆ Administrator 	

3. Accreditation of providers	<ul style="list-style-type: none"> ◆ Recommend accreditation <ul style="list-style-type: none"> ▪ Screen application forms ▪ Liaise with providers ▪ Evaluation of application (conduct site visit) 		<ul style="list-style-type: none"> ◆ 50 providers recommended ◆ Conduct site visits when necessary 	<ul style="list-style-type: none"> ◆ Service Providers ◆ Learner Achievement Specialist ◆ Administrator 	
4. Contribute to SAQA Audit and Review process through information	<ul style="list-style-type: none"> ◆ Attend SAQA Meetings ◆ Perform Internal Review of ETQA ◆ Prepare Review documents /report 			<ul style="list-style-type: none"> ◆ ETQA Staff 	
5. Manage and monitor Learner achievement	<ul style="list-style-type: none"> ◆ Submit details of learner achievements on the National Learner records database ◆ Ensure that certificates are issued ◆ Ensure that the internal learner database track the progress of learners. ◆ Conduct and /or facilitate learning programmes 			<ul style="list-style-type: none"> ◆ SAQA ◆ Service Providers ◆ Learnership Manager 	

Department PSETA
 Incumbent VACANT
 Job Title: Quality Assurance & Learner Achievement Specialist

PERFORMANCE WORK PLAN

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
1. Develop system for provider and Assessors	<ul style="list-style-type: none"> ◆ Conduct Research ◆ Liase with SAQA on certification requirements ◆ Validate assessments in accordance with ETQA Policies 		<ul style="list-style-type: none"> ◆ Research report produced ◆ Provides/Assessors certified ◆ Certified assessors information uploaded to SAQA 	<ul style="list-style-type: none"> ◆ Funding for workshops 	
2. Conduct RPL Assessment	<ul style="list-style-type: none"> ◆ Conduct monitoring of service providers (Assessment) ◆ Review the system (database of assessors) ◆ Create database of RPL Learners 		<ul style="list-style-type: none"> ◆ 50 learners RPL 	<ul style="list-style-type: none"> ◆ Service Providers ◆ Learners 	
3. Maintaining quality Management System	<ul style="list-style-type: none"> ◆ Identify generic Quality Management System ◆ Workshop Quality Management System ◆ Ensure use of Quality Management System 		<ul style="list-style-type: none"> ◆ Compliance and implementation of Quality Management System 	<ul style="list-style-type: none"> ◆ Service Providers ◆ ETQA Staff ◆ PSETA Staff 	

4. Communicate and Liase with government departments	<ul style="list-style-type: none"> ◆ Workshop ETQA requirements and Policies 		<ul style="list-style-type: none"> ◆ Compliance to ETQA Policies 	<ul style="list-style-type: none"> ◆ Government departments ◆ SDFs 	
5. Maintain relationship with National and International Organization	<ul style="list-style-type: none"> ◆ Establish and liase with identified organization ◆ Distribute information gained on best practices to SETA 		<ul style="list-style-type: none"> ◆ Updated information on good practices from other organization 	<ul style="list-style-type: none"> ◆ Funds 	

Department DPSA

PERFORMANCE WORK PLAN

Incumbent IRENE MUTAVHATSINDI

Job Title: ETQA: ADMINISTRATOR

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
1. To provide Administration support to ETQA Unit	<ul style="list-style-type: none"> • Organize workshop and meeting for the Unit <ul style="list-style-type: none"> ▪ Check the suitable dates for the workshop ▪ Organize venue & refreshment ▪ Sent invitation letters to National and Provincial departments ▪ Ensure that meeting aids are available during the workshop (e.g. flipchart, overhead projector, video projector pens etc) ▪ Develop a check list for major events ▪ Arrange documentation to be used during the Workshop ▪ Liase with National and Provincial departments in order to check the details of attendees 	March 2004 (Ongoing)	<ul style="list-style-type: none"> ▪ Arrangements properly done and timeously ▪ Successful workshops, conference and meetings. ▪ Identification of suitable conference venue for meetings ▪ Travel arrangement properly done 	♦ Co-operation of National and Provincial Departments	

<p>2. Provide administrative and logistics support to the Unit</p>	<ul style="list-style-type: none"> • Manage the office <ul style="list-style-type: none"> ▪ Type and process all correspondence and other documents ▪ Answering all incoming calls ▪ Handling incoming and out going mail ▪ Filling of documents ▪ Managing the Manager's diary ▪ Receiving visitors and arrange refreshment for them ▪ Co-ordinate and submit claim forms for accommodation, travel arrangement for staff ▪ Collecting and checking information from Internet 	<p>31 March 2004(ongoing)</p>	<ul style="list-style-type: none"> ▪ Effective logistical support rendered to manager and other staff 	<ul style="list-style-type: none"> ▪ ETQA Manager and Staff 	
<p>3. Provide Administrative support to the Service Provider</p>	<ul style="list-style-type: none"> ▪ Send accreditation Manual and Forms to Service Providers ▪ Acknowledge receipt in writing ▪ Provide general information ▪ Capturing of Provider Accreditation information to the data system 	<p>March 2004 (Ongoing)</p>	<ul style="list-style-type: none"> ▪ Up-dated Provider enquiry's register available ▪ Register of letter sent out 	<ul style="list-style-type: none"> ◆ Service Providers 	
<p>4. Assessors Training</p>	<ul style="list-style-type: none"> ▪ Send Assessor's registration forms to all assessors ▪ Capture data from submitted Assessors forms ▪ Collate data according to the prescribed format ▪ Acknowledge receipt of Assessors forms in writing 	<p>March 2004 (Ongoing)</p>	<ul style="list-style-type: none"> ▪ Up-date Assessors equerries register available ▪ All assessors forms acknowledge and passed to relevant person 	<ul style="list-style-type: none"> ◆ Assessors 	

<p>5. Participate in Exhibitions and other joint ventures of the PSETA</p>	<ul style="list-style-type: none"> • Successful Exhibition and joint ventures <ul style="list-style-type: none"> ▪ Send confirmation to the organizer of Exhibition ▪ Make arrangement of suitable furniture for PSETA Stall ▪ Process payment for all arrangements made for stall and registration. ▪ Send list of all PSETA staff ▪ Participate in distributing information and answering questions at the Exhibitions ▪ Assist with preparations and packaging of Exhibition materials 	<p>31 March 2003 (Ongoing)</p>	<ul style="list-style-type: none"> ◆ 9 Exhibitions in National and Provincial were conducted ◆ Effective support rendered in all exhibitions 	<ul style="list-style-type: none"> ▪ 25 SETAs ▪ Marketing officer 	
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PERFORMANCE WORK PLAN

Department PSETA _____
 Incumbent THELMA MONALEDI _____
 Job Title: ADMINISTRATOR _____

KPA/KR	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
(1a)) Perform Administrative Support to Learnership unit	<p>Administrative support to Learnership coordinators provided.</p> <ul style="list-style-type: none"> - Record information - Proofread and prepare final copies for distributions - Maintain priority files of report and correspondence - Assist client, customers and internal staff by requesting/providing information and maintain friendly interaction - Arrange venues for workshops and meetings - Handling incoming and outgoing correspondence 	April 2003- March 2004	Efficient record keeping Appropriate logistics provided for the workshop achieved	Equipment available	Relevant training

<p>(2) Provide Administrative support to assists with Financial Management Learneship</p>	<p>Administrative support to Learnership coordinator provided.</p> <ul style="list-style-type: none"> - Distribute project report - Capture all data relevant to the project - Communicate with stakeholders as assigned by the manager - Collect all data relevant to the project 	<p>2003/2004</p>	<p>Efficient record keeping completed</p>	<ul style="list-style-type: none"> - Equipment available 	<p>Senior management support.</p>
<p>(3) Provide Administrative support for Registration of Learnership with DOL</p>	<p>Administrative support to the Learnership Manager</p> <ul style="list-style-type: none"> - Collection of all data relevant to the project. - File all project documents. - Conduct internet searches to locate information required to assist with learnership programme development 	<p>April 03</p>	<p>All record keeping completed</p>	<ul style="list-style-type: none"> - Equipment available - Training as necessary 	<p>Senior Management support</p>

(4) Provide support for Training of Assessors	Managed project documents for Learnership coordinator <ul style="list-style-type: none"> - Project plan - Activity check list - Correspondence - Event diary 	March 03	At least 50 assessors declared competent	- Available record keeping documents	Senior Management support
(5) Provide support for Training of moderation	Admin support to the Learnership coordinator provided <ul style="list-style-type: none"> - Communicate with attendees, liaising with learnership coordinator - Co-ordinate the necessary documentation for the assessment processes. - 	31 July 03	- At least 50 assessors declared competent	- Administrative system in place	Co-operative from service providers

Department PSETA
Incumbent Johannah Modiga
Job Title Learnership Coordinator

PERFORMANCE WORK PLAN

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
1. Implement the Financial Learnership Pilot	Piloting of Financial Management learnership is fully implemented.				
	Hold breakfast meetings with DGs and HoDs of the three sites.	March 2003	Three breakfast sessions held with DGs and HoDs of three sites	DG and HoDs accepting invitations	
	Communicate with employers and stakeholders of three sites regarding the pilot learnership	July 2003	At least three workshop agendas available	Availability of stakeholders	

2. Promote Financial Learnership through Public Relation Activities	Financial Learnership is promoted through public relations	April 2003 to March 2004 PSETA marketing officer PSETA IT personnel ready to load the information	Successful Public Relations Campaign	Co-operation from the media officers	
	Promote learnership programme through public relation activities: Media Brochure Web-sites				
	Write the submission to the Minister to endorse the implementation of learnerships.	September 2003	Approval received from the Minister		

3. To fully implement learnerships	Learnership development processes facilitated				
	Establish learnership project teams at three sites	May 2003	Project Teams in place	Departments willingness to provide nominees	
	Training of project teams by consultant	May 2003	Project Teams trained	Learnership Coordinator	
	Training of Assessors by consultant	March 2003	Assessors Trained	Candidates ready to submit their portfolio of evidence.	
	Training of moderators by consultant	May 2003	Moderators Trained	Candidates qualifying to attend training	
	Training of mentors by consultants	June 2003	Mentors Trained	Departments ready to send relevant nominees for the training course	

4. Manage the implementation of learnership component for the pilot learnership	Implemented learnership component				
	Assist in the recruitment and selection of learners.	July 2003	Selection of the 120 learners completed		
	Schedule induction meeting with learners and with employers.	August 2003	Induction meeting completed		
	Contact employers to identify learnership workplans	August 2003	Learner workplans developed		
	Oversee to the development of workplans	August 2003	Individual learning plans drawn		
	Asses learners	Continuously			
	Provide support to the learners at work stations	Continuously	Assistance given to 120 learners		

	Evaluate the impact of learnership	Quarterly	Quarterly report provided		

PERFORMANCE WORK PLAN

Department: PSETA
 Incumbent: THOMAS MATHIBA
 Job Title: Manager-Learnership

KPA/KRA	KEY ACTIVITIES /OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
1. Guide and oversee the implementation of learnerships, skills programmes/ internships	IT -Internship implemented	Jan 2003-April 2004	Eighty percent (80%) of the Interns completed the internship programme	Learnership manager Learnership Coordinator SITA Umsobomvu YDF	Cooperation with SITA and provincial departments
	Interface with SITA to co-ordinate all the learning and assessment within the workplace and institutional learning respectively		At least ten Project Steering Committee meetings held and documented with minutes	Learnership manager Learnership Coordinator SITA	Cooperation with SITA and provincial departments
	Learnership Implementation Guide for the Public Service developed	April 2003	A thousand copies printed and distributed in national and provincial departments	Learnership manager	National and provincial departments
	Prepare drafts and elicit stakeholder input including input from the Learnership Committee	April 2003	Learnership Implementation Guide developed	Learnership manager	Participation by SDFs and learnership committee
	Registered learnerships implemented	September 2003	3 Registered learnerships implemented	Learnership manager	Appointment of learnership coordinator
	Interface with Marketing and Communication section to promote the	May 2003	Marketing and communication strategy developed	Learnership manager Marketing and Communication Officer	Appointment of learnership coordinator and marketing and communications officer

	registered learnerships Interface with departments to implement the selected learnership		A thousand flyers printed and distributed Learnerships identified in departments		
	Assess the readiness and capacity levels of the workplace for learnership implementation	June 2003	Coordinator identified for each participating workplace. Learnership Project Team in place	Learnership manager	Departments ready to identify and implement learnerships
	Liase with stakeholders regarding the accredited providers to deliver the learning programmes	July 2003	At least five lead accredited providers for participating workplaces identified	Learnership manager	Departments ready to identify and implement learnerships
	Capacity-building of potential assessors, mentors, coaches and coordinators to support the implementation of the learnerships	July 2003	At least three Provincial cluster workshops for assessors, mentors and coordinators held	Learnership manager Learnership coordinator Departmental Project - Teams	Cooperation with Departmental Project - Teams
	Setting up administrative processes and procedures	August 2003	Administrative and learner tracking systems in place.	Learnership manager Learnership coordinator Departmental Project - Teams	Cooperation with Departmental Project - Teams
	Assisting departments with the recruitment and selection processes of learners	August 2003	A number of learners recruited	Learnership manager	Cooperation with Departmental Project - Teams
	Resolve problems that arise during implementation	September 2003-Sept 2004	Dispute resolution mechanism in place	Learnership manager	

KPA/KRA	KEY ACTIVITIES /OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
2. Promote opportunities for skills development in social development initiatives	Social Plans for those affected by the restructuring process implemented	September 2003	Number of social plans developed -at least in five departments	Learnership manager HR managers in five departments	Cooperation with affected departments
	Identify and develop social plan guide for the public service	May 2003	Completed guide for social plans Social Plan guide presented tot the bargaining council	Learnership manager	
	Conduct training for HR Managers on the social plan guide and assist participants in accessing resources for set up and support of SMMEs	June 2003	Number of public servants trained -at least fifty HR Managers in provincial departments	Learnership manager	Cooperation with affected departments
	Distribute copies of the finalised Social Plan guidelines	July 2003	A thousand copies of the social plan guidelines printed and distributed in national and provincial departments	Learnership manager	

KPA/KRA	KEY ACTIVITIES /OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
3. Provide support to SMMEs	Skills Plans and programmes developed for SMMEs targeting the Public Service	September 2003	At least ten skills development plans are developed	Learnership manager Learnership managers from other SETAs	Cooperation with other SETAs in the public service
	Liase with other SETAs and affected departments to research the skills needs of SMMEs	July 2003	Five meetings held documented with minutes	Learnership manager	Cooperation with other SETAs in the public service
	Establish an interdepartmental team to focus on needs of SMMEs	July 2003	An interdepartmental team is formed (names of committee members available)	Learnership manager Learnership managers from other SETAs	Cooperation with other SETAs in the public service
	Prepare drafts for the SMME guide	August 2003	Drafts completed	Learnership manager	
	Finalise draft guide in consultation with other SETAs	August 2003	Skills Plan Guide completed	Learnership manager	
	Develop a database of SMME in partnership with at least five (5) government departments	October 2003	An SMME database is completed	Learnership manager	
	Provide training and support to SMMEs on effective utilisation of the guide	October 2003	Number of lower graded received training on the utilisation of the guide	Learnership manager	
	Pilot SMME skills programmes for employees in excess	October 2003	Number of lower graded employees received SMME training	Learnership manager	Cooperation with affected departments

KPA/KRA	KEY ACTIVITIES /OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
4. Guide and oversee the implementation of the Financial Management Learnership	Financial Management Course (FIMAC) is implemented	May 2003-April 2004	A number of non-finance managers in four provinces completed the FIMAC	Learnership Coordinator	Cooperation with participating departments
	Liase with provincial coordinators in national and provincial departments to enlist managers for the FIMAC	May 2003- April 2004	At least two meetings held in each province with coordinators to enlist managers for the FIMAC	Learnership Coordinator Learnership manager	Cooperation with provincial coordinators
	Compile and confirm list of participants with departments and secure venues for training	May 2003-April 2004	Lists of FIMAC participants and venues confirmed	Learnership Coordinator	Cooperation with provincial coordinators and provider
	Meeting with provider to assess implementation of the training	May 2003-April 2004	Monthly meetings held with provider, documented with minutes	Learnership manager Learnership Coordinator Provider/s	Cooperation with provincial coordinators and provider
	Document the experiences gathered/ lessons learnt by facilitators, employers and learners during the implementation of the FIMAC	June 2004	A quarterly formative evaluation report completed	Learnership manager Learnership Coordinator	

KPA/KRA	KEY ACTIVITIES /OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
4. Guide and oversee the implementation of the Financial Management Learnership	Piloted Workplace Experience	July 2004	One hundred learners completed the learnership	Learnership manager Learnership Coordinator Provincial Project Team	Cooperation with piloting provinces and Learnership project team
	Interface with the Learnership Committee to confirm the pilot sites	March 2003	Three pilot sites identified	Learnership manager Learnership Committee	
	Prepare and present the action plan to the Learnership Committee	March 2003	Learnership Action Plan in place.	Learnership manager	
	Make presentation to the DGs and HoDs to get learnership project buy-in	March 2003	At least three Learnership Project Coordinators in the Premier's Office nominated	Learnership manager	Cooperation and buy-in from DGs and HoDs
	Advice on the establishment of a learnership implementation process	June 2003	Partnerships with ETQA, Provider and FASSET	Learnership manager	
	Ensure the establishment of project implementation partnership	July 2003	Partnerships with provincial departments, providers and learners developed	Learnership manager Learnership Coordinator	
	Oversee the development of the curriculum framework and learning programme	July 2003	Curriculum framework and an outcomes based learning programme in place	Learnership manager Learnership Coordinator	
	Oversee the development of workplace capacity	May 2003	Workplace assessors, mentors, assessment guides, QMS, learner tracking and administrative systems in place	Learnership manager	

KPA/KRA	KEY ACTIVITIES /OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
4. Guide and oversee the implementation of the Financial Management Learnership		TARGET DATE	INDICATOR		
	Piloted Workplace Experience Document the experiences gathered/ lessons learnt by facilitators, employers and learners during the implementation of the learnership pilot project	September 2004	An annual summative evaluation report completed	Learnership manager	

KPA/KRA	KEY ACTIVITIES /OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
5. Registration of Learnerships with Department of Labour (DoL)					
	Registered learnerships with DOL	November 2003	At least five learnerships registered	Learnership manager Professional consultant	Appointment of a professional consultant
	Identify unit standards and qualifications	May 2003	Unit standards and qualifications documented	Learnership manager Professional consultant	Availability of unit standards
	Design the learnership	June 2003	Five learnerships designed	Learnership manager Professional consultant	Appointment of a professional consultant
	Workshop PSETA stakeholders on the designed learnership	August 2003	Three provincial cluster workshops held	Learnership manager	Appointment of a professional consultant
	Submit applications to DOL to register learnerships	September 2003	Five learnerships approved with SAQA registration numbers	Learnership manager	Appointment of a professional consultant

KPA/KRA	KEY ACTIVITIES /OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
6. Ensure that PSETA Business Plan objectives/ priorities are integrated into the Learnership Unit personnel work plans	Aligned Unit Personnel Performance work plans to PSETA business plans	April 2003	Personnel performance work plans for 2003/4 submitted	Learnership manager	
	Assist unit personnel to prepare job descriptions drafts and ensure alignment with PSETA business plans	March 2003	Four job descriptions for unit personnel completed	Learnership manager Learnership coordinator	
	Assist unit personnel to	April 2003	Four work plans for unit	Learnership manager	

	prepare work plan drafts and ensure alignment with PSETA business plans		personnel completed and submitted to the People Management Section	Learnership coordinator	
7. Manage staff within the unit	Performance management	March 2004	Quarterly review reports completed	Learnership manager	
	Monitoring performance against indicators and standards	June 2003 September 2003 December 2003 and March 2004	Quarterly performance review report completed	Learnership manager	
	Implement the outcomes of the assessment (reward, performance improvement)	April 2003	Performance appraisal report completed	Learnership manager Learnership coordinator	
	Developing performance improvements plans	May 2003	Performance improvement plans completed	Learnership manager Learnership coordinator	
	Rewarding good performance	May 2003	Merit award process completed	Learnership manager People Management	
	Training and Development	April 2003-March 2004	Training and Development Plan; Impact and value; Evaluation of Training Report	Learnership manager	Availability of training funds
	Plan and oversee the capacity building of the unit personnel	April 2003	Personal Development Plans (PDP) completed Unit personnel completed training in line with their PDP	Learnership manager	Availability of training funds
	Employee Relations	March 2004	Turnover costs ;Incidence of complaints or Grievances reports completed	Learnership manager	
	Exercising sound relations within the unit	April 2003-March 2004	Human Resource Management systems	Learnership manager	

	in terms of approved HR Systems		applied in all HR matters		
	Compensation and Benefits	March 2004	A percentage pay and benefits of total operating cost documented	Learnership manager Conditions of Service unit	
	Recruit and select personnel	April 2003	Thirty days spend to fill a post	Learnership manager People Management unit	
	Inducting the new recruits	May 2003	An induction programme completed	Learnership manager People Management unit	

<p>3. Perform grant disbursement responsibilities</p>	<ul style="list-style-type: none"> ❖ Well manages grant disbursement <ul style="list-style-type: none"> ▪ Down load information from SARS and DOL ▪ Import down loading information to Pastel Accounting System ▪ Reconcile the down load information with the Grant disbursement account ▪ Prepare financial reports for employers account ▪ Liase with WSP/SSP manager to confirm whether employers qualify for grants ▪ Send out application forms to employers ▪ Prepare grants for employers ▪ Submit forms for approval of payment ▪ Execute payment through the electronic system with the bank 	<p>March 2004</p>	<ul style="list-style-type: none"> ❖ Grants disbursed 	<ul style="list-style-type: none"> ❖ Grant disbursement Officer ❖ DOL ❖ M: SCGD ❖ CEO ❖ EXCO 	<ul style="list-style-type: none"> ❖ Cooperation from key role-players
<p>4.</p>					

PERFORMANCE WORK PLAN

DEPARTMENT: PSETA

INCUMBENT: L.D.N.M MATLHAKO

JOB TITLE: SCOPE OF COVERAGE AND GRANT DISBURSEMENT MANAGER

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
1. Manage the development of guidelines on 1 % Skills Development budget	<ul style="list-style-type: none"> ❖ Guidelines developed <ul style="list-style-type: none"> ▪ Review training reports to assess the status of training budget ▪ Consult with departments and parastatals to gather information on the status quo regarding utilisation of the 1% skill development budget ▪ Liase with the WSP/SSP Manager on existing template for reporting on training budget ▪ Develop a draft guideline on skills development budget ▪ Workshop the draft guideline to get inputs from departments parastatals and SETAs ▪ Finalise the guidelines ▪ Print and distribute copies of the guideline. 	December 2003 May 2003 May 2003 and Continuous June 2003 September 2003 December 2003	<ul style="list-style-type: none"> ❖ Guideline document ❖ Inputs from departments and parastatals collated ❖ 500 copies printed and distributed to departments and PSETA employers 	<ul style="list-style-type: none"> ❖ Manager: SCGD ❖ Grant Disbursement Officer ❖ Marketing Officer 	<ul style="list-style-type: none"> ❖ Inputs received on time from departments. ❖ Grant disbursement Officer employed

<p>2. Ensure that Scope of coverage accurately reflect the jurisdiction of the PSETA</p>	<ul style="list-style-type: none"> ❖ Accurate Scope of Coverage Register <ul style="list-style-type: none"> ▪ Interface with IT Personnel on establishment of Scope of Coverage Systems and procedures ▪ Check new members on the down loads from SARS ▪ Update the Scope of Coverage register ▪ Liase with Department of Labour (DOL) in respect of changes in SETA jurisdiction ▪ Present reports to DOL and CEO on Scope of Coverage Status 	<p>March 2004</p> <p>April and Continuous</p> <p>Quarterly</p> <p>Monthly and As needed</p> <p>Quarterly</p>	<ul style="list-style-type: none"> ❖ 80 % accurate Scope of Coverage register 	<ul style="list-style-type: none"> ❖ IT & data Specialist ❖ Scope of Coverage Manager 	<ul style="list-style-type: none"> ❖ MIS Consultant able to meet the dead line of June 2003 as indicated on ETQA Work plan
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<p>3. Manage the development of grant disbursement System and procedures.</p>	<ul style="list-style-type: none"> ❖ Grant disbursement systems and guideline developed <ul style="list-style-type: none"> ▪ Liase with IT and data specialist Personnel on establishment of Grant Disbursement System. ▪ Interface with WSP/SSP Personnel on procedures for issuing grants ▪ Liase with other SETAs to benchmark on system and guideline for grant disbursement ▪ Develop draft Guideline for grant disbursement. ▪ Workshop the draft document with levy paying employers to get their inputs. ▪ Finalise the Guideline ▪ Collaborate with the IT section to make input on the Management Information System of the PSETA ▪ Print and distribute the guideline. 	<ul style="list-style-type: none"> ❖ June 2003 ❖ April and continuous ❖ May 2003 ❖ May 2003 As needed 	<ul style="list-style-type: none"> ❖ Guideline document ❖ Inputs from 70% of the Levy paying employers collated ❖ 100 copies printed and distributed 	<ul style="list-style-type: none"> ❖ Manager: SCGD ❖ IT Data Specialist ❖ Grant Disbursement Officer 	<ul style="list-style-type: none"> ❖ Grant Disbursement Officer employed ❖ MIS in place
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<p>5. Co-ordinate & develop the annual and Medium Term Expenditure Framework budget for PSETA</p>	<ul style="list-style-type: none"> ❖ PSETA budget developed <ul style="list-style-type: none"> ▪ Liase and interface with other PSETA Managers and DPSA Financial Officer for budget preparation input ▪ Review existing expenditures and allocations necessary for budget preparation ▪ Interface with other Agencies such as SAQA Public Entities, and National Treasury ▪ Prepare the draft budget according to the Treasury guidelines ▪ Submit to the PSETA, Chief Executive Officer and DPSA, Financial Officer for review ▪ Refine budget document according to the requirements of the DPSA ▪ Review final budget allocations and report to information to all PSETA Managers ▪ Align the allocated budget with PSETA Business Plan ▪ Review the budget allocation expenditure reports on a monthly basis 	<p>As Required by DPSA and Treasury</p>	<ul style="list-style-type: none"> ❖ 95% accurate Budget 	<ul style="list-style-type: none"> ❖ SCGD: Manager 	<ul style="list-style-type: none"> ❖ Inputs received on time from other PSETA unit managers
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PERFORMANCE WORK PLAN

DEPARTMENT: PSETA

INCUMBENT:.....

JOB TITLE: PROVINCIAL CO-ORDINATOR AND MARKETING OFFICER

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
1. Promote information sharing and communication between the PSETA and its members	<ul style="list-style-type: none"> ❖ Well coordinated information session ▪ Write letter to the host to remind them to invite stakeholders of the cluster concerned. ▪ Coordinate the meeting of all PSETA unit manager to draw the programme for the information session ▪ Prepare the programme and mail it to the host ▪ Prepare the attendance register ▪ Coordinate the preparation of documents for the information session 	❖ March 2004	<ul style="list-style-type: none"> ❖ 8 information sessions organised ❖ Reports on information sessions prepared and distributed 	<ul style="list-style-type: none"> ❖ Marketing Officer ❖ Grant disbursement and media Officer 	❖ Vacant position filled

<p>2. Coordinate the development of PSETA Annual report</p>	<ul style="list-style-type: none"> ❖ PSETA annual report developed <ul style="list-style-type: none"> ▪ Coordinate information session for inputs from all PSETA unit managers ▪ Prepare and write other specific sections of the report ▪ Edit inputs from the managers and other role players ▪ Draft the report and circulate internally for final comments ▪ Finalise report and table to Executive Committee and Board ▪ Print and distribute copies 	<ul style="list-style-type: none"> ❖ August 2003 	<ul style="list-style-type: none"> ❖ PSETA Annual report <ul style="list-style-type: none"> ❖ Inputs from 5 managers collated ❖ Inputs from 26 board members collated ❖ 1500 copies printed and distributed 	<ul style="list-style-type: none"> ❖ Marketing Officer 	<ul style="list-style-type: none"> ❖ Vacant position filled ❖ Co-operation from unit managers
<p>3. Promote and Show case activities of the PSETA</p>	<ul style="list-style-type: none"> ❖ PSETA Activities showcased <ul style="list-style-type: none"> ▪ Register for exhibitions ▪ Develop promotional material for the exhibitions ▪ Market the Learnerships and other PSETA programmes ▪ Launch the Learnership campaign with the Learnership Coordinator 	<ul style="list-style-type: none"> ❖ March 2004 	<ul style="list-style-type: none"> ❖ Three exhibitions held ❖ PSETA Learnerships showcased in three provinces 	<ul style="list-style-type: none"> ❖ Marketing Officer ❖ Disbursement and media ❖ Learnership Coordinator 	<ul style="list-style-type: none"> ❖ Vacant position filled ❖ Promotional material ❖ Cooperation from learnership Coordinator

<p>4. Design, the quarterly News letter PSETA</p>	<ul style="list-style-type: none"> ❖ PSETA News letter designed ▪ Plan the news letter coverage for the year ▪ Coordinate inputs from PSETA units managers ▪ Collect inputs from key stakeholders in parastatals, government departments and legislatures for the News letter ▪ Edit inputs from managers and stakeholders ▪ Prepare and write up specific section ▪ Cover major events and conduct photo shooting for the news letter ▪ Compile a composite draft and circulate for comments ▪ Finalise the Newsletter. ▪ Oversee the printing and distribution 	<ul style="list-style-type: none"> ❖ March 2004 and quarterly 	<ul style="list-style-type: none"> ❖ Quality News letter ❖ Inputs collated from 5 PSETA unit managers ❖ Inputs from stakeholders collated ❖ 2000 copies Printed ❖ 1000 copies of the news letter distributed two weeks after printing 	<ul style="list-style-type: none"> ❖ Marketing Officer ❖ Disbursement and media ❖ Scope of coverage Manager 	<ul style="list-style-type: none"> ❖ Human resource ❖ Digital Camera ❖ Cooperation from other units ❖ Funds for printing available
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5	Organise Annual General Meeting (AGM)	<ul style="list-style-type: none"> ❖ Annual General Meeting organised <ul style="list-style-type: none"> ▪ Confirm the date and location of the meeting with the Board ▪ Obtain three quotations to secure a venue ▪ Obtain points of the agenda from the board ▪ Draw the programme and circulate with the invitations to stakeholders. ▪ Receive the RSVP forms and prepare the name tags ▪ Request all the documents for the meeting from unit managers and pack them in the folders for the AGM. ▪ Prepare the attendance register ▪ Send all the documents to the venue ▪ Ensure coverage of the proceedings for the newsletter. 	<ul style="list-style-type: none"> ❖ December 2003 October 2003 First week November 2003 Last week November 2003 1st December 2003 	<ul style="list-style-type: none"> ❖ Annual General Meeting ❖ Suitable venue secured at agreed location ❖ 100 folders prepared ❖ Registration of stakeholders done 30 minutes before the meeting 	<ul style="list-style-type: none"> ❖ Marketing Officer ❖ Grant disbursement Officer 	<ul style="list-style-type: none"> ❖ Availability of the budget ❖ Cooperation from unit manager by preparing documents on time.
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PERFORMANCE WORK PLAN

Department : DPSA
Incumbent: VACANT
Job Title: RESEARCHER

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
Review and improve the Sector Skills Plan of the PSETA	Revised and updated version of the SSP <ul style="list-style-type: none"> • Conduct research on all aspects of the SSP using guidelines of the DOL • Present preliminary findings to all relevant stakeholders • Determine any other research impacting the extent of training needs in public service • Develop a revised and updated version of the SSP • Assist with the analysis of WSPs and training reports to determine trends and critical skills shortages. 	28 Feb 2004	<ul style="list-style-type: none"> • Documentation of findings in research done by other units • 6 Workshops held with SDFs to present findings • Revised SSP printed and distributed to stakeholders 	<ul style="list-style-type: none"> • Skills Planning Committee and SDFs • HRD Strategy unit • Unit managers in the PSETA • Funding 	<ul style="list-style-type: none"> • Effective communication • Management support • Teamwork

<p>Assist to establish increased use of PDPs as an additional tool for assessing training needs in the public service</p>	<p>Guide on PDPs</p> <ul style="list-style-type: none"> • Assist manager with desk research on PDPs • Do presentations to stakeholders in meetings and workshops • Coordinate and collate inputs from other stakeholders, e.g. SDFs, line Managers and HRD managers • Assist with the drafting of the PDPs Guide • Support departments on the use of PDPs to determine training needs • Post Guide to PSETA web-page 	<p>30 Nov 2003</p>	<ul style="list-style-type: none"> • Benchmarking results documented presented • Records of inputs and other stakeholders • 6 Workshops held to presents drafts for comments • Guide completed and distributed and posted on web page. 	<ul style="list-style-type: none"> • Skills development facilitators. • Career Management unit in the DPSA. • Public Service Commission. 	
<p>Build capacity on skills development planning and training implementation in all departments and parastatals.</p>	<p>Advanced training for skills development facilitators accomplished.</p> <ul style="list-style-type: none"> ▪ Identify training needs of skills development facilitators. ▪ Identify suitable training interventions and providers. ▪ Coordinate training for departments and parastatals. 	<p>31 March 2004</p>	<ul style="list-style-type: none"> ▪ 75 SDFs subjected to advanced research skills courses and other identified HRD interventions. ▪ Capacity building presentations conducted at 6 planned workshops/ information sessions. 	<ul style="list-style-type: none"> • Accredited Training Providers. • Other SETAs. • Department of Labour (DOL). 	<ul style="list-style-type: none"> • Availability of unit standards and materials for the training of SDFs. • Co-operation of departments to release SDFs to undergo training. • Effective communication and teamwork. • Funding.

PERFORMANCE WORK PLAN

Department: PSETA
Incumbent: EMILY MTHIMUNYE
Job Title: ADMINISTRATOR

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
Maintain contact SDFs and Training Committee to secure information to regularly update PSETA databases.	Accurate database of SDFs and Training Committee <ul style="list-style-type: none"> • Send forms for the registration of SDFs and Training Committees. • Capture details of SDFs and Training Committees on the PSETA database. • Distribute hard copies details of SDFs. 	31 March 2004. (Continuous)	<ul style="list-style-type: none"> • Registration forms sent to all departments by 11 April 2003. • Bound hard copies distributed to the 145 departments 	<ul style="list-style-type: none"> • SDFs • Skills Planning Committee. • Manager: Skills Planning. 	<ul style="list-style-type: none"> • Effective communication with SDFs and provincial coordinators. • Teamwork.
Render support which relates to generating quarterly training reports	Quarterly reports to DOL and other Stakeholders. <ul style="list-style-type: none"> • Follow-up all departments to submit quarterly training reports. • Capture data from submitted reports. • Collate the data according to prescribed data analysis. • Assist with analysis the consolidated report to DOL. 	31 March 2004 (quarterly)	<ul style="list-style-type: none"> • Quarterly reports received from all 145 departments. • Accurate data captured in spreadsheets. • Reports submitted to DOL every quarter. 	<ul style="list-style-type: none"> • Specialist: Skills planning • SDFs • Government departments representatives 	<ul style="list-style-type: none"> • Effective communication. • Management support.

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
Provide administrative and logistical support to section	<p>Effective and smooth running section.</p> <ul style="list-style-type: none"> • Filling of documents • Manage the managers diary • Screening and answering of telephone calls • Receiving of visitors • Handling of incoming and out going mail • Logistical arrangement in terms of booking workshop venues, travel and accommodation bookings • Submitting of subsistence claims • Type and process all correspondence and other documentation. 	31 March 2004 (ongoing)	<ul style="list-style-type: none"> • Good management of documents ensured • Effective logistical support rendered to manager and other staff 	<ul style="list-style-type: none"> • Skills Plan Manager • PSETA staff and managers. 	<ul style="list-style-type: none"> • Team work • Effective communication
Participation in exhibitions and other joint ventures of the PSETA	<p>Successful exhibitions and joint ventures</p> <ul style="list-style-type: none"> • Assist with preparations and packaging of exhibition material • Assist with the procurement of materials and other requirements • Take part in distributing information and answering questions at exhibitions • Assist with logistical arrangements regarding the bookings of venues and travel bookings. 	31 March 2004 (ongoing)	<ul style="list-style-type: none"> • 9 exhibitions in different provinces conducted • effective support rendered in all exhibitions. 	<ul style="list-style-type: none"> • PSETA staff • Marketing Officer • Communication Officer 	<ul style="list-style-type: none"> • Team work • Effective communication

PERFORMANCE WORK PLAN

Department : PSETA
Incumbent: MR DANIEL MAKHETHA
Job Title : MANAGER: SKILLS PLANNING

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
Promote effective well-coordinated skills planning in the public service through a common computer-assisted system for skills planning and reporting to be used by all for all departments.	Software with new Templates and Guide for WSP and Training Reports. <ul style="list-style-type: none"> • Develop proposal for the new templates. • Secure the support of DOL and other SETAs. • Establish a representative Skills Planning Committee. • Develop a Guide on WSPs for SDFs. • Train SDFs on the use of the new tools. • Liaise with other PSETA for inputs on the development of the template. 	31 Oct.2003	<ul style="list-style-type: none"> • Templates for WSPs and Training Developed and integrated into PSETAs IT system • Guide for WSPs developed • Skills Planning Committee established and functional • 10 Workshops successfully conducted to train SDFs. • 145 SDFs trained. 	<ul style="list-style-type: none"> • Government departments representatives • SDFs • IT and data specialist • External service provider (outsource) • Funding 	<ul style="list-style-type: none"> • Management support in the PSETA and DPSA • Effective communication with departments • Funding • Teamwork

<p>Manage and coordinate the submission and evaluation of WSPs.</p>	<p>Consolidated Report on WSPs.</p> <ul style="list-style-type: none"> • Coordinate the submission of WSPs by departments • Assess WSPs against PSETA criteria and send assessment reports to departments • Analyse the WSPs to establish trends and critical training needs • Write consolidated report and distribute to departments • Submit assessment reports to Grant Disbursement 	<p>31 August 2003</p> <p>30 June 2003</p> <p>31 July 2003</p> <p>31 August 2003.</p>	<ul style="list-style-type: none"> • WSPs received from at least 70% of PSETA members. • Record of received WSPs compiled. • WSP assessment reports sent to HODs. • Consolidated report completed and distributed. 	<ul style="list-style-type: none"> • SDFs • Government departments representatives • Specialist: Skills Planning. • Section Administrator. • Funding 	<ul style="list-style-type: none"> • Compliance by departments to submit WSPs by 31 March 2003 as requested. • Effective communication with departments and parastatals.
<p>Establish strategic induction training in the public service.</p>	<p>Handbook for employees and interactive CD-ROM.</p> <ul style="list-style-type: none"> • Develop and submit project proposal and funding • Establish a Project Committee of representatives of departments • Call for tenders and select service provider • Develop handbook and CD-ROM • Train 500 HRD personnel in government • Assist with the cascading of the training • Post to PSETA web page. 	<p>30 Nov 2003</p>	<p>Project proposal approved and funding secured</p> <ul style="list-style-type: none"> • Service provider appointed. • Employee handbook written and 700 copies distributed. • Interactive CD-ROM developed and 700 copies distributed to departments. • 500 HRD personnel successfully trained. 	<ul style="list-style-type: none"> • National and provincial departments. • External Service Provider. • Funding • Project Committee. • Management support and buy-in in all departments. 	<ul style="list-style-type: none"> • Team work. • Effective communication. • Support of line managers in departments. • Inputs and participation by specific units in the DPSA and the Public Service Commission.

<p>Supervise the monitoring processes & activities relating to the implementation of WSPs through reports received from departments</p>	<p>Quarterly Monitoring Reports and Annual Report.</p> <ul style="list-style-type: none"> • Coordinate the development and submission of quarterly reports received from departments. • Analyse and consolidate quarterly reports • Write consolidated quarterly reports and submit to Department of Labour. • Write Annual Training Report and distribute to departments. • Visit departments to determine special training achievements and to render support. • Ensure follow-up mechanisms for submission. 	<p>31 March 2004. (Ongoing - quarterly)</p>	<ul style="list-style-type: none"> • Quarterly reports received from at least 70% of PSETA member organisations. • Consolidated quarterly monitoring reports submitted to DOL every quarter as required by DOL. • Quarterly reports submitted to PSETA Board through the CEO. • Quarterly reports discussed at 6 information sessions of the PSETA. 	<ul style="list-style-type: none"> • Specialist: Skills Planning. (The KPA depends entirely on availability of this resource). • Skills Development facilitators. • Learnerships unit at the PSETA. 	<ul style="list-style-type: none"> • The speedy appointment of the Specialist: Skills Planning is critical. • Continuous nature and tight time frames for quarterly reports require a committed appointee. • Commitment by senior managers at the PSETA, DPSA and departments. • Departments should honour submission dates for their quarterly reports.
<p>Promote the use of PDPs as additional tools to assess training needs.</p>	<p>Guide on PDPs and their application in skills planning.</p> <ul style="list-style-type: none"> • Conduct desk research and personnel development plans and their use • Draft a Guide and circulate for inputs. • Finalise and distribute Guide to all departments and post to PSETA web page. 	<p>30 November 2003</p>	<ul style="list-style-type: none"> • 250 copies of the guide printed and distributed. • The use of PDPs discussed in 6 PSETA workshops. 	<ul style="list-style-type: none"> • Researcher. • Career Management unit of the DPSA. • Public Service Commission. • Skills Development facilitators. 	<ul style="list-style-type: none"> • Project is subject to the appointment of a researcher to assist with all research and implementation. • Support of SDFs and line managers in the departments.

PERFORMANCE WORK PLAN

Department: PSETA
 Incumbent: VACANT
 Job Title: SPECIALIST: SKILLS PLANNING

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
Monitor processes & activities relating to the implementation of WSPs through reports received from departments	Quarterly Monitoring Reports and Annual Report. <ul style="list-style-type: none"> • Coordinate the development and submission of quarterly reports received from departments. • Analyse and consolidate quarterly reports • Write consolidated quarterly reports and submit to Department of Labour. • Write Annual Training Report and distribute to departments. • Visit departments to determine special training achievements and to render support. • Ensure follow-up mechanisms for submission. 	31 March 2004. (Ongoing - quarterly)	<ul style="list-style-type: none"> • Quarterly reports received from at least 70% of PSETA member organisations. • Consolidated quarterly monitoring reports submitted to DOL every quarter as required by DOL. • Quarterly reports submitted to PSETA Board through the CEO. • Quarterly reports discussed at 6 information sessions of the PSETA. 	<ul style="list-style-type: none"> • Manager: Skills Planning. • Skills Development facilitators. • Administrator for the skills planning section. • Learnerships unit at the PSETA. 	<ul style="list-style-type: none"> • Commitment by managers in national and provincial departments and parastatals departments. • Effective communication with skills development facilitators and coordinators in provinces. • Departments should honour submission dates for their quarterly reports.

<p>Develop and implement single computer-assisted skills planning system for departments and parastatals.</p>	<p>Software with new Templates and Guide for WSP and Training Reports.</p> <ul style="list-style-type: none"> • Develop proposal for the new templates. • Secure the support of DOL and other SETAs. • Establish a representative Skills Planning Committee. • Develop a Guide on WSPs for SDFs. • Train SDFs on the use of the new tools. • Collaborate with other SETAs and secure inputs for the development of the templates. • Coordinate and manage the work of consultants that the PSETA may appoint. • Submit regular written progress reports to the manager. 	<p>31 Oct.2003</p>	<ul style="list-style-type: none"> • Templates for WSPs and Training Developed and integrated into PSETAs IT system • Guide for WSPs developed and 200 copies printed. • Skills Planning Committee established and functional. • 10 Workshops successfully conducted to train SDFs. • 145 SDFs trained. 	<ul style="list-style-type: none"> • Manager: Skills Planning. • Government departments representatives • SDFs • IT and data specialist • External service provider (outsource) • Funding 	<ul style="list-style-type: none"> • Management support in the PSETA and DPSA • Effective communication with departments • Funding • Teamwork
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<p>Evaluate, analyse and prepare report on WSPs submitted to the PSETA.</p>	<p>Consolidated Report on WSPs.</p> <ul style="list-style-type: none"> • Coordinate the submission of WSPs by departments • Assess WSPs against PSETA criteria and send assessment reports to departments • Analyse the WSPs to establish trends and critical training needs • Write consolidated report and distribute to departments to departments • Submit assessment reports to Grant Disbursement unit. 	<p>31 August 2003</p> <p>30 June 2003</p> <p>31 July 2003</p> <p>31 August 2003.</p>	<ul style="list-style-type: none"> • WSPs received from at least 70% of PSETA members. • Record of received WSPs compiled. • WSP assessment reports sent to HODs. • Consolidated report completed and distributed. 	<ul style="list-style-type: none"> • SDFs • Government departments representatives • Manager: Skills Planning. • Section Administrator. • Funding 	<ul style="list-style-type: none"> • Compliance by departments to submit WSPs by 31 March 2003 as requested. • Effective communication with departments and parastatals.
<p>Assist with the implementation of strategic and integrated induction programme in the public service.</p>	<p>Report on the implementation of induction training.</p> <ul style="list-style-type: none"> • Assist in the management of service providers and preparation of project progress reports. • Participate in workshops to establish induction training imperatives. • Assist in the cascading of the training related to the induction programme materials. • Compile report on the implementation process for management and donors. 	<p>30 November</p>	<ul style="list-style-type: none"> • Participation in 4 project meetings and 9 implementation workshops. • 500 HR personnel trained on content and the cascading of the induction programme. • Implementation report prepared and copies distributed to PSETA Board members and DPSA senior management. 	<ul style="list-style-type: none"> • National and provincial departments and coordinators. • Project donors. • Management in the PSETA and DPSA. • External service provider. 	<ul style="list-style-type: none"> • Effective communication with stakeholders in national and provincial departments, e.g. SDFs, Line managers. • Guidance by manager: skills planning.

<p>Advocate strategic human resource development & establish networks with external role-players.</p>	<p>Articles in PSETA Newsletter and fliers for and participation in exhibitions, roadshows, campaigns etc.</p> <ul style="list-style-type: none"> • Write articles on skills planning and related issues for publication in PSETA newsletter. • Establish links with relevant organisations locally and internationally e.g. other SETAs, similar organisations internationally eg. PSTO in New Zealand etc. • Prepare fliers and any other materials for PSETA and DOL exhibitions. 	<p>31 March 2004 (Ongoing)</p>	<ul style="list-style-type: none"> • At least 4 articles on relevant topics published in the newsletter (At least one per quarter). • Similar international organizations identified and formal links established. • Participation in 9 planned exhibitions of the DOL 	<ul style="list-style-type: none"> • Other SETAs and international bodies. • Marketing manager at the PSETA. • SDFs. 	<ul style="list-style-type: none"> • Effective communication with role-players. • Teamwork. • Good management support.
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APPENDIX F

PERSONAL DEVELOPMENT PLAN DOCUMENTS

- I. CEO Unit
 - 1. Personal Development Plan CEO
 - 2. Personal Development Plan Secretary

- II. ETQA Unit
 - 1. Personal Development Plan Administrator
 - 2. Personal Development Plan Manager
 - 3. Personal Development Plan IT and Data Specialist

- III. Learnership Unit
 - 1. Personal Development Plan Administrator
 - 2. Personal Development Plan Learnership Coordinator
 - 3. Personal Development Plan Learnership Coordinator
 - 3. Personal Development Plan Manager

- IV. Sector Skills Plan Unit
 - 1. Personal Development Plan Administrator
 - 2. Personal Development Plan Manager

PERSONAL DEVELOPMENT PLAN (PDP)

DEPARTMENT: PSETA...

JOB TITLE: Chief Executive Officer...

INCUMBENT: ...Name deleted

PURPOSE: To enable the Executive Manager/ PSETA Board and the employee to identify skills development requirements and as a result agree on the steps taken to address those developmental gaps

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
e.g. research (Design, implement, analyse questionnaires/interviews)	To develop research capability for high level information gathering)	Short course at Tech/University	Third quarter
1.Improve the Management and Coordination of the PSETA activities as a whole	To be able to work more effectively and efficiently.	Senior Executive Programme	First and Second quarter
Strategic Capability and leadership	To be able to provide vision, set the direction for the PSETA and inspire others in order to deliver on the PSETA mandate	Short course	Third quarter
Financial Management	Be able to compile and manage budgets, control cash flow, institute risk management and administer tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives..	Short course from technikon	Third quarter

Signatures: Employee: **Date** **Supervisor:** **Date**.....

You may attend a conference within the year that would be a substitute for any of the areas of development.

CONFERENCES ATTENDED	TYPE OF CONFERENCE
National Skills Authority	Deals with issues related to the coordination and implementation of the National Skills Development Strategy.
Investors in People	Deals with the importance of education Training and development in the workplaces
SETA For a	Deals with the management and implementation of the National Skills Development Strategy

Signatures: Employee:

Date

Supervisor:

Date.....

IMPACT ASSESSMENT

IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g Did not have the opportunity to use all skills developed due to the need to focus on other priority areas of my work	e.g Employee completed first draft of questionnaire for a survey to be implemented in Aug 03

We (names deleted) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve the required objective for development. We also understand that due to the operational requirements and budget constraints of the Department (component/unit), it may not be possible to undertake the training and development stated with the type of invention stated and/or within the quarter of the year as stated. There is also an understanding between ourselves that areas for development could be identified throughout the year and that this may change the order of priority and type of invention as stated in the plan.

Signatures: Employee: **Date** **Supervisor:** **Date**.....

PERSONAL DEVELOPMENT PLAN (PDP)

DEPARTMENT: PSETA.....

JOB TITLE: SECRETARY.....

INCUMBENT: Name Deleted

PURPOSE: To enable the manager and the employee to identify skills development requirements and as a result agree on the steps taken to address those developmental gaps

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
e.g. research (Design, implement, analyse questionnaires/interviews)	To develop research capability for high level information gathering)	Short course at Tech/University	Third quarter
1.Improve office administration skills	To be able to work more effectively and efficiently in the office	Short course from service providers or technikon	Second quarter
Improve verbal and written communication skills	To be able to communicate with public and stakeholders with confidence	Short course from technikon	Second quarter
Acquire advanced computer skills	To enable me to learn advanced computer skills to assist with job duties and responsibilities computer,	Short course from technikon	Second quarter

You may attend a conference within the year that would be a substitute for any of the areas of development.

CONFERENCES ATTENDED	TYPE OF CONFERENCE
e.g Labour Law	e. g .Dealt with current application of employment legislation
MBA Secretarial course	Dealt with Office Administration, Conflict Resolution, Communication and Negotiation Skills

Signatures : Employee : **Date** **Supervisor:** **Date.....**

IMPACT ASSESSMENT

IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g Did not have the opportunity to use all skills developed due to the need to focus on other priority areas of my work	e.g Employee completed first draft of questionnaire for a survey to be implemented in Aug 03

We (.....) and (.....) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve the required objective for development. We also understand that due to the operational requirements and budget constraints of the Department (component/unit), it may not be possible to undertake the training and development stated with the type of invention stated and/or within the quarter of the year as stated. There is also an understanding between ourselves that areas for development could be identified throughout the year and that this may change the order of priority and type of invention as stated in the plan.

Signatures : Employee : **Date** **Supervisor:** **Date.....**

PERSONAL DEVELOPMENT PLAN (PDP)

DEPARTMENT:PSETA

JOB TITLE: ADMINISTRATOR

INCUMBENT: Name Deleted

PURPOSE: To enable the manager and the employee to identify skills development requirements and as a result agree on the steps taken to address those developmental gaps

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
<i>e.g. research (Design, implement, analyse questionnaires/interviews)</i>	<i>To develop research capability for high level information gathering</i>	<i>Short course at Tech/University</i>	<i>Third quarter</i>
Customer Care	To improve skills in working with PSETA customer care and assistance	Short course with service provider	First Quarter
IT Skills	To develop computer programming skills	Short Courses	Second Quarter
IT Skills	To advance computer skills through learning of Pastel	Short Course	Third Quarter

You may attend a conference within the year that would be a substitute for any of the areas of development.

CONFERENCES ATTENDED	TYPE OF CONFERENCE
<i>e.g Labour Law</i>	<i>e. g .Dealt with current application of employment legislation</i>

Signatures : Employee : **Date** **Supervisor:** **Date.....**

IMPACT ASSESSMENT

IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g Did not have the opportunity to use all skills developed due to the need to focus on other priority areas of my work	e.g Employee completed first draft of questionnaire for a survey to be implemented in Aug 03

We (.....) and (.....) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve the required objective for development. We also understand that due to the operational requirements and budget constraints of the Department (component/unit), it may not be possible to undertake the training and development stated with the type of invention stated and/or within the quarter of the year as stated. There is also an understanding between ourselves that areas for development could be identified throughout the year and that this may change the order of priority and type of invention as stated in the plan.

Signatures : Employee : **Date** **Supervisor:** **Date.....**

PERSONAL DEVELOPMENT PLAN (PDP)

DEPARTMENT:-PSETA

JOB TITLE: IT & DATA SPECIALIST

INCUMBENT: Name deleted

PURPOSE: To enable the manager and the employee to identify skills development requirements and as a result agree on the steps taken to address those developmental gaps

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
<u>e.g. research (Design, implement, analyse questionnaires/interviews)</u>	<u>To develop research capability for high level information gathering)</u>	<u>Short course at Tech/University</u>	<u>Third quarter</u>
Advanced Information and Systems Management	To develop advanced IT skills for management of the PSETA integrated information system	Short course	First quarter
Project Management	To develop project management skills	Short course	Second quarter
Financial Management	To develop budgetary skills	Financial Management for non Financial Managers course	Third Quarter

You may attend a conference within the year that would be a substitute for any of the areas of development.

CONFERENCES ATTENDED	TYPE OF CONFERENCE
<u>e.g. Labour Law</u>	<u>e. g .Dealt with current application of employment legislation</u>

Signatures : Employee : **Date** **Supervisor:** **Date.....**

IMPACT ASSESSMENT

IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g Did not have the opportunity to use all skills developed due to the need to focus on other priority areas of my work	e.g Employee completed first draft of questionnaire for a survey to be implemented in Aug 03

We (.....) and (.....) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve the required objective for development. We also understand that due to the operational requirements and budget constraints of the Department (component/unit), it may not be possible to undertake the training and development stated with the type of invention stated and/or within the quarter of the year as stated. There is also an understanding between ourselves that areas for development could be identified throughout the year and that this may change the order of priority and type of invention as stated in the plan.

Signatures : Employee : **Date** **Supervisor:** **Date.....**

PERSONAL DEVELOPMENT PLAN (PDP)

DEPARTMENT: PSETA

...

JOB TITLE: MANAGER ETQA...

INCUMBENT: Name deleted

PURPOSE: To enable the manager and the employee to identify skills development requirements and as a result agree on the steps taken to address those developmental gaps

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
<i>e.g. research (Design, implement, analyse questionnaires/interviews)</i>	<i>To develop research capability for high level information gathering</i>	<i>Short course at Tech/University</i>	<i>Third quarter</i>
Assessment and evaluation course	To be able to conduct assessment and evaluation in site visits	Short course	Second Quarter
Project management	To assist in effective management of projects	Short Course	Second Quarter
Financial Management	To assist in the budgeting and compilation of business plan	Short Course	Second Quarter
IT Skills	To develop advanced computer skills in excel	Short Course	Third Quarter

You may attend a conference within the year that would be a substitute for any of the areas of development.

CONFERENCES ATTENDED	TYPE OF CONFERENCE
<i>e.g. Labour Law</i>	<i>e. g .Dealt with current application of employment legislation</i>

Signatures : Employee :

Date

Supervisor:

Date.....

IMPACT ASSESSMENT

IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g Did not have the opportunity to use all skills developed due to the need to focus on other priority areas of my work	e.g Employee completed first draft of questionnaire for a survey to be implemented in Aug 03

We (.....) and (.....) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve the required objective for development. We also understand that due to the operational requirements and budget constraints of the Department (component/unit), it may not be possible to undertake the training and development stated with the type of invention stated and/or within the quarter of the year as stated. There is also an understanding between ourselves that areas for development could be identified throughout the year and that this may change the order of priority and type of invention as stated in the plan.

Signatures : Employee : **Date** **Supervisor:** **Date.....**

PERSONAL DEVELOPMENT PLAN (PDP)

DEPARTMENT:PSETA ...

JOB TITLE:ADMINISTRATOR.....

INCUMBENT:Name deleted.....

PURPOSE: To enable the manager and the employee to identify skills development requirements and as a result agree on the steps taken to address those developmental gaps

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
<i>e.g. research (Design, implement, analyse questionnaires/interviews)</i>	<i>To develop research capability for high level information gathering</i>	<i>Short course at Tech/University</i>	<i>Third quarter</i>
Technical Skills	To develop computer skills for improved computer applications	Advance Computer	First Quarter
Planning and Execution	To develop project planning and execution skills.	Project Administration	Second Quarter
Job Knowledge	To enhance secretarial skills	Secretarial Workshop and Seminars	Second Quarter
Job Knowledge	To develop secretarial skills for high level information gathering	Short hand Course	Third Quarter
Job Knowledge	To develop secretarial skills for high level information gathering	Dicta-typing Course	Third Quarter

You may attend a conference within the year that would be a substitute for any of the areas of development.

CONFERENCES ATTENDED	TYPE OF CONFERENCE
<i>e.g Labour Law</i>	<i>e. g .Dealt with current application of employment legislation</i>

Signatures : Employee : **Date** **Supervisor:** **Date.....**

IMPACT ASSESSMENT

IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g Did not have the opportunity to use all skills developed due to the need to focus on other priority areas of my work	e.g Employee completed first draft of questionnaire for a survey to be implemented in Aug 03

We (.....) and (.....) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve the required objective for development. We also understand that due to the operational requirements and budget constraints of the Department (component/unit), it may not be possible to undertake the training and development stated with the type of invention stated and/or within the quarter of the year as stated. There is also an understanding between ourselves that areas for development could be identified throughout the year and that this may change the order of priority and type of invention as stated in the plan.

Signatures : Employee : **Date** **Supervisor:** **Date.....**

PERSONAL DEVELOPMENT PLAN (PDP)

DEPARTMENT:PSETA

JOB TITLE:LEARNERSHIP COORDINATOR

INCUMBENT:Name Deleted.....

PURPOSE: To enable the manager and the employee to identify skills development requirements and as a result agree on the steps taken to address those developmental gaps

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
1..research (Design, implement, analyse questionnaires/interviews)	To develop research capability for high level information gathering)	Short course at Tech/University	Third quarter
2. Project Management	To be able to facilitate the training of project teams n the provinces	Short course with one training college	April 2003
3. Ms project	To be in a position of capturing project information/ statistics	Intensive course with computer school	May 2003
4. Moderator's course	To be able to monitor and co-ordinate training of moderator for learnership implementation.	Short course with one training institute.	April 2003
5. Facilitators' course	To b able to facilitate deliberation of my work	Short course with college	May 2003
6. Conferences and workshops relating to learnership.	To be up to date with my scope of work.	As per invitations	pril 2003- March 2004

You may attend a conference within the year that would be a substitute for any of the areas of development.

CONFERENCES ATTENDED	TYPE OF CONFERENCE
e.g. Labour Law	e. g .Dealt with current application of employment legislation
1. ABET	Dealt with practical areas of ABET

Signatures : Employee : Date Supervisor: Date.....

IMPACT ASSESSMENT

IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g. Did not have the opportunity to use all skills developed due to the need to focus on other priority areas of my work	e.g. Employee completed first draft of questionnaire for a survey to be implemented in Aug 03

We (.....) and (.....) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve the required objective for development. We also understand that due to the operational requirements and budget constraints of the Department (component/unit), it may not be possible to undertake the training and development stated with the type of invention stated and/or within the quarter of the year as stated. There is also an understanding between ourselves that areas for development could be identified throughout the year and that this may change the order of priority and type of invention as stated in the plan.

Signatures : Employee : **Date** **Supervisor:** **Date.....**

PERSONAL DEVELOPMENT PLAN (PDP)

DEPARTMENT: ...PSETA.....

JOB TITLE: ...LEARNERSHIP CO-ORDINATOR

INCUMBENT: ...Name Deleted.....

PURPOSE: To enable the manager and the employee to identify skills development requirements and as a result agree on the steps taken to address those developmental gaps

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
e.g. research (Design, implement, analyse questionnaires/interviews)	To develop research capability for high level information gathering)	Short course at Tech/University	Third quarter
Advanced Spreadsheet Course	To develop capacity to record data on database for interns	Short course	2 nd quarter 2003
Thinking Skills	To develop clear thinking skills to assist in decision making and reporting	Short course	2 nd quarter 2003
Assessor Training	To complement the learnership process	Full course	2 nd / 3 rd quarter 2003
Moderator Training	To complement the Assessor training process	Full course	2 nd / 3 rd quarter 2003

You may attend a conference within the year that would be a substitute for any of the areas of development.

CONFERENCES ATTENDED	TYPE OF CONFERENCE
e.g. Labour Law	e. g .Dealt with current application of employment legislation
Learnership orientated conferences	New developments in the learnership area.

Signatures : Employee : **Date** **Supervisor:** **Date.....**

IMPACT ASSESSMENT

IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g. Did not have the opportunity to use all skills developed due to the need to focus on other priority areas of my work	e.g. Employee completed first draft of questionnaire for a survey to be implemented in Aug 03

We (.....) and (.....) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve the required objective for development. We also understand that due to the operational requirements and budget constraints of the Department (component/unit), it may not be possible to undertake the training and development stated with the type of invention stated and/or within the quarter of the year as stated. There is also an understanding between ourselves that areas for development could be identified throughout the year and that this may change the order of priority and type of invention as stated in the plan.

Signatures : Employee : **Date** **Supervisor:** **Date.....**

PERSONAL DEVELOPMENT PLAN (PDP)

DEPARTMENT:PSETA.....

JOB TITLE:MANAGER : LEARNERSHIPS.....

INCUMBENT:Name Deleted.....

PURPOSE: To enable the manager and the employee to identify skills development requirements and as a result agree on the steps taken to address those developmental gaps

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
<i>e.g. research (Design, implement, analyse questionnaires/interviews)</i>	<i>To develop research capability for high level information gathering</i>	<i>Short course at Tech/University</i>	<i>Third quarter</i>
Improve project management capabilities with MS Project	To develop skills for efficient project management, implementation and evaluation of Learnership projects	Full course	2 nd / 3 rd quarters 2003

You may attend a conference within the year that would be a substitute for any of the areas of development.

CONFERENCES ATTENDED	TYPE OF CONFERENCE
<i>e.g Labour Law</i>	<i>e. g .Dealt with current application of employment legislation</i>

Signatures : Employee :

Date

Supervisor:

Date.....

IMPACT ASSESSMENT

IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g Did not have the opportunity to use all skills developed due to the need to focus on other priority areas of my work	e.g Employee completed first draft of questionnaire for a survey to be implemented in Aug 03

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Signatures : Employee : **Date** **Supervisor:** **Date.....**

PERSONAL DEVELOPMENT PLAN (PDP)

DEPARTMENT: PSETA
 JOB TITLE: ADMINISTRATOR - SKILLS PLANNING
 INCUMBENT: Name deleted

PURPOSE: To enable the manager and the employee to identify skills development requirements and as a result agree on the steps taken to address those developmental gaps

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
e.g. research (Design, implement, analyse questionnaires/interviews)	To develop research capability for high level information gathering)	Short course at Tech/University	Third quarter
Matrix Qualification.	Incumbent to acquire Matrix so that further post-school development can be planned.	Private study funded by DPSA.	Fourth quarter.
Advanced secretarial development.	To equip incumbent to improve business writing skills and general office and document management.	Short courses. Providers to be identified.	Third quarter.

You may attend a conference within the year that would be a substitute for any of the areas of development.

CONFERENCES ATTENDED	TYPE OF CONFERENCE
e.g. Labour Law	e. g .Dealt with current application of employment legislation
None	None

Signatures : Employee : **Date** **Supervisor:** **Date.....**

IMPACT ASSESSMENT

IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g. Did not have the opportunity to use all skills developed due to the need to focus on other priority areas of my work	e.g. Employee completed first draft of questionnaire for a survey to be implemented in Aug 03
Pending.	Pending.

We (.....) and (.....) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve the required objective for development. We also understand that due to the operational requirements and budget constraints of the Department (component/unit), it may not be possible to undertake the training and development stated with the type of invention stated and/or within the quarter of the year as stated. There is also an understanding between ourselves that areas for development could be identified throughout the year and that this may change the order of priority and type of invention as stated in the plan.

Signatures : Employee : **Date** **Supervisor:** **Date.....**

PERSONAL DEVELOPMENT PLAN (PDP)

DEPARTMENT: _PSETA_____

JOB TITLE: _MANAGER, SCOPE OF COVERAGE AND GRANT DISBURSEMENT

INCUMBENT: Name Deleted

PURPOSE: To enable the manager and the employee to identify skills development requirements and as a result agree on the steps taken to address those developmental gaps

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
<i>e.g. research (Design, implement, analyse questionnaires/interviews)</i>	<i>To develop research capability for high level information gathering)</i>	<i>Short course at Tech/University</i>	<i>Third quarter</i>
❖ IT Skills	❖ To develop register for scope of coverage	❖ Advanced Exel and Access	
❖ Financial Management	❖ To develop competency on budget and procurement	❖ Financial Management Course (FIMAC)	
❖ IT Skills	❖ Development of project management skills	❖ MS Project and Publisher	
❖ HRD	❖ To assist with moderation	❖ Moderation	

You may attend a conference within the year that would be a substitute for any of the areas of development.

CONFERENCES ATTENDED	TYPE OF CONFERENCE
<i>e.g Labour Law</i>	<i>e. g .Dealt with current application of employment legislation</i>

Signatures : Employee : **Date** **Supervisor:** **Date.....**

IMPACT ASSESSMENT

IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g Did not have the opportunity to use all skills developed due to the need to focus on other priority areas of my work	e.g Employee completed first draft of questionnaire for a survey to be implemented in Aug 03

We (.....) and (.....) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve the required objective for development. We also understand that due to the operational requirements and budget constraints of the Department (component/unit), it may not be possible to undertake the training and development stated with the type of invention stated and/or within the quarter of the year as stated. There is also an understanding between ourselves that areas for development could be identified throughout the year and that this may change the order of priority and type of invention as stated in the plan.

Signatures : Employee : **Date** **Supervisor:** **Date.....**

APPENDIX G

WORKSHOP PRESENTATIONS

1. Project Overview and Work Plan
2. PSETA Staff Orientation Workshop
3. PSETA Work Plan Development Workshop
4. PSETA Organisational Development and Human Resources Project Close Out Workshop
5. PSETA Orientation Workshop
6. PSETA Performance Work Plan Workshop
7. PSETA Board Presentation
8. PSETA Staff Final Workshop

**Public Service Education and Training Authority
(PSETA)
Organisational Development and Human Resource
Management Project**

Project Overview and Work Plan

Submitted by:

Ms. Mary Scott, Development Associates Inc.

Mr. Gary Moonsammy, RTI

Presentation to the PSETA Board

Mr. L. Tsipane, PSETA Chief Executive Officer

24 February 2003

Introduction

USAID in partnership with the Department of Labour has initiated a process to provide assistance to selected Sector Education Training Authorities (SETA's) in order to enhance their overall capacity and performance. A consortium including Development Associates, Inc., Khulisa Management Services, CEPD, JET and RTI has been selected as the service provider and the project has commenced. The purpose of this document is to brief PSETA board members in terms of the project objectives, deliverables and timeframes. It also signals the intention to keep the PSETA Executive Committee informed in terms of project progress. Two international consultants will be working with PSETA officials to accomplish this project. Mrs. Mary Scott, representing Development Associates, Inc. in the United States of America and Mr. Gary Moonsammy, representing RTI in the Republic of South Africa.

Project Objective

To assist the PSETA in the further development of position job description requirements and performance management criteria to ensure the full implementation of the functions and strategy of the PSETA

Key Tasks

- Review, comment and revise job description information for each position in the PSETA as necessary
- Review current performance management system documents to identify key performance areas and developmental areas for each of the PSETA personnel
- Develop and refine PSETA position work plans in terms of key performance areas, outputs and indicators
- Develop an action plan and implementation strategy for the HR processes reviewed

- Conduct a workshop for PSETA personnel on the use and meaning of job description documents and performance agreements

Project Deliverables

The project deliverables will include a final report document that includes the following:

- Job descriptions for all PSETA positions within the organisation
- Developed/refined staff work plans in terms of key performance areas, outputs and indicators
- An action plan/implementation strategy for the Human Resources processes reviewed
- Overall recommendations

Project Work Plan and Timeframes

It is anticipated that the entire project will be completed by 4 April 2003. A meeting will be scheduled with the PSETA Board on March 27, 2003 to review and discuss the project key summary findings, draft report and proposed action plan.

A detailed work plan with indicative timeframes is outlined below.

February 13-14	Meet with Khulisa Management Services staff for introductory sessions. Review information documents related to the project including the National Skills Development Strategy, PSETA reports and HRD legislation in South Africa
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February 17-21

Meet with PSETA and Department of Labour representatives to gain consensus on project approach, specific outcomes, and reporting processes. Identify stakeholders, and DPSA and PSETA staff contacts

Draft a proposed Work Plan document and identify timelines for the project

Meet with Lawrence Tsipane, PSETA Chief Executive Officer to review the proposed project Work Plan and revise as necessary

Schedule visitations with DPSA officials and other stakeholders to gather information relevant to the project

Review existing DPSA Human Resources policies and procedures, which impact PSETA job descriptions, job profiles, and performance management system requirements

February 24-28

Submit the proposed project Work Plan to the PSETA Executive Committee

Review existing job descriptions and job profiles for each of the positions in the PSETA organization

Conduct interviews with PSETA staff, DPSA officials, and other stakeholders

March 3-7

Conduct a PSETA staff orientation workshop to discuss project objectives and gather staff perspectives

Review, comment and revise job description information for each position in the PSETA organization as necessary

March 10--14

Review current performance management system documents to identify key performance areas and developmental areas for each of the PSETA personnel

Develop key performance outputs and outcomes with timelines for each of the PSETA personnel

Develop/refine work plans in terms of key performance areas, outputs and indicators

Synthesise preliminary findings for the job description and performance management review process

Compile and summarize preliminary findings

March 17-21

Incorporate PSETA input and begin report writing on the process

Develop an action plan and implementation strategy for the HR processes reviewed

Finalize first draft of report and proposed action plan

Meet with PSETA officials to discuss the first draft report and proposed action plan

March 24-28

Meet with the PSETA Executive Committee to review and discuss key summary findings, draft report and proposed action plan

Review recommended job description documents and key performance outputs with PSETA personnel

Conduct a workshop for PSETA personnel on the use and meaning of the job description documents and the performance contract

Participants evaluate workshop

March 31-April 4

Finalise report format, action plan format and deliverable documents

Hold debriefing meeting to present the finalised project report document to PSETA officials

PSETA STAFF ORIENTATION WORKSHOP

March 4, 2003

- **Workshop Goal**

Review Project Scope, Processes and Deliverables and involve PSETA Staff in Discussions Relevant to the Project

- **Introductions**

Project Scope: To assist the PSETA in the further development of position job description requirements and performance management criteria to ensure the full implementation of the functions and strategy of the PSETA

- **Job Analysis/Job Description/Job Profile Development**

- **Performance Management System**

Conduct Workshop with PSETA Staff

Work Plan Review and Development

Identify key performance areas, outputs and indicators

Assist PSETA staff with Work Plan Development for 2003-2004

- **Action Plan and Implementation Strategy**

Develop an action plan and implementation strategy to assist PSETA staff in integrating recommendations into the Performance management system cycle

- **Conduct Close Out Workshop with PSETA Staff**

Review project deliverables and engage the PSETA staff in discussions to refine the action plan and implementation strategy

A G E N D A

PSETA WORK PLAN DEVELOPMENT WORKSHOP

Date: 13 March 2003
Time: 9h00 – 16h00
Venue: Bentleys Country Lodge

9h00 – 9h15 Session I

- Introductory Exercise
- Workshop Objectives
- Presentation and Discussion
 - Organisational Effectiveness
 - Strategic Context of Performance Workplans

10h30 – 10h45 Break

10h45 - 12h30 Session II

- Team Exercise - Development of Work Plans

12h30 – 13h15 Luncheon

13h15 - 14h45 Session III

- Continue Development of Work Plans

14h45 - 15h00 Break

15h00 - 16h00 Session IV

- Development of Personal Development Plan

16h00 - Workshop Closure

PERFORMANCE WORK PLAN – SAMPLE TEMPLATE

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		
Promote opportunities for skills development in social development initiatives	<p>Social plans developed for those affected by restructuring processes in at least five (5) departments</p> <ul style="list-style-type: none"> ▪ Training for lower graded workers and for alternative employment prioritised ▪ Training for fifty (50) public servants is conducted to assist participants in accessing resources for set up and support of SMMEs ▪ Identify social plans and develop plans for public servant redeployment 	Ongoing	Public servants trained in developing social plans and accessing resources for the set-up and support of SMMEs	<p>Manager Learnerships</p> <p>Learnership Coordinators</p>	

<p>Assistance to SMMEs</p>	<p>A guide for SMME skills development is compiled</p> <p>Liase with other SETAs regarding the skills needs of SMMEs</p> <p>Establish an interdepartmental team to focus on needs of SMMEs</p> <p>Skills plans are developed for SMMEs in alliance with other SETAs and affected departments</p> <p>Develop a database of SMMEs in partnership with at least five (5) government departments</p> <p>Provide training and support to Public Servants affected by restructuring to form SMMEs for alternative employment</p>	<p>December 2003</p>	<p>Completed guide for SMME Skills Development</p> <p>An interdepartmental team is formed to identify possible skills needs of SMMEs</p>	<p>Manager Learnerships</p> <p>Learnership Coordinators</p> <p>SETA representatives</p> <p>Government department representatives</p>	
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AGENDA

PSETA ORGANISATIONAL DEVELOPMENT AND HUMAN RESOURCES PROJECT CLOSE OUT WORKSHOP

Date: 26 March 2003
Time: 9h00 – 16h00
Venue: Bergers Park Hotel

9h00 – 10h30 Session I

- Introductory Exercise
- Workshop Objectives
- Presentation - Project Scope, Findings and Recommendations, Implementation Strategy & Action Plan

10h30 – 10h45 Break

10h45 - 12h30 Session II

- Team Exercise - Review & Comment
 - ✓ Implementation Strategy
 - ✓ Action Plan

12h30 – 13h15 Luncheon

13h15 - 14h45 Session III

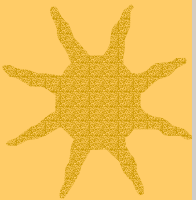
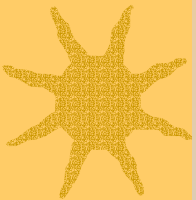
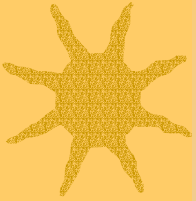
- Team Exercise - Review & Comment on
 - ✓ Job Descriptions/Job Profiles,
 - ✓ Work Plan Documents
 - ✓ Personal Development Plans

14h45 - 15h00 Break

15h00 - 16h00 Session IV

- Way Forward

16h00 - Workshop Closure



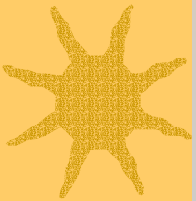
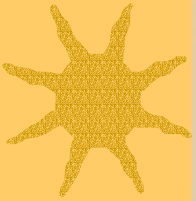
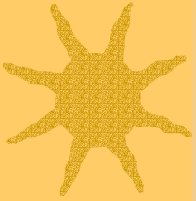
PSETA
Organisational Development
and Human Resource
Management

March 2003



Introductions

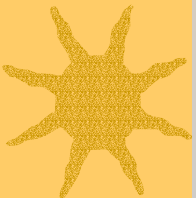
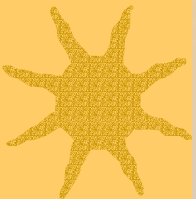
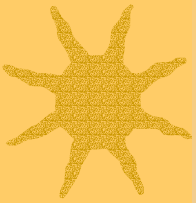
- ★ What is your name?
- ★ What does it mean?
- ★ What do you do at the PSETA?
- ★ If you had magical powers and could change one thing to improve the performance of the PSETA what would it be?





Work Shop Objectives

- ★ Discuss the project objectives and deliverables
- ★ Discuss the project approach and what would be expected of individuals
- ★ Discuss general issues relevant to the project

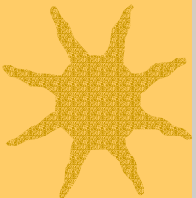
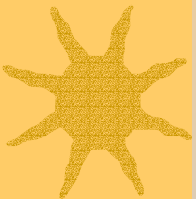
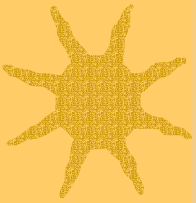




Project Objective

To assist the PSETA in the further development of job description requirements and performance management criteria to ensure the full implementation of the functions and strategy of the SETA. Specifically, to assist the PSETA:

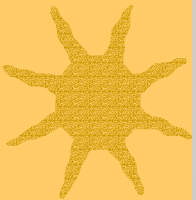
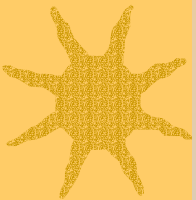
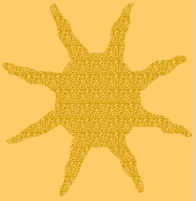
- in the further development of position job description and job profiles
- in the staff development of performance management work plans (key performance areas, outputs, and personal development plans)





Project Deliverables

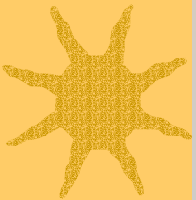
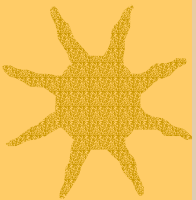
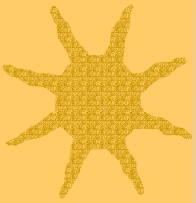
- ★ Job descriptions for all SETA positions within the organisations
- ★ Developed/Refined Work-plans in terms of key performance areas, outputs and indicators
- ★ An action plan/implementation strategy for the HR processes reviewed
- ★ Staff workshop on performance agreements and performance management
- ★ Overall project report





Project Critical Success Factors

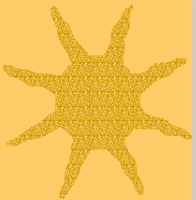
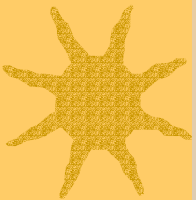
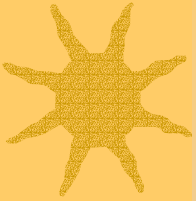
- ★ Common understanding of project objectives, scope and deliverables
- ★ Effective project management and interface (as per project management structure)
- ★ Co-operation from PSETA management and staff
 - Committing time
 - Engaging with draft documents and providing critical comment and feedback
- ★ Access to critical information and documentation
- ★ Adherence to key deadlines
- ★ Effective project communication





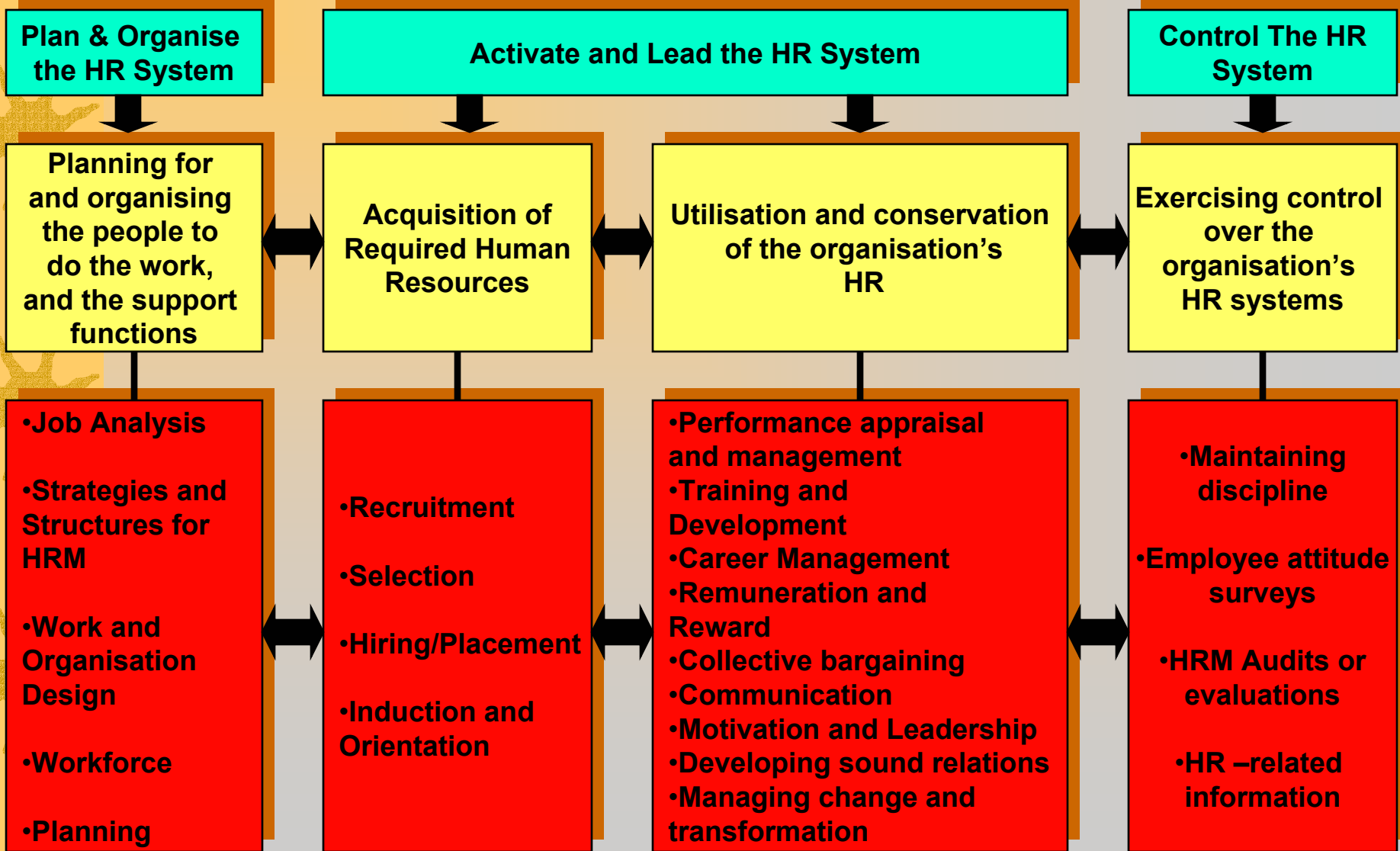
Project Approach

- ★ Integrated approach
- ★ Aligned to policy frameworks (National/DPSA)
- ★ JD's as supplementary tools
- ★ Consultation and engagement
- ★ Skills transfer





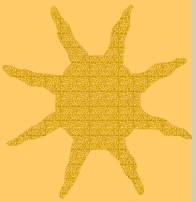
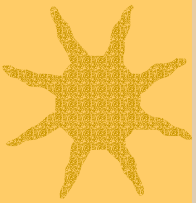
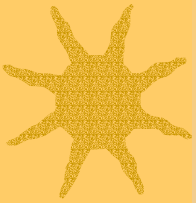
Human Resources Management: A Process Approach





Job Analysis and Job Descriptions Defined

- ★ **JOB ANALYSIS:** a process of systematically collecting, analyzing and documenting the important facts about a job. It seeks to know:
 - WHAT A WORKER DOES - Duties and tasks
 - HOW THE WORKER DOES IT - Methods, tools, and techniques
 - WHY THE WORKER DOES IT - Products/Services
 - WORKER QUALIFICATIONS - Skills, Knowledge, and Abilities

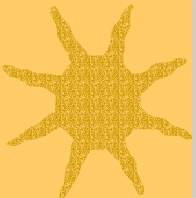
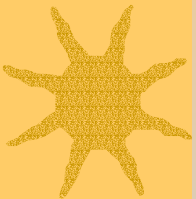
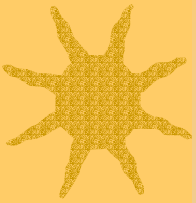




Job Analysis and Job Descriptions Defined

- ★ **JOB DESCRIPTIONS:** a written statement that describes the main objectives of a job, its essential functions, and job qualifications

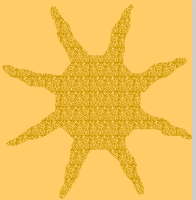
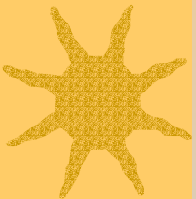
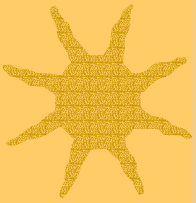
- ★ **The Basic Elements of Job Descriptions Include. . .**
 - Job Identification Details
 - Job Purpose
 - Job Functions
 - Job Specifications/Job Profile





How Job Analysis/Job Descriptions are used

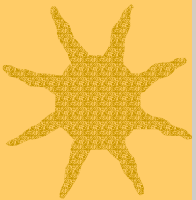
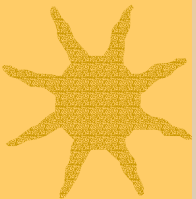
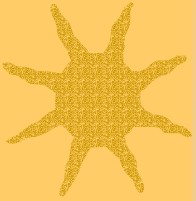
- ★ Recruitment and Selection
- ★ Classification purposes
- ★ Performance Appraisal
- ★ Planning career development activities
- ★ Training purposes





What jobs will be analysed

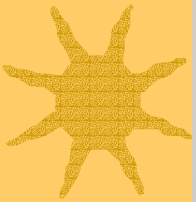
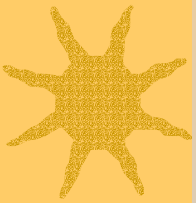
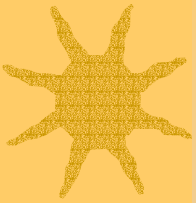
- ★ All positions as per the organogram – filled and vacant





Job analysis/Job descriptions process

- ★ Interview
 - With Employees and Supervisors to Determine Job Information
- ★ Questionnaire
 - Used by Consultants for job information gathering
- ★ Draft Job Description/Job Profile for Each Position
 - Prepared by Consultants
- ★ Finalise Job Descriptions/Profiles
- ★ Consultants will review finalised information with employees and supervisors





Who should be involved in the Job analysis/Job descriptions process

★ Supervisor

- Provide input on each job within their Department
- Review job description /job profile results

★ Employee

- Participate in job interview with consultants
- Communicate what the job duties and responsibilities are for their position
- Review final job description/job profile for their position

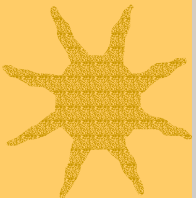
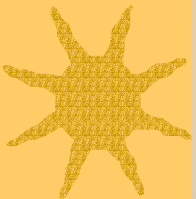
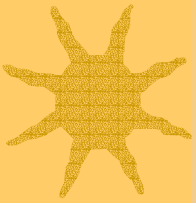
★ Consultant

- Conduct interviews with employees
- Write draft job description/ job profile for each PSETA position
- Align to Legislation, policy, and PSETA Business Plan requirements
- Establish systematic job description procedures
- Review job description results with employees and supervisors



Performance Management Defined

- ★ **Performance management** is the setting and measurement of all desired outcomes (goals and objectives), behaviours and activities of an organisation, its individual components units and it's staff members, that contribute to the achievement of the strategic vision of the organisation. It is a multilevel process that starts with overall strategy and cascades to individual performance appraisal
- ★ **Performance Appraisal:** Performance appraisal is a process of assessing, summarising, and developing the work performance of an employee

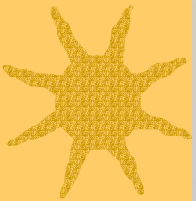
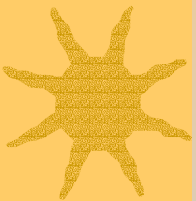
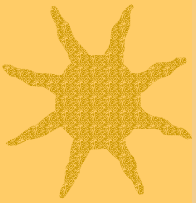




Performance Management Defined

Specifically, performance management and appraisal involves:

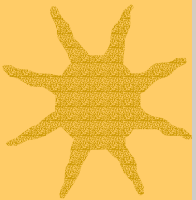
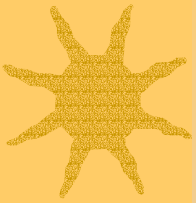
- ★ Planning work, setting expectations and developing performance indicators and standards
- ★ Regular monitoring of performance
- ★ Developing capacity to perform
- ★ Periodically rating performance
- ★ Rewarding good performance or developing performance improvement plans





Performance Management Review Process

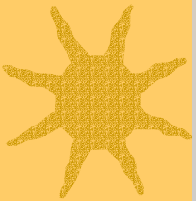
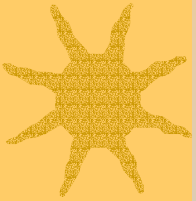
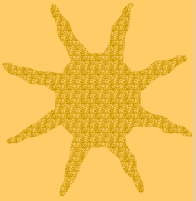
- ★ Review of PSETA business plans for 2003/4 (assessing alignment with core functions)
- ★ Workshop with staff to develop draft performance agreement work-plans for 2003/4
- ★ Refinement of draft work-plans by consultants
 - Technical language
 - Alignment (policy and strategy)
- ★ Finalisation of work-plans (Performance agreement workshop – 27/3/2003)





Action plan and implementation strategy

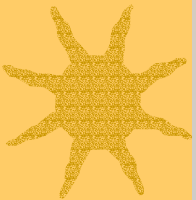
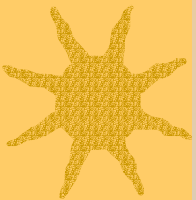
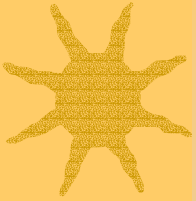
- ★ Develop draft action plan and implementation strategy
- ★ Presentation and discussion of action plan and implementation strategy at the performance agreement workshop (27/3/2003)
- ★ Refinement and finalisation of the the action plan and implementation strategy

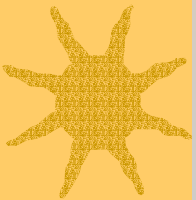
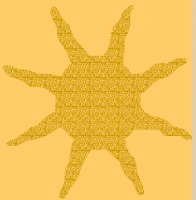
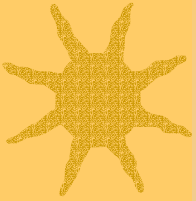




Way Forward

- ★ Interview to develop draft JD's (3-7 March)
- ★ Performance work-plan workshops (10-14 March)
- ★ Refinement of JD's and Work-plans – staff input/feedback (17-21 March)
- ★ Presentation to the PSETA Executive Committee (24 March)
- ★ Performance Agreement workshop (27 March)
- ★ Close out meeting with the reference group





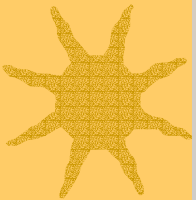
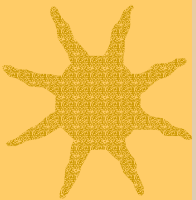
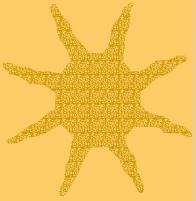
PSETA
Performance Work Plan
Workshop

March 12-13, 2003



Work Shop Objectives

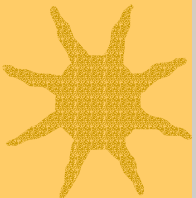
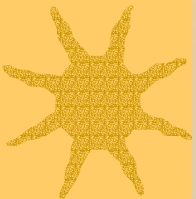
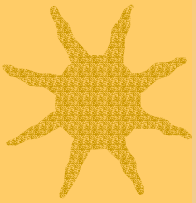
- ★ Discuss the strategic context of performance work plans
- ★ Develop performance work plans for various posts within the PSETA
- ★ Develop personal development plans
- ★ Discuss the way forward

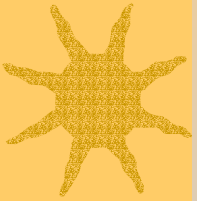
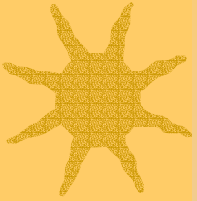




Vision and plans

- ★ Having a common vision is a critical driver of success and team unity
- ★ Plans allow you to approach your vision and objectives in a manner that:
 - Is systematic (not adhoc)
 - Defines the roles of individuals
 - Clearly identifies outputs
 - Outlines how performance will be measured
 - Allows for clear reporting of progress and achievement





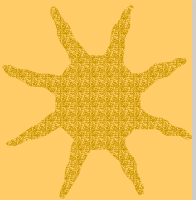
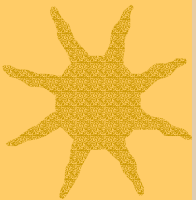
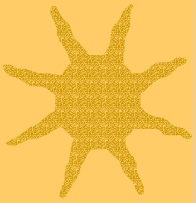
Building Organisational Effectiveness



The importance of strategic focus

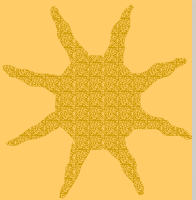
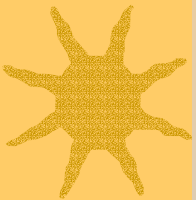
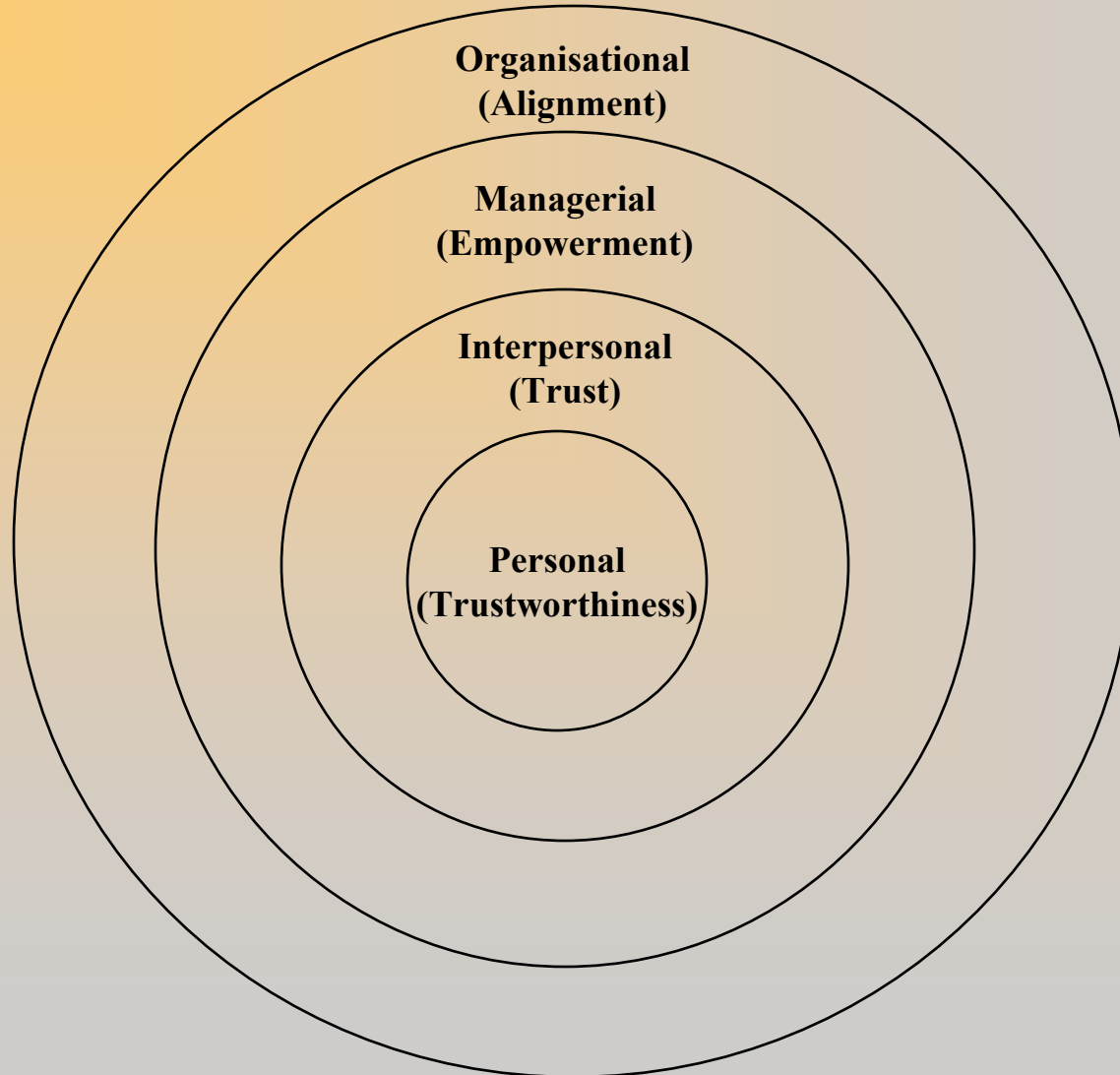
‘People and their managers are working so hard to be sure that things are done right, that they hardly have time to decide if they are doing the right things’

Stephen Covey





Principle Centred Leadership: An inside-Outside Development Process



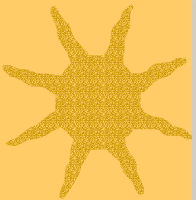
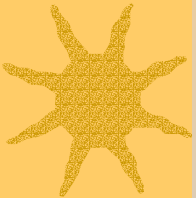
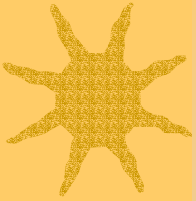


Principle Centred Leadership: An inside-Outside Development Process

All the elements of the models are held together by a central theme:

‘Working on the work’

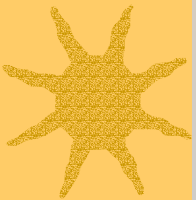
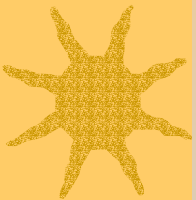
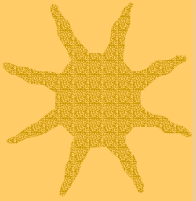
Ensuring that personal, interpersonal, managerial and organisational effort and energy is focused on achieving the objectives and business of the PSETA





Personal-Trustworthiness

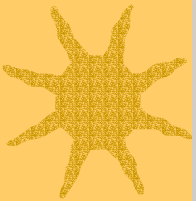
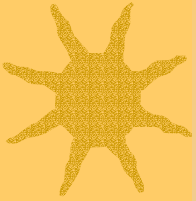
- ★ Centered on individual trustworthiness
- ★ If you promise then Deliver
- ★ Personal vision that links to the overall vision





Interpersonal-Trust

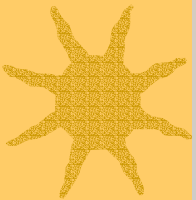
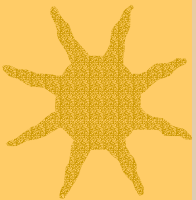
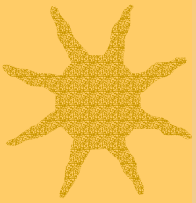
- ★ Adopting a Personal Pro-active Mindset
- ★ Teaming for Success
- ★ Encouraging Collective Commitment





Managerial-Empowerment

- ★ Balancing Process Issues with Tangible Outputs
- ★ Process Focused
- ★ Adherence to Timelines

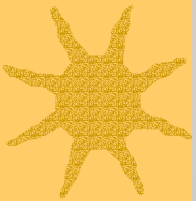
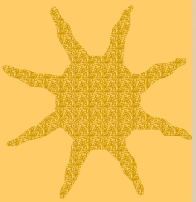
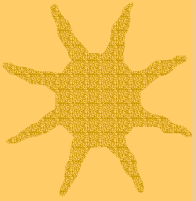




Organisational-Alignment

- ★ Where We Are?
- ★ Where We Need to Be?
- ★ How Will We Get There?
- ★ How Will We Know We Have Arrived? - Evidence of Accomplishments

Team work evident, PSETA Business Plan Priorities integrated into individual work plans and core business identified in workplan priorities



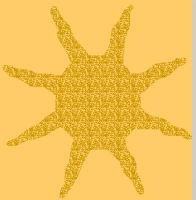
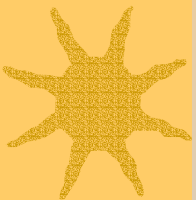
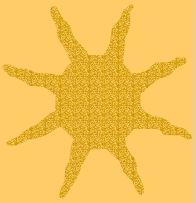
Core Business of the PSETA



Policy: Core Business of the PSETA

Skills Development Act, 1988 – Chapter 3, section 10

- ★ Develop a Sector Skills Plan aligned to the NSDS
- ★ Implement the SSP
- ★ Promote learnerships and register learnership agreements
- ★ Be accredited by SAQA as an ETQA
- ★ Strategic liaison with the National Skills Authority, Department of Labour, Department of Education
- ★ Report to the DG (DOL)
- ★ Develop capacity to deliver on its mandate

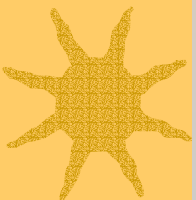
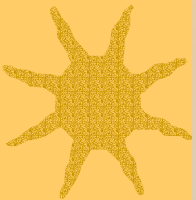
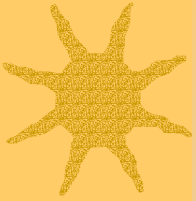


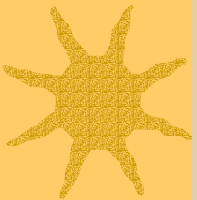
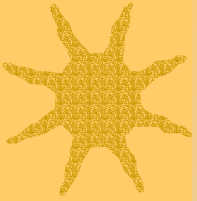


Strategy: Business Plan of the PSETA

The PSETA Business Plan is guided by the NSDS strategic objectives

- ★ Developing a culture of high quality life-long learning
- ★ Fostering skills development in the formal economy for productivity and employment growth
- ★ Stimulating and supporting skills development in small businesses
- ★ Promoting skills development for employability and sustainable livelihoods through social development initiatives
- ★ Assisting new entrants into employment



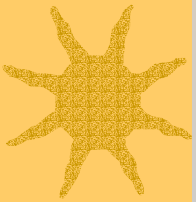
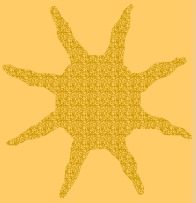


Challenges and Opportunities



Challenges

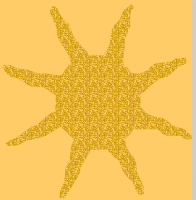
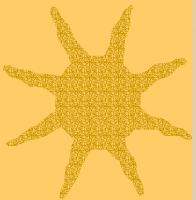
- ★ Credibility
- ★ Perceptions of non-delivery
- ★ Balancing process issues with tangible outputs
- ★ Developing a meaningful interface with DPSA senior management and the Minister
- ★ Adopting a new mindset (from can't do to will do),
- ★ Focus from resource shortages to a focus on tactical prioritisation
- ★ Embracing and exploiting the current scenario of the PSETA

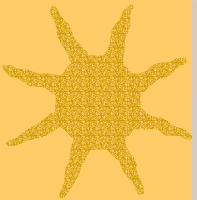
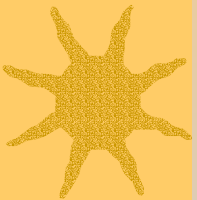
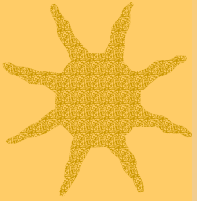




Opportunities

- ★ Establishing momentum that profiles the PSETA
- ★ Demonstrate capability and service delivery
- ★ Define roles more clearly
- ★ Define priorities and outputs
- ★ Re-energise the team regarding what has to be achieved
- ★ Re-establish and strengthen the relationship with senior management and the ministry





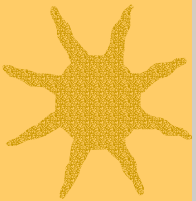
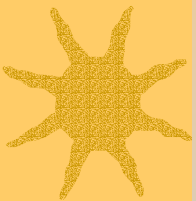
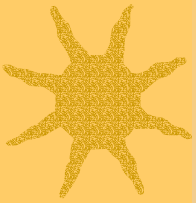
Performance Work Plans



Performance Agreements – Strategic Intent

The current approach to performance agreements seeks to address a number of areas relating to public sector transformation and service delivery excellence

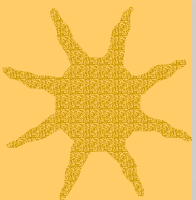
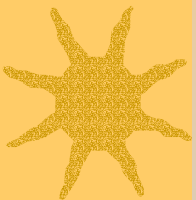
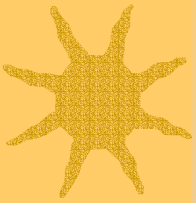
- ★ Align to policy and strategy
- ★ Promote development and career pathing
- ★ Focused on outputs rather than inputs
- ★ Accountability
- ★ Customer focus





Performance Agreements – An integrated Approach

- ★ Applicable to all employees and developed and/or signed annually by 31 April
- ★ Focused on the achievement of strategic and business plan objectives
- ★ Based on a cascaded approach (The DG/CEO shall cascade her/his Performance Agreement to the various branches/components)
- ★ The proforma format (Form A) shall be utilised as the basis of all Performance Agreements with room for customisation as necessary
- ★ Work plans and Personal Development Plans shall be attached to performance agreements



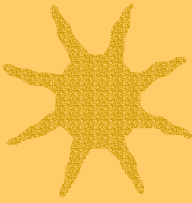
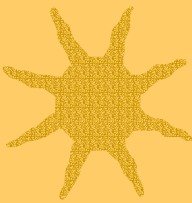
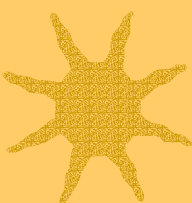


Performance Agreements – Monitoring and Evaluations

- ★ The Section: People Management in the DPSA is responsible to monitor compliance with due dates by requesting and receiving Performance Agreements for all employees from their managers, by mid May of each year
- ★ The Section: People Management will request copies of completed September Review forms, by mid October
- ★ Corporate Management will report to MANCO/EXCO on compliance and status of Performance Agreements and September Reviews
- ★ The Head of each Component will evaluate compliance on Performance Reviews and September Reviews.
- ★ The Section: People Management is responsible to implement the outcome of the approved recommendations in respect of awards and pay progression



Performance Assessment Cycle





Performance Work-Plan Format and Definitions

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		

KPA/KRA - An area of a job that is critical in terms of making an effective contribution to the achievement of organisational goals by employees on levels 1 – 12

Key Activities - Specific events/tasks that must be carried out to ensure that the specific KPA/KRA is achieved

Outputs - Tangible products (e.g reports, plans) that are the result of specific activities

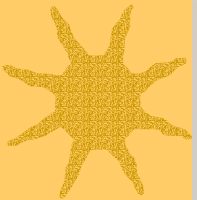
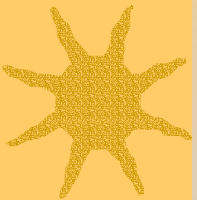
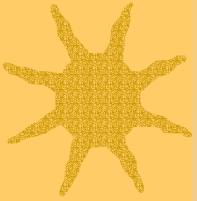
Performance Measures - Indicator and targets that enable the measurement of performance. These could be both quantitative and qualitative

Target Date – The due date or date of completion for an output or activity

Indicator - Are measurements that tell whether progress is being made in achieving KPA/KRA's. They, provide a framework for measurement, help focus on strategic areas and help provide feedback to the organisation and staff

Resource Requirements – these refer to human, financial and other (e.g. technology) requirements in order to carry out activities and achieve outputs

Enabling Conditions – are conditions that support the work of the PSETA. They include things such as support, teamwork, effective communication, effective interface with relevant stakeholders, commitment and buy-in from managers and resourcecs



Personal Development Plans

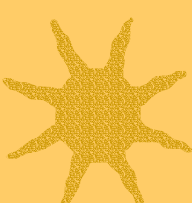
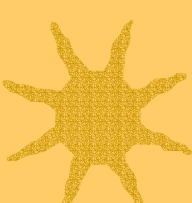
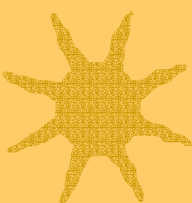


Personal Development Plan Format

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
e.g. research (Design, implement, analyse questionnaires/interviews)	To develop research capability for high level information gathering)	Short course at Tech/University	Third quarter

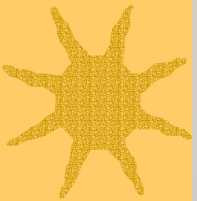
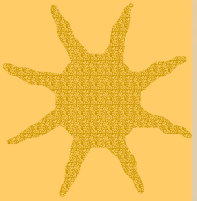
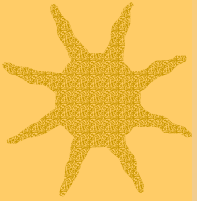
CONFERENCES ATTENDED	TYPE OF CONFERENCE
e.g Labour Law	e. g .Dealt with current application of employment legislation

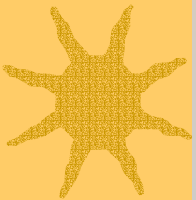
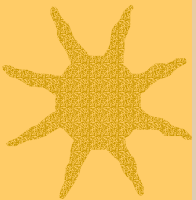
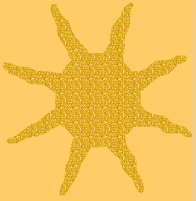
IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g Did not have the opportunity to use all skills developed due to the need to focus on other priority areas of my work	e.g Employee completed first draft of questionnaire for a survey to be implemented in Aug 03





Way Forward



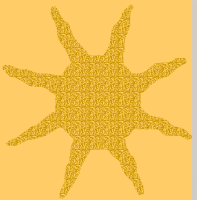
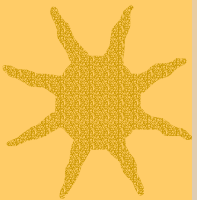
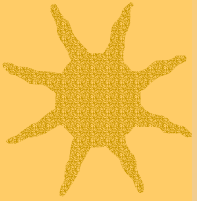


PSETA

Board Presentation

Presented by:
Mary Scott (Development Associates) and
Gary Moonsammy (RTI International)

25 March 2003



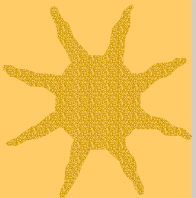
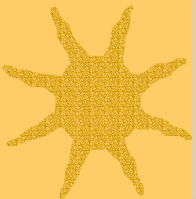
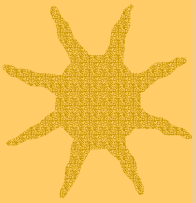
Project Overview



Project Objective

To assist the PSETA in the further development of job description requirements and performance management criteria to ensure the full implementation of the functions and strategy of the PSETA. Specifically, to assist the PSETA:

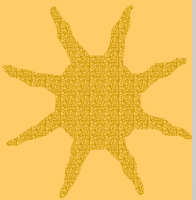
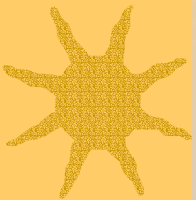
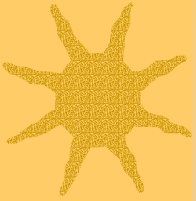
- in the further development of position job description and job profiles
- in the staff development of performance management work plans (key performance areas, outputs, and personal development plans)





Project Deliverables

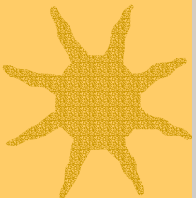
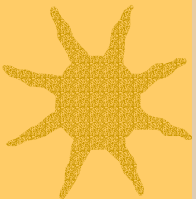
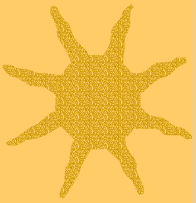
- ★ Job descriptions for all PSETA positions within the organisations
- ★ Developed/Refined Work-plans in terms of key performance areas, outputs and indicators
- ★ An action plan/implementation strategy for the HR processes reviewed
- ★ Staff workshop on performance agreements and performance management
- ★ Overall project report

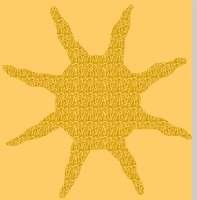
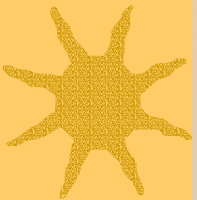
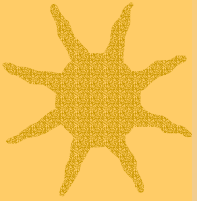




Project Critical Success Factors

- ★ Common understanding of project objectives, scope and deliverables
- ★ Effective project management and interface (as per project management structure)
- ★ Co-operation from PSETA management and staff
 - Committing time
 - Engaging with draft documents and providing critical comment and feedback
- ★ Access to critical information and documentation
- ★ Adherence to key deadlines
- ★ Effective project communication



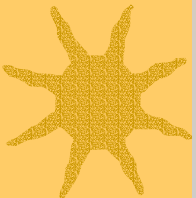
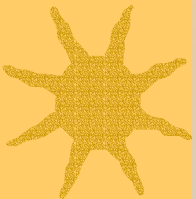
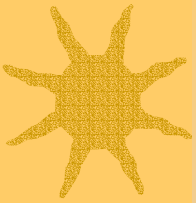


Conceptual Approach



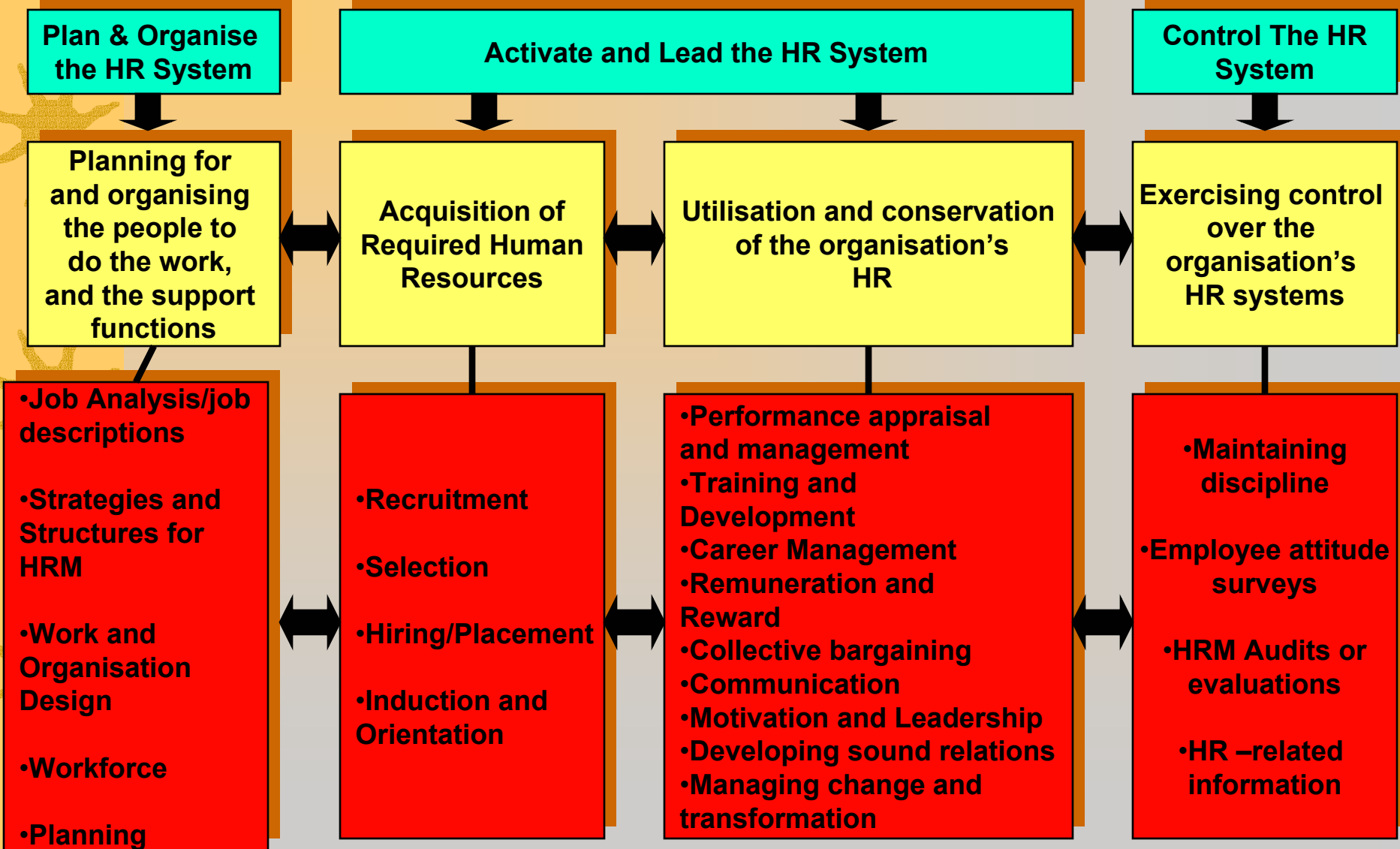
Organisational-Alignment

- ★ Human Resource Management: A Process Approach
- ★ Principle Centered Leadership
- ★ Organisational Excellence: An Integrated Model



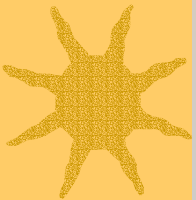
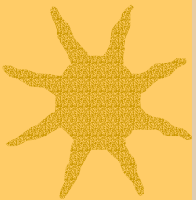
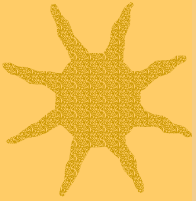
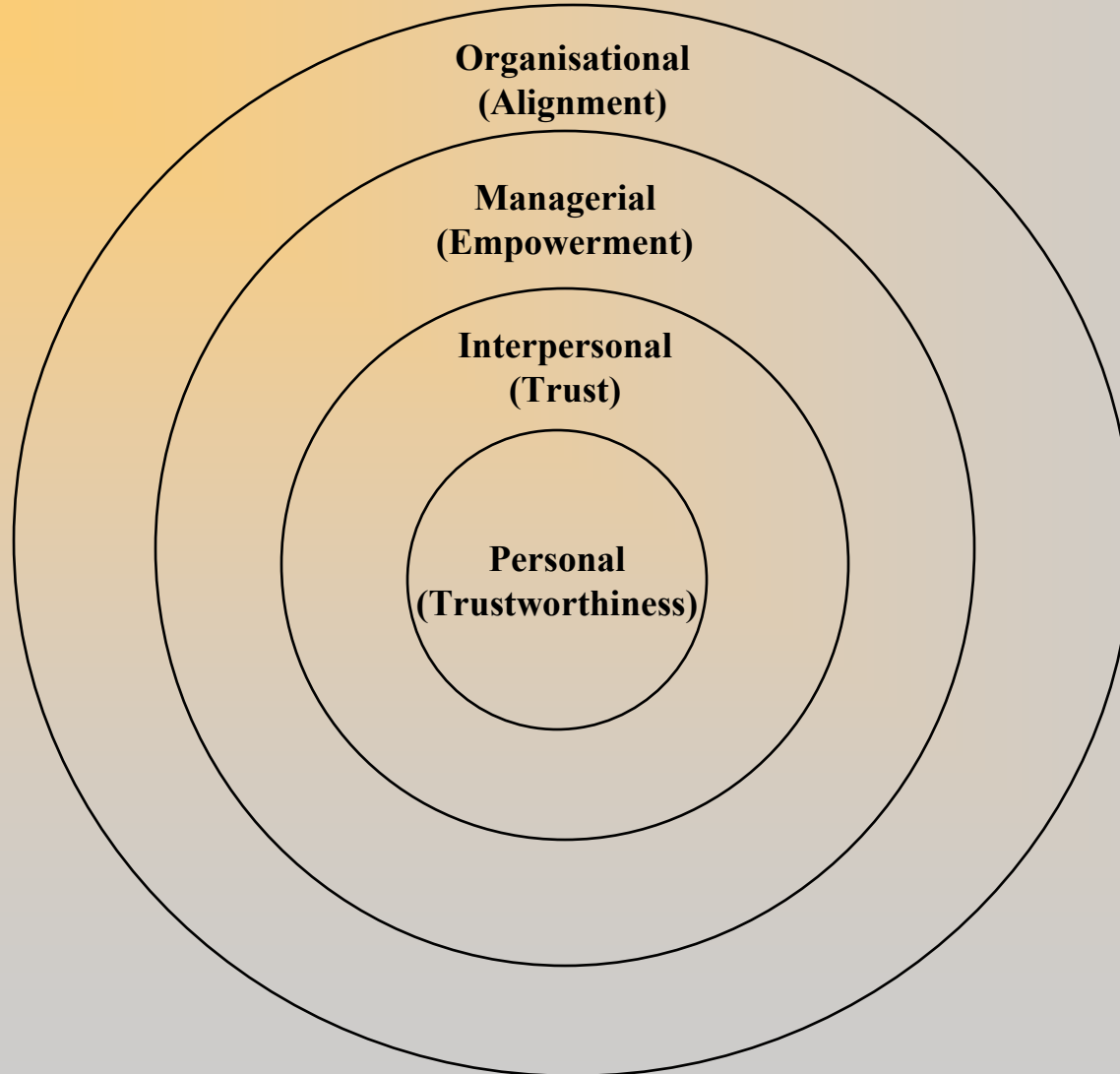


Human Resources Management: A Process Approach





Principle Centered Leadership: An inside-Outside Development Process



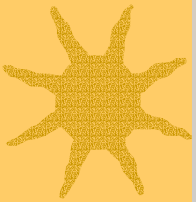
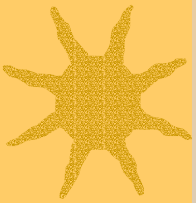
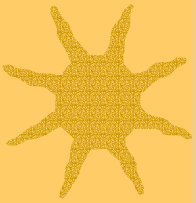


Principle Centered Leadership: An inside-Outside Development Process

All the elements of the models are held together by a central theme:

‘Working on the work’

Ensuring that personal, interpersonal, managerial and organisational effort and energy is focused on achieving the objectives and business of the PSETA





Organisational-Alignment

- ★ Where We Are?
- ★ Where We Need to Be?
- ★ How Will We Get There?
- ★ How Will We Know We Have Arrived? - Evidence of Accomplishments

Team work evident, PSETA Business Plan Priorities integrated into individual work plans and core business identified in workplan priorities



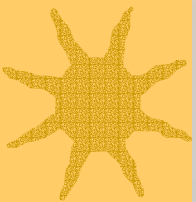
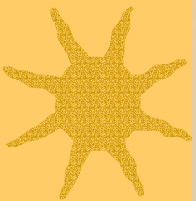
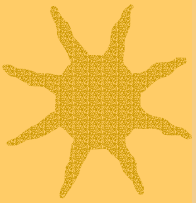
Organisational Excellence: An Integrated Model

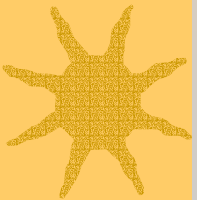
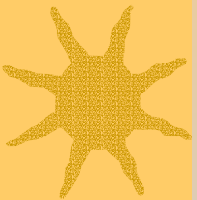
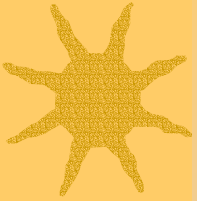




Organisational Excellence: Definitions of Domains

- ★ Achievements/best practices – issues of delivery achieved and consistent practices that have been established
- ★ Strategic Focus – issues of process, structure and alignment in relation to organisation planning
- ★ Structure and governance – issues relating to functions, staffing, interface, decision making and reporting
- ★ Systems alignment – issues relating to systems design, formalisation and implementation
- ★ People empowerment – issues relating to training, mentoring and team-work



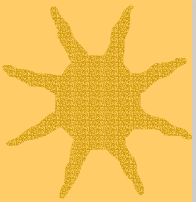
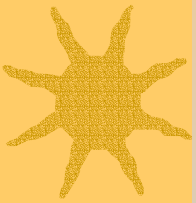
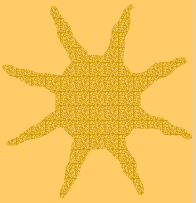


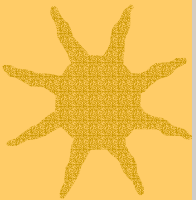
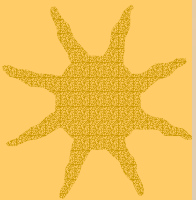
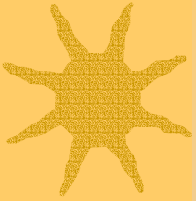
Methodology



Multi-method Approach

- ★ Desk reviews (legislation, policy, PSETA documents)
- ★ Design and customisation of project tools
- ★ Interviews (DPSA, PSETA, DoL)
- ★ Workshops/Skills Transfer Activities
- ★ Implementation and Action Plan Development
- ★ Validation – (presentation and feedback)



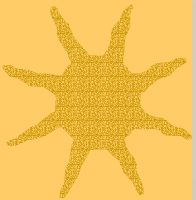
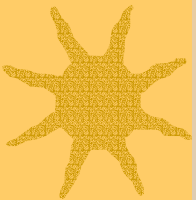
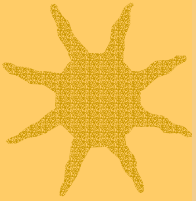


Critical Challenges and Opportunities



Challenges

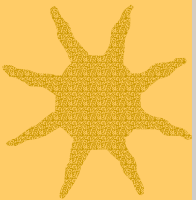
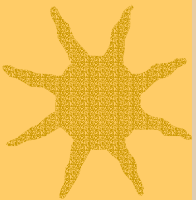
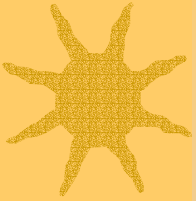
- ★ Credibility
- ★ Perceptions of non-delivery
- ★ Balancing process issues with tangible outputs
- ★ Developing a meaningful interface with DPSA senior management and the Minister
- ★ Adopting a new mindset (from can't do to will do)
- ★ Focus from resource shortages to a focus on tactical prioritisation
- ★ Embracing and exploiting the current scenario of the PSETA

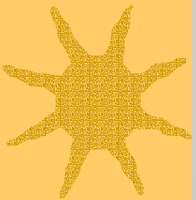
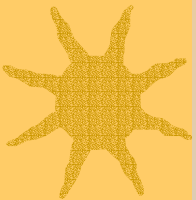
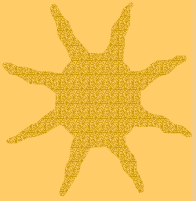




Opportunities

- ★ Establishing momentum that profiles the PSETA
- ★ Demonstrate capability and service delivery
- ★ Define roles more clearly
- ★ Define priorities and outputs
- ★ Re-energise the team regarding what has to be achieved
- ★ Re-establish and strengthen the relationship with senior management and the ministry



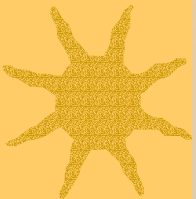
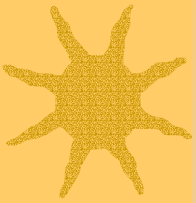


Job Descriptions/Job Profiles



Job Analysis and Job Descriptions Defined

- ★ **JOB ANALYSIS:** a process of systematically collecting, analyzing and documenting the important facts about a job. It seeks to know:
 - WHAT A WORKER DOES - Duties and tasks
 - HOW THE WORKER DOES IT - Methods, tools, and techniques
 - WHY THE WORKER DOES IT - Products/Services
 - WORKER QUALIFICATIONS - Skills, Knowledge, and Abilities

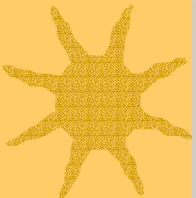
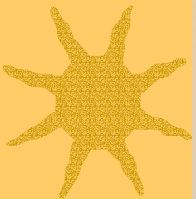
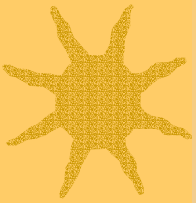




Job Analysis and Job Descriptions Defined

- ★ **JOB DESCRIPTIONS:** a written statement that describes the main objectives of a job, its essential functions, and job qualifications

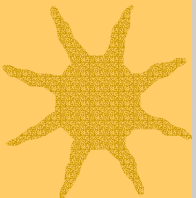
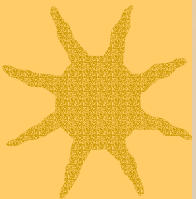
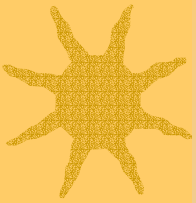
- ★ **The Basic Elements of Job Descriptions Include. . .**
 - Job Identification Details
 - Job Purpose
 - Job Functions
 - Job Specifications/Job Profile





How Job Analysis/Job Descriptions are used

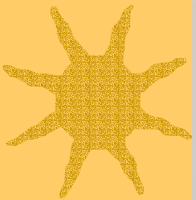
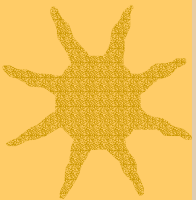
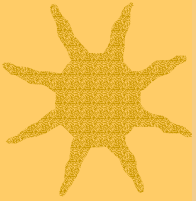
- ★ Recruitment and Selection
- ★ Classification Purposes
- ★ Performance Appraisal
- ★ Planning Career Development Activities
- ★ Training Purposes





Job analysis/Job descriptions process

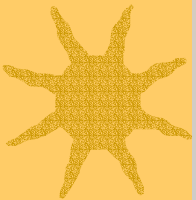
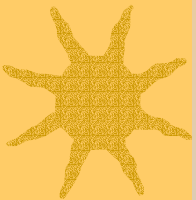
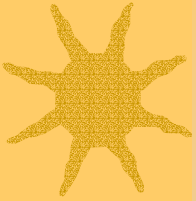
- ★ Interview
 - With Employees and Supervisors to Determine Job Information
- ★ Questionnaire
 - Used by Consultants for job information gathering
- ★ Draft Job Description/Job Profile for Each Position
 - Prepared by Consultants
- ★ Finalise Job Descriptions/Profiles
- ★ Consultants reviewed finalised information with employees and supervisors

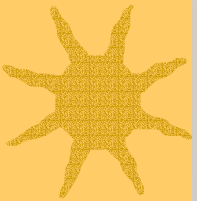
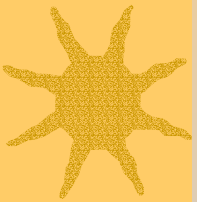
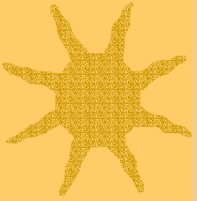




What job descriptions were developed

- ★ All positions as per the organogram – filled and vacant



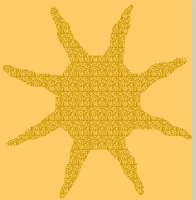
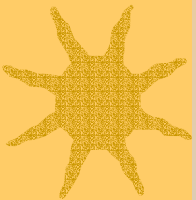
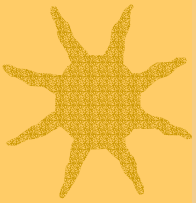


Performance Management



Performance Management Defined

- ★ **Performance management** is the setting and measurement of all desired outcomes (goals and objectives), behaviours and activities of an organisation, its individual components units and it's staff members, that contribute to the achievement of the strategic vision of the organisation. It is a multilevel process that starts with overall strategy and cascades to individual performance appraisal
- ★ **Performance Appraisal:** Performance appraisal is a process of assessing, summarising, and developing the work performance of an employee

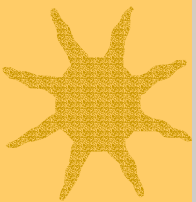
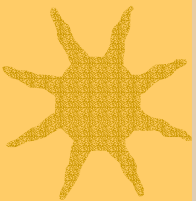
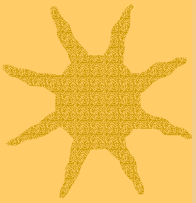




Performance Management Defined

Specifically, performance management and appraisal involves:

- ★ Planning work, setting expectations and developing performance indicators and standards
- ★ Regular monitoring of performance
- ★ Developing capacity to perform
- ★ Periodically rating performance
- ★ Rewarding good performance or developing performance improvement plans

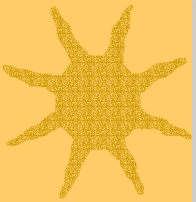
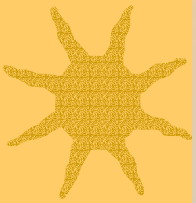
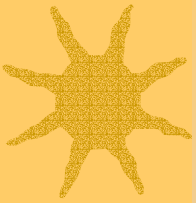




Performance Agreements – Strategic Intent

The current approach to performance agreements seeks to address a number of areas relating to public sector transformation and service delivery excellence

- ★ Align to policy and strategy
- ★ Promote development and career pathing
- ★ Focused on outputs rather than inputs
- ★ Accountability
- ★ Customer focus





Performance Agreements – An integrated Approach

- ★ Applicable to all employees and developed and/or signed annually by 31 April
- ★ Focused on the achievement of strategic and business plan objectives
- ★ Based on a cascaded approach (The DG/CEO shall cascade her/his Performance Agreement to the various branches/components)
- ★ The proforma format (Form A) shall be utilised as the basis of all Performance Agreements with room for customisation as necessary
- ★ Workplans and Personal Development Plans shall be attached to performance agreements

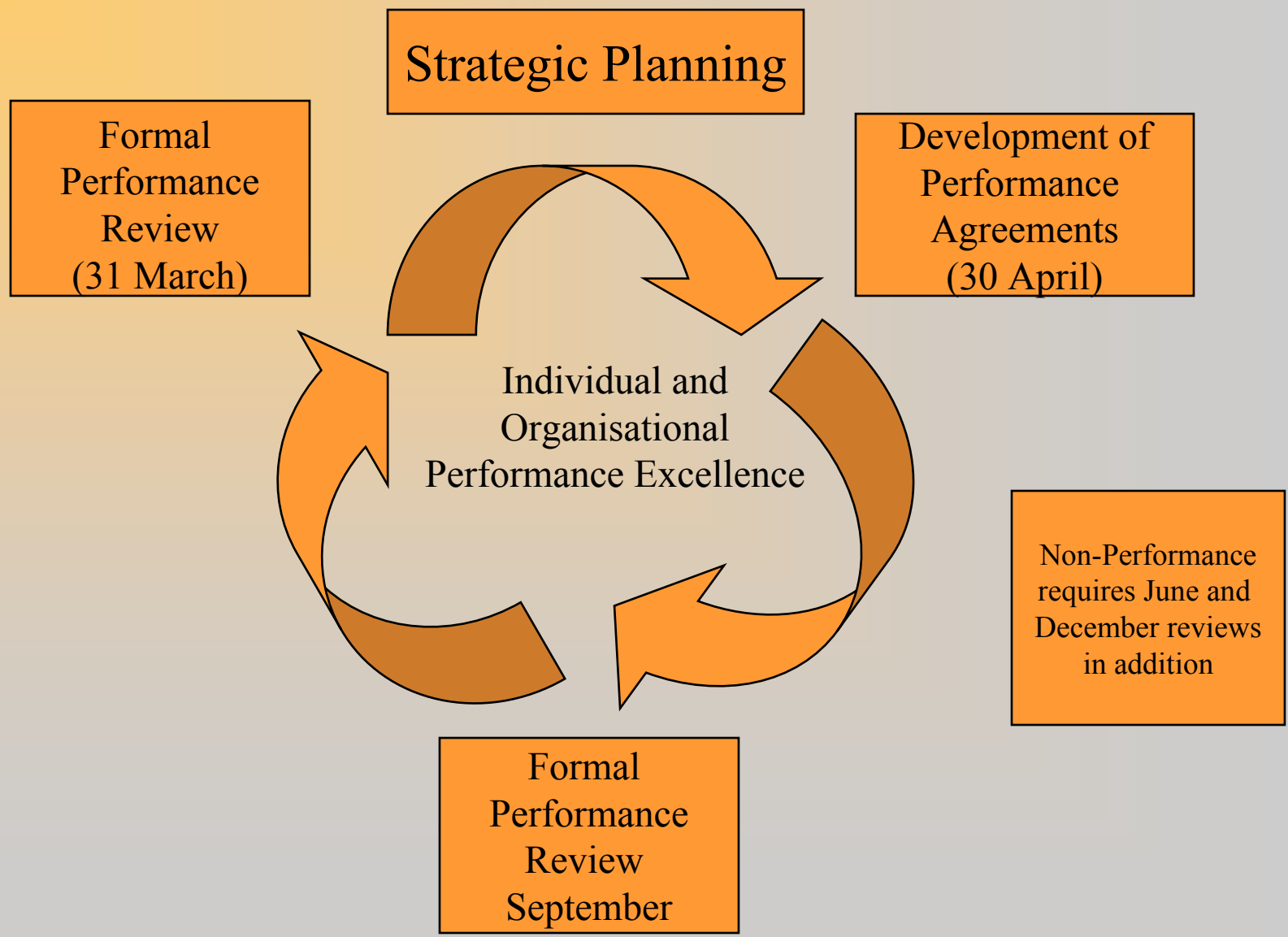


Performance Agreements – Monitoring and Evaluations

- ★ The Section: People Management in the DPSA is responsible to monitor compliance with due dates by requesting and receiving Performance Agreements for all employees from their managers, by mid May of each year
- ★ The Section: People Management will request copies of completed September Review forms, by mid October
- ★ Corporate Management will report to MANCO/EXCO on compliance and status of Performance Agreements and September Reviews
- ★ The Head of each Component will evaluate compliance on Performance Reviews and September Reviews.
- ★ The Section: People Management is responsible to implement the outcome of the approved recommendations in respect of awards and pay progression



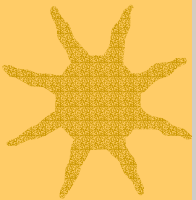
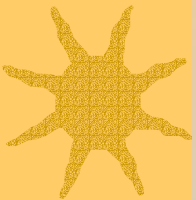
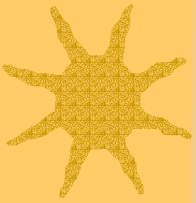
Performance Assessment Cycle





Performance Management Review Process

- ★ Review of PSETA business plan for incorporation into employee performance management work-plans 2003/4
- ★ Workshop with staff to develop draft performance agreement work-plans for 2003/4 (focus on objectives, key outputs and indicators)
- ★ Refinement of draft work-plans by consultants
 - Technical language
 - Alignment (policy and strategy)
- ★ Finalisation of work-plans in consultation with PSETA staff





Performance Work-Plan Format and Definitions

KPA/KRA	KEY ACTIVITIES/ OUTPUTS	PERFORMANCE MEASURES		RESOURCE REQUIREMENTS	ENABLING CONDITIONS
		TARGET DATE	INDICATOR		

KPA/KRA - An area of a job that is critical in terms of making an effective contribution to the achievement of organisational goals by employees on levels 1 – 12

Key Activities - Specific events/tasks that must be carried out to ensure that the specific KPA/KRA is achieved

Outputs - Tangible products (e.g reports, plans) that are the result of specific activities

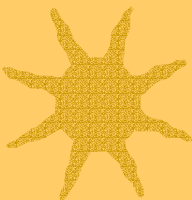
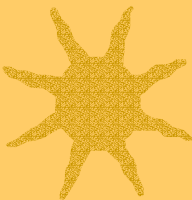
Performance Measures - Indicator and targets that enable the measurement of performance. These could be both quantitative and qualitative

Target Date – The due date or date of completion for an output or activity

Indicator - Are measurements that tell whether progress is being made in achieving KPA/KRA's. They, provide a framework for measurement, help focus on strategic areas and help provide feedback to the organisation and staff

Resource Requirements – these refer to human, financial and other (e.g. technology) requirements in order to carry out activities and achieve outputs

Enabling Conditions – are conditions that support the work of the PSETA. They include things such as support, teamwork, effective communication, effective interface with relevant stakeholders, commitment and buy-in from managers and resourcecs



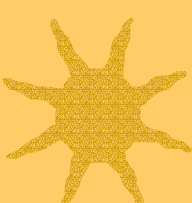
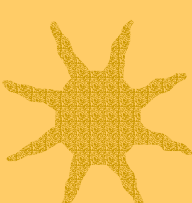


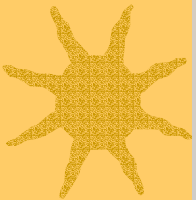
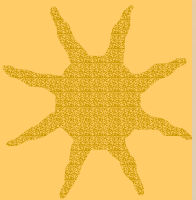
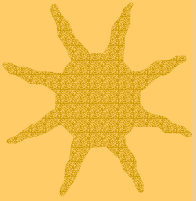
Personal Development Plan Format

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
e.g. research (Design, implement, analyse questionnaires/interviews)	To develop research capability for high level information gathering)	Short course at Tech/University	Third quarter

CONFERENCES ATTENDED	TYPE OF CONFERENCE
e.g Labour Law	e. g .Dealt with current application of employment legislation

IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g Did not have the opportunity to use all skills developed due to the need to focus on other priority areas of my work	e.g Employee completed first draft of questionnaire for a survey to be implemented in Aug 03



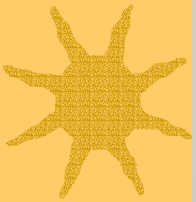
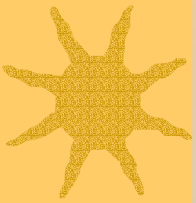
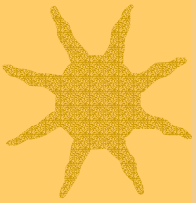


Implementation Strategy and Action Plan



Action plan and implementation strategy process

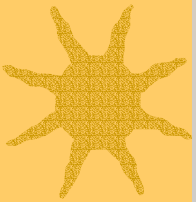
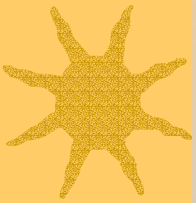
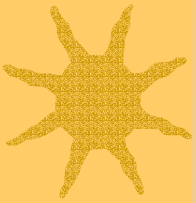
- ★ Develop draft action plan and implementation strategy
- ★ Presentation and discussion of action plan and implementation strategy at the performance management workshop (27/3/2003)
- ★ Refinement and finalisation of the the action plan and implementation strategy





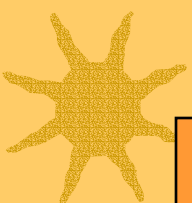
Implementation strategy- Strategic Objectives

- ★ Increased management and coordination of planning and performance management
- ★ Enhanced alignment between the PSETA Business Plan with Unit Operational Planning and Individual Work Plans
- ★ Increased engagement and consultant with PSETA staff to improve Team delivery
- ★ Strengthened mechanisms for reporting PSETA accomplishments to Stakeholders





Planning and Performance Management Implementation Strategy



2003

January
Annual Planning preparatory Meeting

February
Process to refine business plan (03/04) submitted to DOL 02/09

February
Development of unit operational plans 03/04

March
Annual review of job descriptions and profiles

March
Formal annual assessment 02/03 workplans

April
Development of workplans for 03/04

May
Review of business plan 02/03

June
Performance review (1) against 03/04 workplans

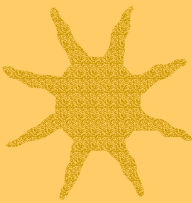
July
Development of annual Report for DoL, DPSA and Parliament (02/03)

August
Review and amendment of the SSP

September
Performance review (2) against 03/04 workplans

September
submission of preliminary business plan to DOL 04/05

December
Performance review (3) against 03/04 workplans



2004

January
Annual Planning preparatory meeting

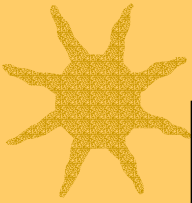
February
Process to refine business plan (04/05) submitted to DOL 03/09

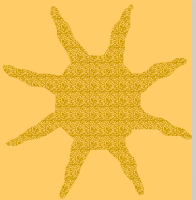
February
Development of unit operational plans 03/04

March
Annual review of job descriptions and profiles

March
Performance review against 03/04 workplans

April
Development of workplans for 04/05



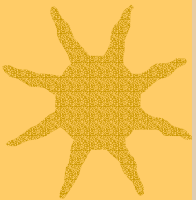
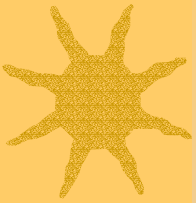


Summary Findings and Recommendations



Achievements and Best Practice

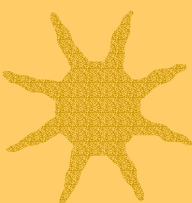
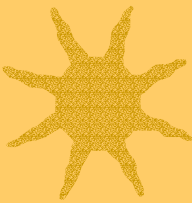
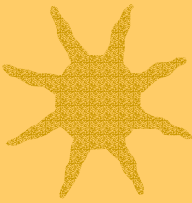
- ★ The PSETA has developed written Business Plans that support the organisation's focus on quality assurance and identification of transversal training programmes across the Public Service.
- ★ Management staff is aware of the barriers to effective and efficient performance. And real problems are identified by PSETA staff members.
- ★ Development and training programmes have been provided for management personnel at all PSETA levels to improve leadership skills and staff capacity.
- ★ The PSETA participates in forums and engage with other SETAs regarding issues related to skills development.
- ★ Mechanisms are in place to communicate the PSETA vision, mission, goals and priorities to all stakeholders (e.g. newsletter, briefings to service providers
- ★ The PSETA staff at all levels display readiness to invest time and expertise to develop and implement needed actions to support the accomplishment of Business Plan priorities.





Strategic Focus

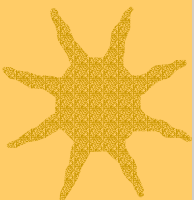
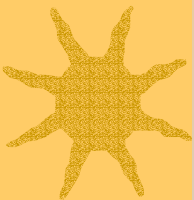
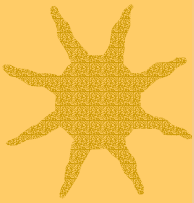
Finding	Recommendation
<p>There are a number of process weaknesses in terms of the how the business plan is developed</p>	<p>There business plan development process needs to be strengthened in terms of consultation, engagement and research in order to ensure that::</p> <ul style="list-style-type: none">-The business plan incorporates input from key stakeholders (DPSA, DOL, PSETA Staff)-There is alignment to the SSP-Targets are realistic and clearly understood-Business plan priorities are explicitly reflected in the individual work plans of PSETA staff-The business incorporates sufficient detail to support implementation





Structure and Governance

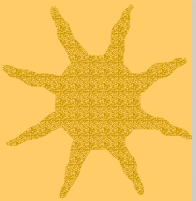
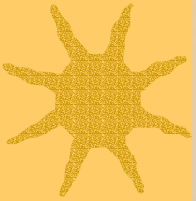
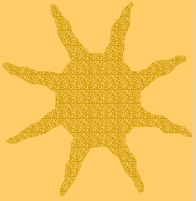
Finding	Recommendation
The delay in filling vacant PSETA posts is negatively impacting service delivery	DPSA should give priority to the filling of vacant positions
There is insufficient interaction and reporting between PSETA senior management and both DPSA and the PSETA Board	<ul style="list-style-type: none">★ The PSETA managers must be engaged in presentations and discussions with the DPSA and PSETA board to facilitate better managerial planning and accountability★ The reports submitted to the DPSA and PSETA board should comprehensively report on the full scope of PSETA activities and achievement
The current governance framework requires dual accountability to DOL and DPSA	The feasibility of establishing an alternative governance structure for PSETA as per legislation should be explored





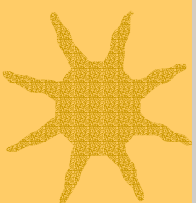
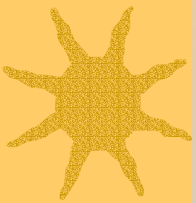
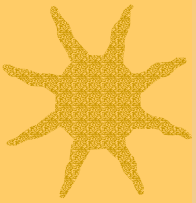
Systems Alignment

Finding	Recommendation
The PSETA lacks a system to ensure that planning and performance management are optimally developed, managed and implemented	The PSETA must integrate the proposed implementation strategy and action plan into its formal management processes





People Empowerment

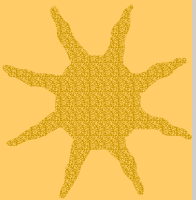
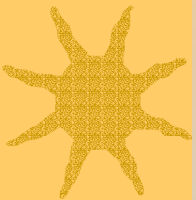
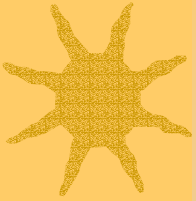


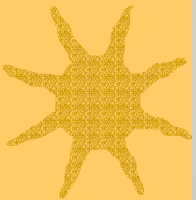
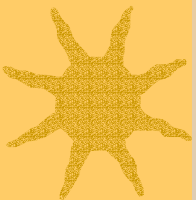
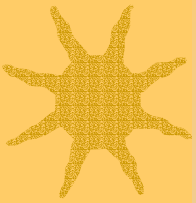
Finding	Recommendation
<p>The lack of engagement and training in planning and performance management processes has negatively impacted on the capacity PSETA staff</p>	<ul style="list-style-type: none">★ Meetings should be scheduled to engage staff in business planning and review processes of the PSETA★ There should be additional training for PSETA staff in the areas of planning (business planning, operational planning and individual workplanning) and performance management



Way Forward

- ★ PSETA Staff Workshop
 - Finalise work plans
 - Discuss and refine the implementation strategy and action plan
- ★ Meeting with PSETA Management
 - Discuss implications of the key project findings
 - Identify key priority areas to support enhanced PSETA performance
- ★ Finalise project report and deliverables
- ★ Meet with PSETA CEO to handover documents and formally close out project

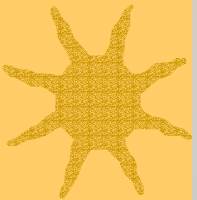
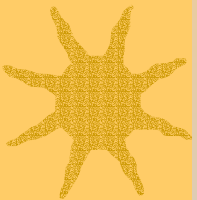
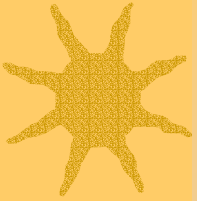




PSETA
ORGANISATIONAL DEVELOPMENT AND
HUMAN RESOURCES PROJECT CLOSE OUT
WORKSHOP

Presented by:
Mary Scott (Development Associates) and
Gary Moonsammy (RTI International)

26 March 2003

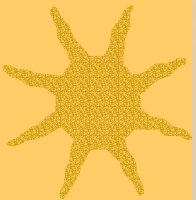
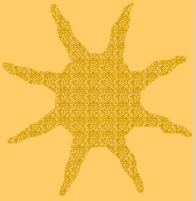


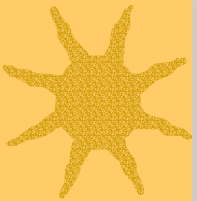
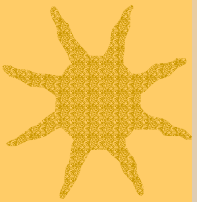
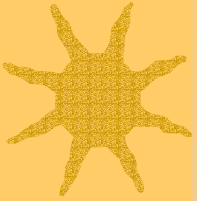
Workshop Objectives



Project Deliverables

- ★ Discuss project findings
- ★ Discuss and refine the implementation strategy and action plan
- ★ Review and comment on Job Descriptions, Work plans and Personal Development Plans





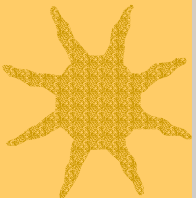
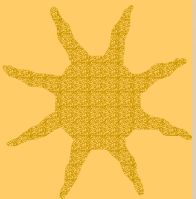
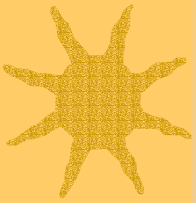
Project Overview



Project Objective

To assist the PSETA in the further development of job description requirements and performance management criteria to ensure the full implementation of the functions and strategy of the PSETA. Specifically, to assist the PSETA:

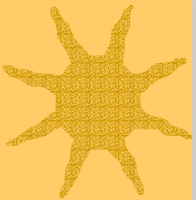
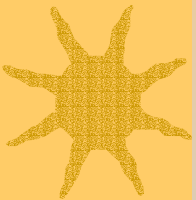
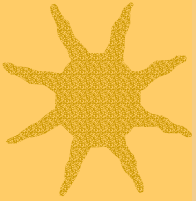
- in the further development of position job description and job profiles
- in the staff development of performance management work plans (key performance areas, outputs, and personal development plans)





Project Deliverables

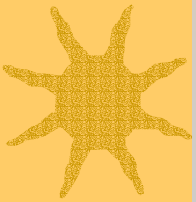
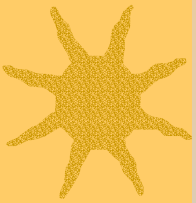
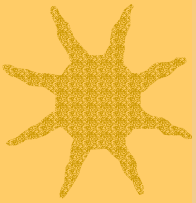
- ★ Job descriptions for all PSETA positions within the organisations
- ★ Developed/Refined Work-plans in terms of key performance areas, outputs and indicators
- ★ An action plan/implementation strategy for the HR processes reviewed
- ★ Staff workshop on performance agreements and performance management
- ★ Overall project report

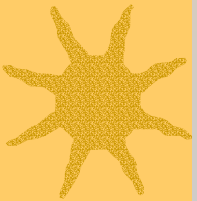
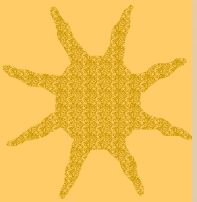
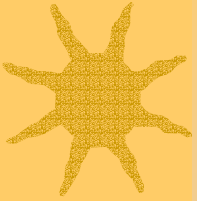




Project Critical Success Factors

- ★ Common understanding of project objectives, scope and deliverables
- ★ Effective project management and interface (as per project management structure)
- ★ Co-operation from PSETA management and staff
 - Committing time
 - Engaging with draft documents and providing critical comment and feedback
- ★ Access to critical information and documentation
- ★ Adherence to key deadlines
- ★ Effective project communication



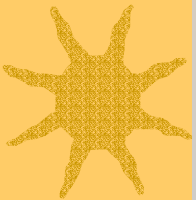
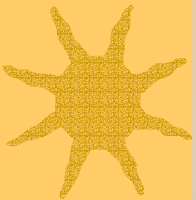
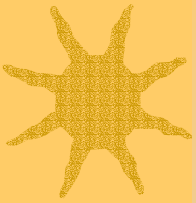


Conceptual Approach



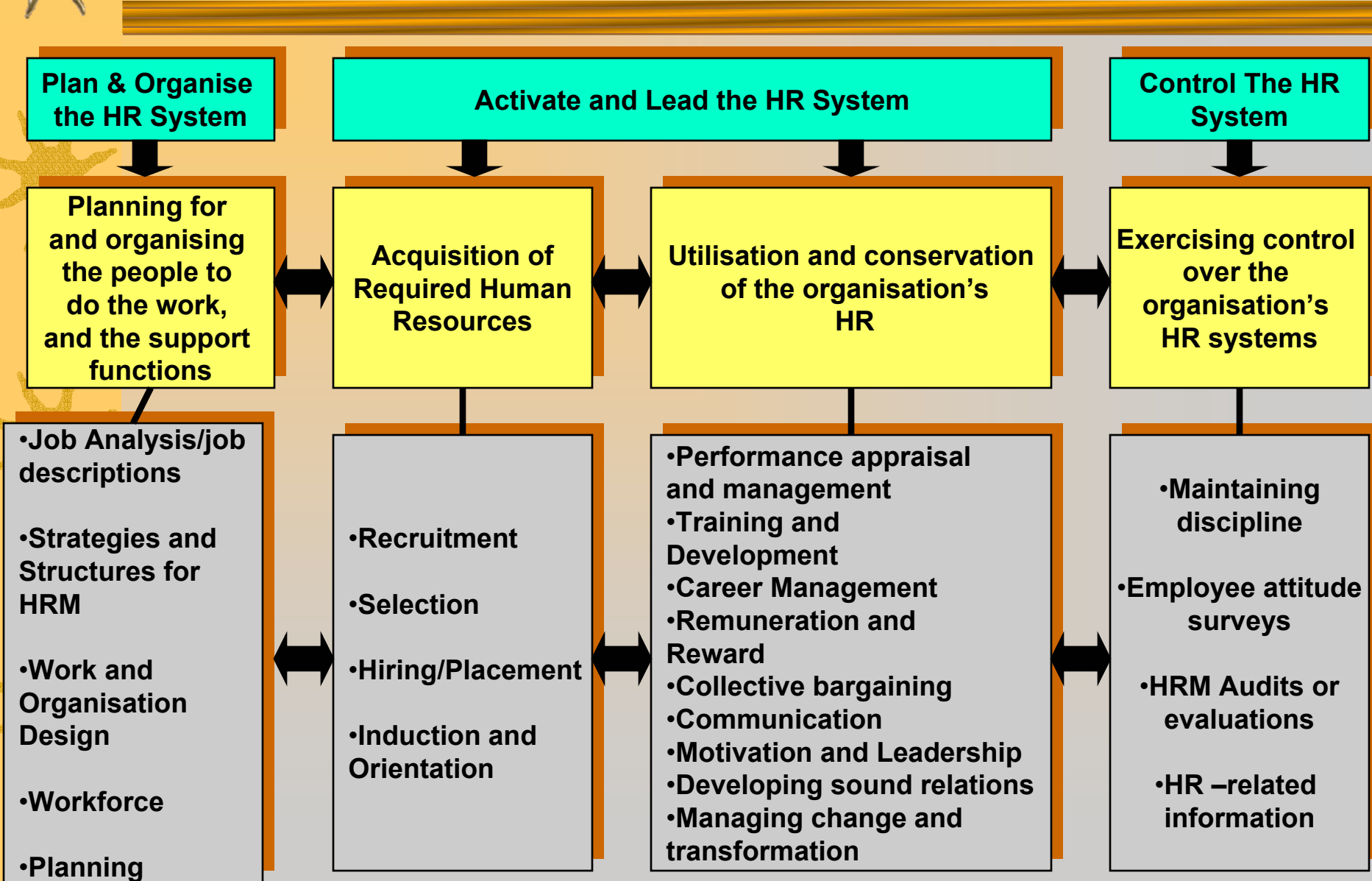
Organisational-Alignment

- ★ Human Resource Management: A Process Approach
- ★ Principle Centered Leadership
- ★ Organisational Excellence: An Integrated Model



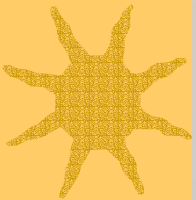
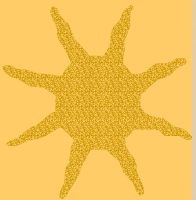
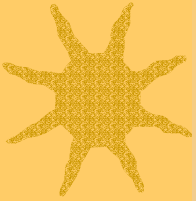
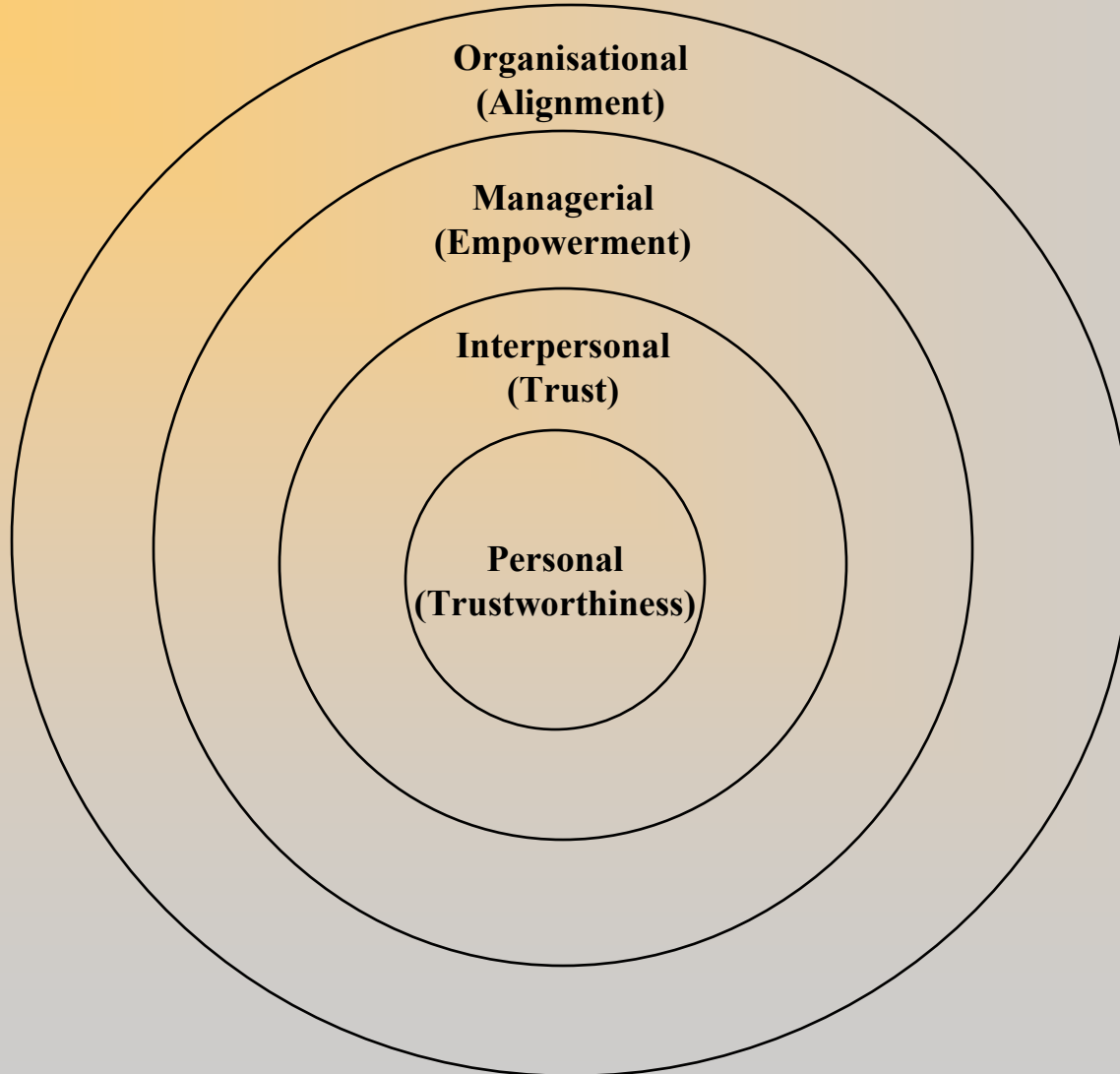


Human Resources Management: A Process Approach





Principle Centered Leadership: An inside-Outside Development Process



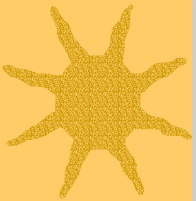
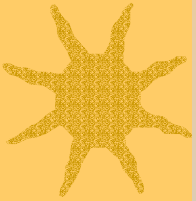


Principle Centered Leadership: An inside-Outside Development Process

All the elements of the models are held together by a central theme:

‘Working on the work’

Ensuring that personal, interpersonal, managerial and organisational effort and energy is focused on achieving the objectives and business of the PSETA

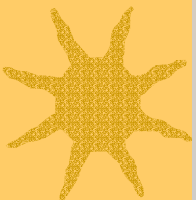
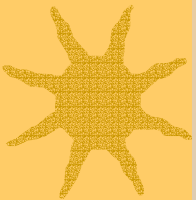
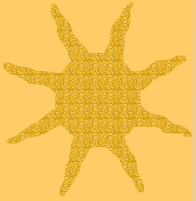




Organisational-Alignment

- ★ Where We Are?
- ★ Where We Need to Be?
- ★ How Will We Get There?
- ★ How Will We Know We Have Arrived? - Evidence of Accomplishments

Team work evident, PSETA Business Plan Priorities integrated into individual work plans and core business identified in work plan priorities





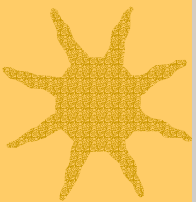
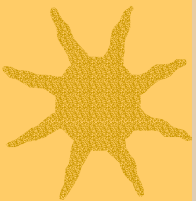
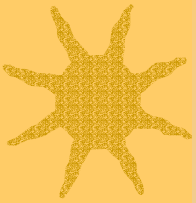
Organisational Excellence: An Integrated Model

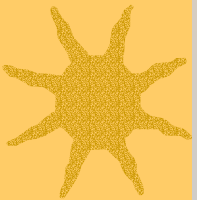
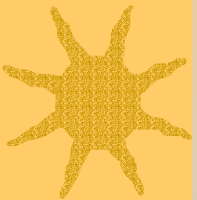
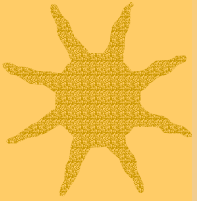




Organisational Excellence: Definitions of Domains

- ★ Achievements/best practices – issues of delivery achieved and consistent practices that have been established
- ★ Strategic Focus – issues of process, structure and alignment in relation to organisation planning
- ★ Structure and governance – issues relating to functions, staffing, interface, decision making and reporting
- ★ Systems alignment – issues relating to systems design, formalisation and implementation
- ★ People empowerment – issues relating to training, mentoring and team-work



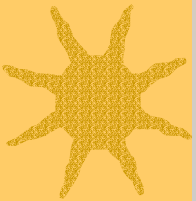
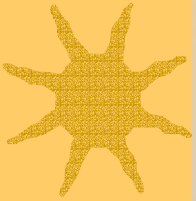
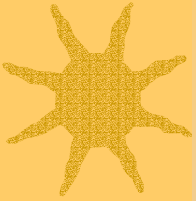


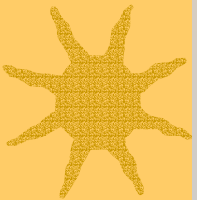
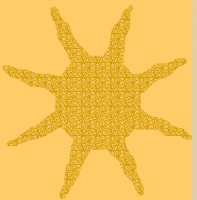
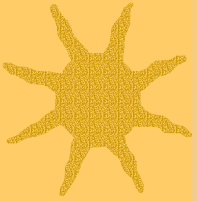
Methodology



Multi-method Approach

- ★ Desk reviews (legislation, policy, PSETA documents)
- ★ Design and customisation of project tools
- ★ Interviews (DPSA, PSETA, DoL, SAQA)
- ★ Workshops/Skills Transfer Activities
- ★ Implementation and Action Plan Development
- ★ Validation – (presentation and feedback)



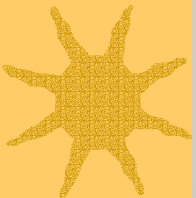
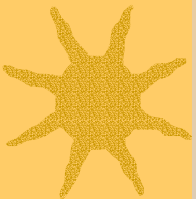
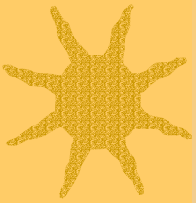


Implementation Strategy and Action Plan



Action plan and implementation strategy process

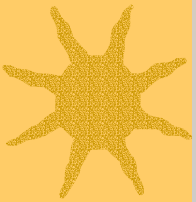
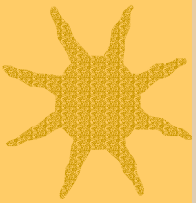
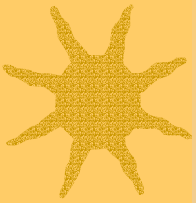
- ★ Develop draft action plan and implementation strategy
- ★ Presentation and discussion of action plan and implementation strategy at the performance management workshop (27/3/2003)
- ★ Refinement and finalisation of the the action plan and implementation strategy





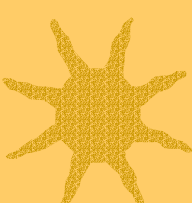
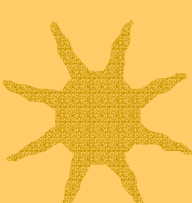
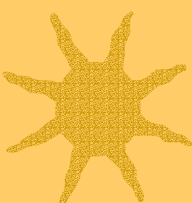
Implementation Strategy- Strategic Objectives

- ★ Increased management and coordination of planning and performance management
- ★ Enhanced alignment between the PSETA Business Plan with Unit Operational Planning and Individual Work Plans
- ★ Increased engagement and consultation with PSETA staff to improve Team delivery
- ★ Strengthened mechanisms for reporting PSETA accomplishments to Stakeholders





Planning and Performance Management Implementation Strategy



2003	January Annual Planning preparatory Meeting	January Prepare PSETA Submission to DPSA strategic planning session	February Process to refine business plan (03/04) submitted to DOL 02/09	February Development of unit operational plans 03/04
	March Annual review of job descriptions and profiles	March Formal annual assessment 02/03 workplans	April Finalisation and submission of workplans for 03/04	May Review of business plan 02/03
	June Performance review (1) against 03/04 workplans	July Development of annual Report for DoL, DPSA and Parliament (02/03)	August Analysis of WSPs and amendment of the SSP	September Performance review (2) against 03/04 workplans
	September Strategic planning Session to develop 04/05 business plan	September Preparation of draft budget aligned to business plan	September submission of preliminary business plan to DOL 04/05	October Preparation of input For DoL NSDS conference
	December Performance review (3) against 03/04 workplans	December PSETAAGM against 03/04 workplans		



Planning and Performance Management Implementation Strategy



2004

January
Annual Planning preparatory meeting

January
Prepare PSETA Submission to DPSA strategic planning session

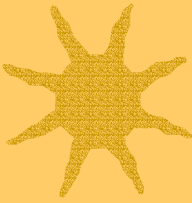
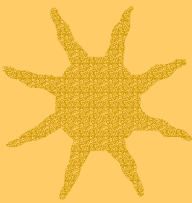
February
Process to refine business plan (04/05) submitted to DOL 03/09

February
Development of unit operational plans 04/05

March
Annual review of job descriptions and profiles

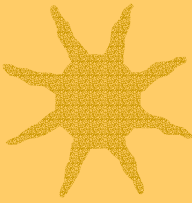
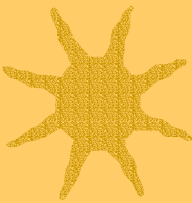
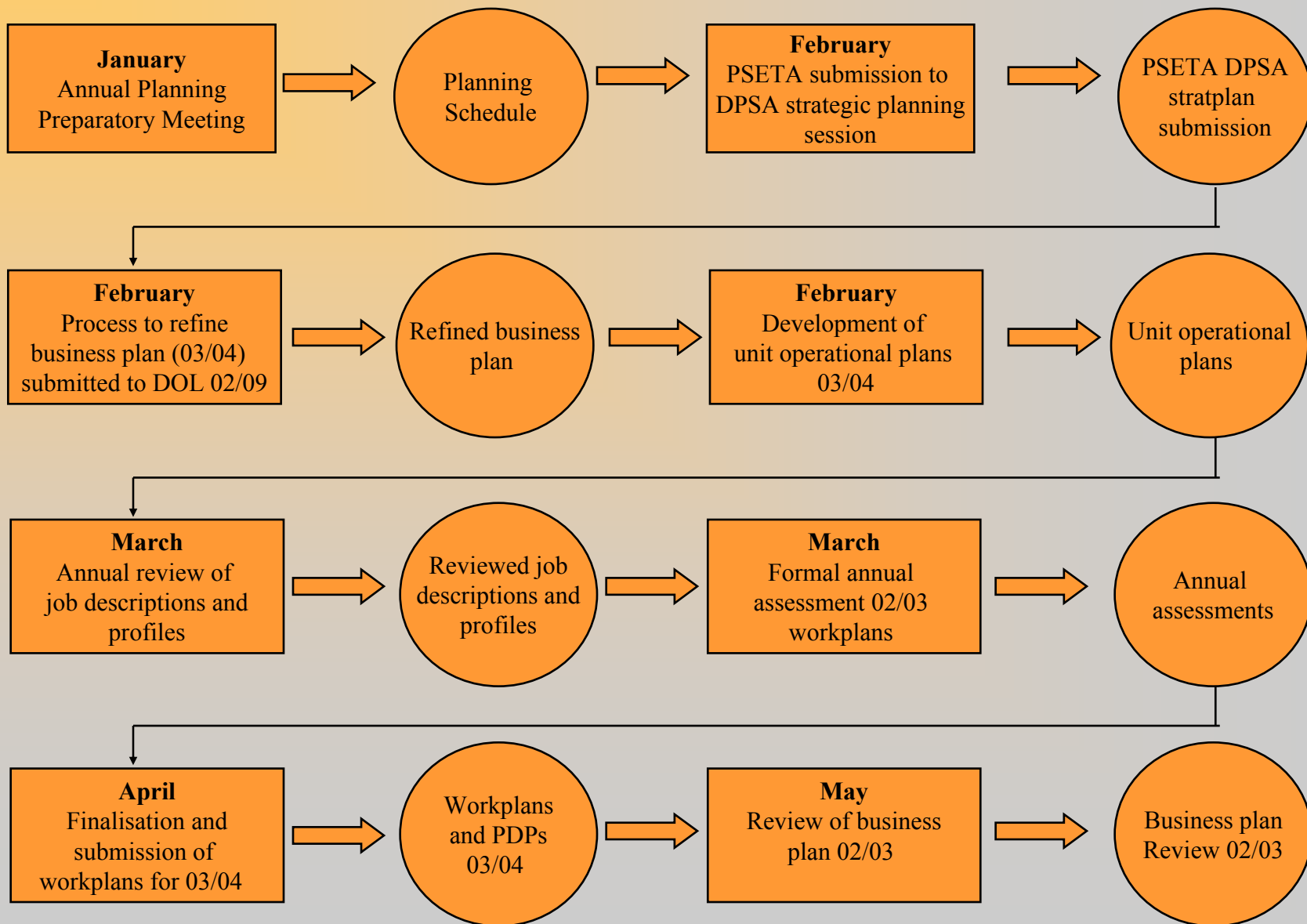
March
Performance review against 03/04 workplans

April
Development of workplans for 04/05



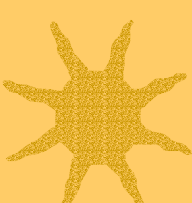
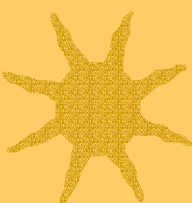
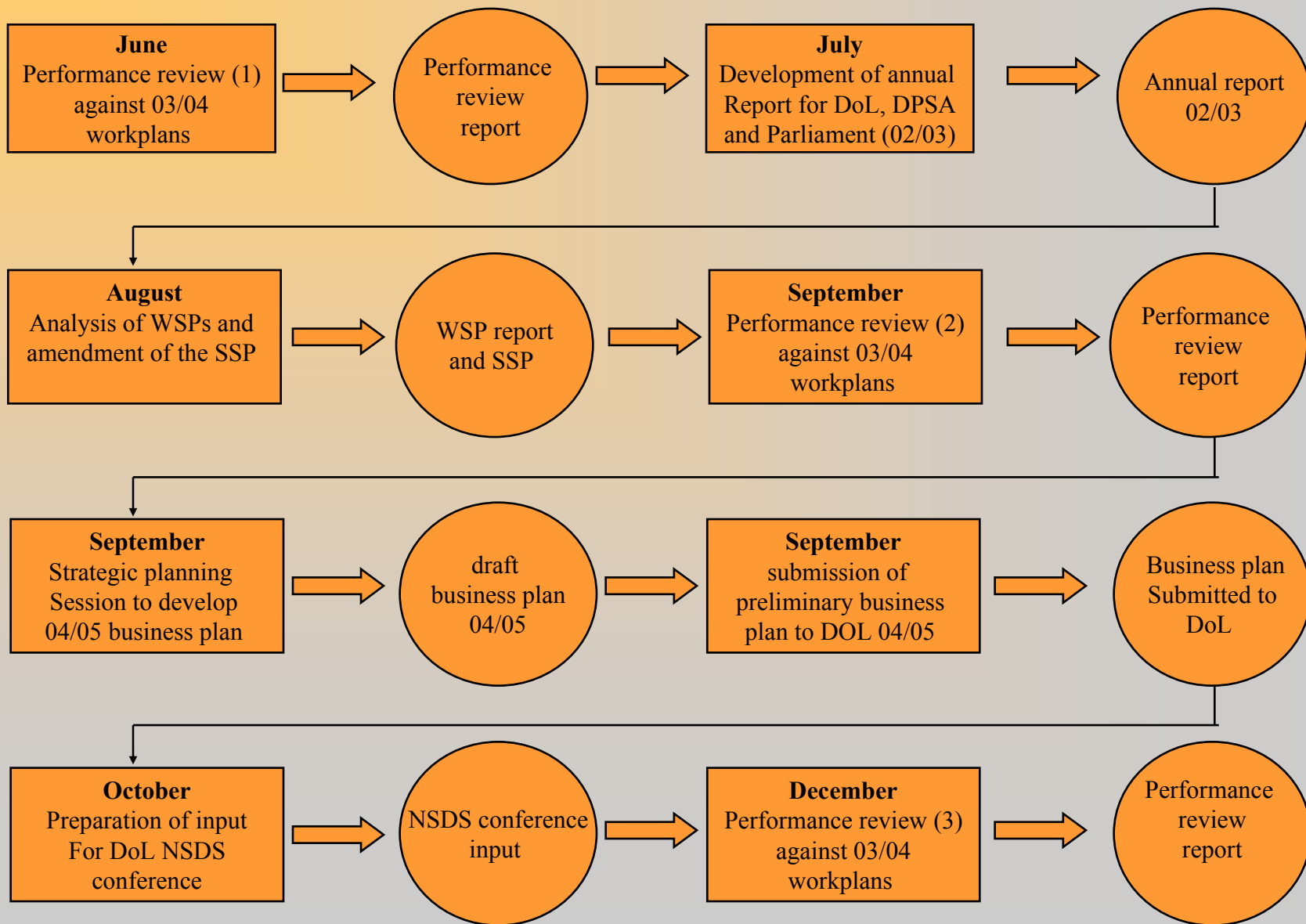


Actions and Outputs



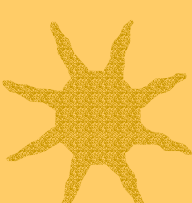
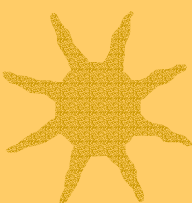
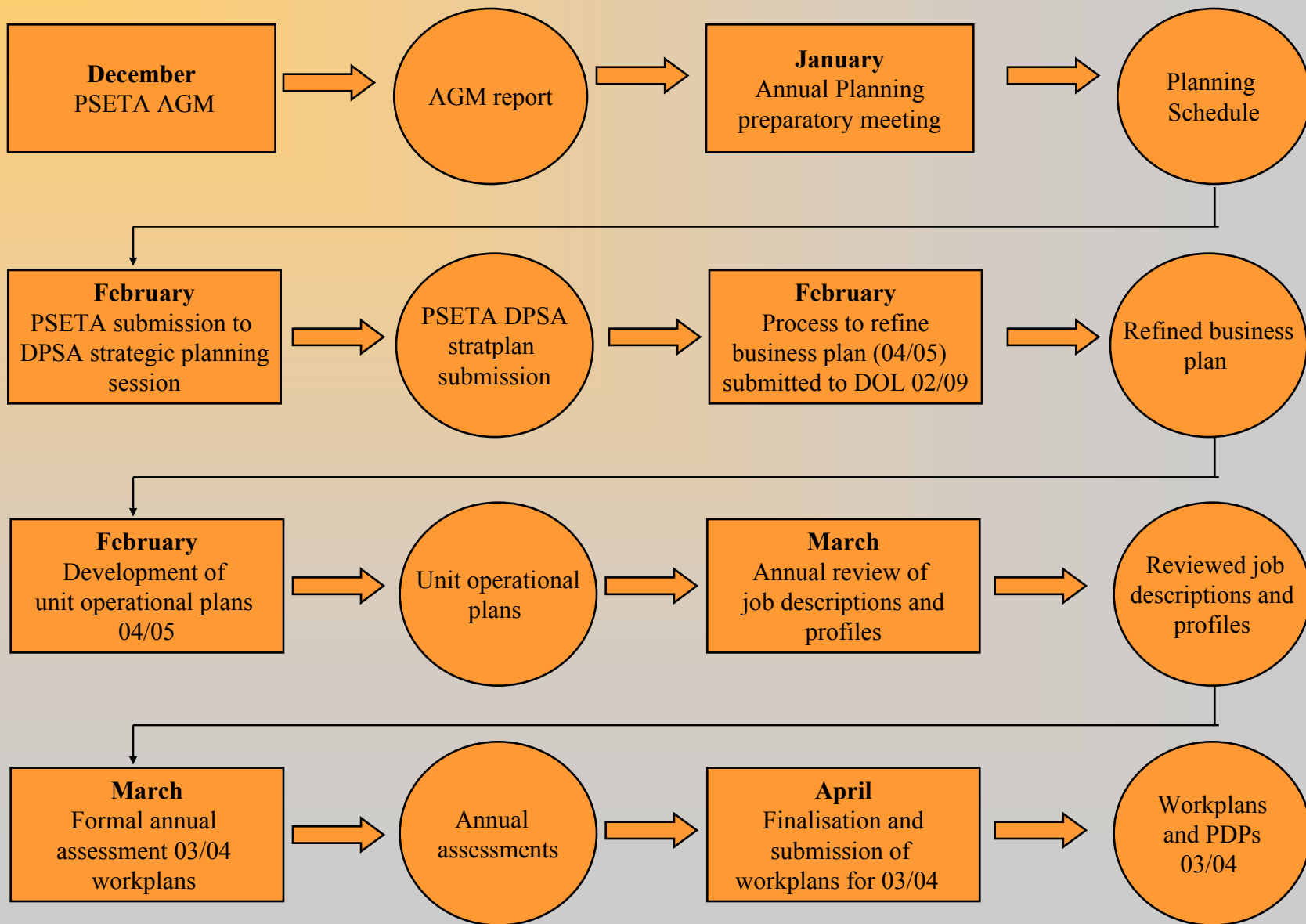


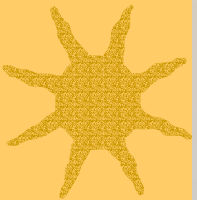
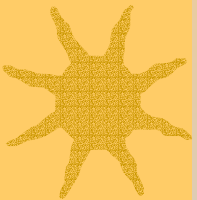
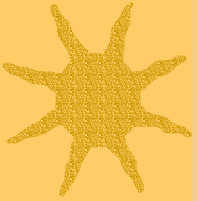
Actions and Outputs





Actions and Outputs





Findings and Recommendations



Achievements and Best Practice

Findings

The PSETA has developed written Business Plans that support the organisation's focus on quality assurance and identification of transversal training programmes across the Public Service.

Management staff is aware of the barriers to effective and efficient performance. And real problems are identified by PSETA staff members.

Some development and training programmes have been provided for management personnel at all PSETA levels to improve skills and staff capacity

The PSETA participates in forums and engage with other SETAs regarding issues related to skills development.

Mechanisms are in place to communicate the PSETA vision, mission, goals and priorities to all stakeholders (e.g. newsletter, briefings to service providers)

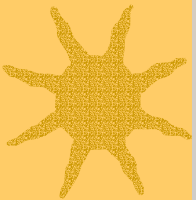
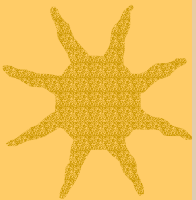
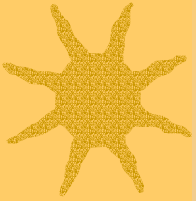
The PSETA staff at all levels display readiness to invest time and expertise to develop and implement needed actions to support the accomplishment of Business Plan priorities.



Achievements and Best Practice

Recommendation

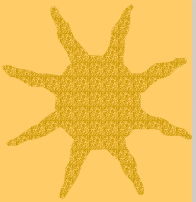
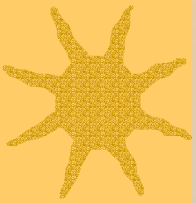
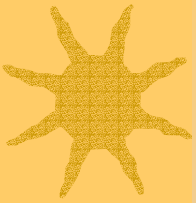
- ★ These best practices and achievements should be built upon and consolidated. This could include formalisation and integration into management as well as staff recognition practices. (E.g. recognising the efforts of individuals in front of their peers.)





Strategic Focus

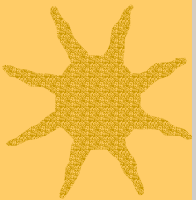
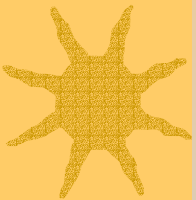
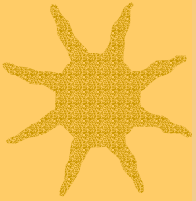
Finding	Recommendations
There is a lack of synchronisation between when the Sector Skills Plan is refined/amended and when the PSETA Business Plan is developed (e.g. August).	The development of the PSETA business plan should be informed by the analysis of the WSPs and any amendments to the SSP
The PSETA Business Plan needs to reflect the priorities of DPSA.	Clearly identify DPSA priorities and expectations and integrate these into the PSETA Business Plan. Inputs also received from the DPSA Executive Manager and the Minister need to be incorporated into the planning priorities and expectations.





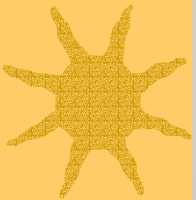
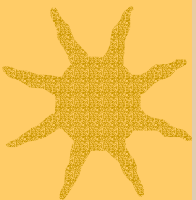
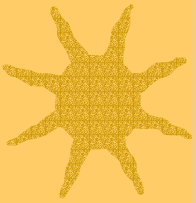
Strategic Focus

Finding	Recommendations
<p>The process of developing the PSETA Business Plan does not adequately engage PSETA senior management and staff.</p>	<p>PSETA management and staff need to be engaged in the business planning process throughout the planning and implementation cycle to ensure that staff inputs are incorporated into the planning process. The Business should be workshopped with the PSETA Board and senior management (unit managers) to find alignment and to build consensus around Business Plan objectives, outputs, activities, and timelines.</p>
<p>Some of the current targets that appear in the Business Plan require further clarification and investigation (e.g. IT training)</p>	<p>PSETA Business Plan targets need to be revisited with PSETA senior management to clarify the responsible parties for target completion as well as to confirm that activities, quantities, timeframes and resource responsibilities are realistic and integrated into the plan.</p>





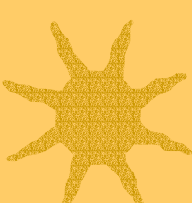
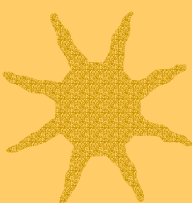
Strategic Focus



Finding	Recommendations
<p>There is a lack of structural alignment of the Business Plan and the Performance Work Plan agreements of PSETA staff. The work plans of PSETA staff lack sufficient information on the processes to be undertaken to accomplish Business Plan priorities.(e.g. output statements, activities, indicators)</p>	<p>Management and staff need to workshop annually to ensure that business plan priorities are integrated into individual work plan agreements and that sufficient detail is contained in each workplan.</p> <p>Unit managers and the CEO must also "quality assure" individual work plan documents to ensure alignment to the business plan priorities.</p>



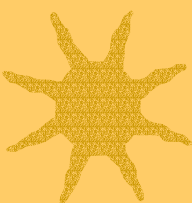
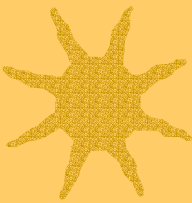
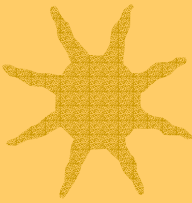
Strategic Focus – Summary Finding



Finding	Recommendations
<p>There are a number of process weaknesses in terms of the how the business plan is developed</p>	<p>There business plan development process needs to be strengthened in terms of consultation, engagement and research in order to ensure that::</p> <ul style="list-style-type: none">The business plan incorporates input from key stakeholders (DPSA, DOL, PSETA Staff)There is alignment to the SSPTargets are realistic and clearly understoodBusiness plan priorities are explicitly reflected in the individual workplans of PSETA staffThe business plan and workplans incorporates sufficient detail to support implementation



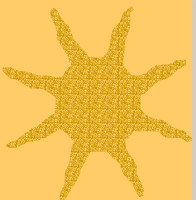
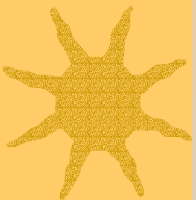
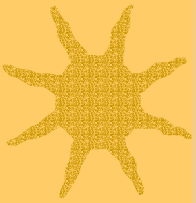
Structure and Governance



Finding	Recommendations
<p>There is an existing delay in the filling of vacant PSETA posts (as per the PSETA formal/establishment organogram,). This contributes to backlogs, demotivates staff, and hampers managers' ability to respond to service delivery requests.</p>	<p>DPSA needs to give priority to the filling of approved PSETA positions that have been left vacant. A full compliment of staff will assist the PSETA in carrying out their legislative intent.</p>
<p>There is insufficient interaction and interface between PSETA senior management and the PSETA Board.</p>	<p>PSETA managers should be engaged in presentations and discussions with PSETA Board to facilitate better managerial planning, reporting and accountability.</p>



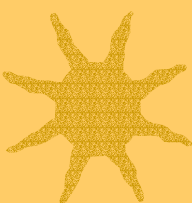
Structure and Governance



Finding	Recommendations
<p>The current governance framework of the PSETA (dual accountability to DOL and DPSA) and this creates potential tension/difficulties in terms of strategic focus and reporting.</p>	<p>Within the current framework, proper mechanisms should be established to ensure that PSETA Business Plan incorporates both DPSA and DOL priorities and that reporting mechanisms are clarified.</p> <p>The feasibility of establishing an alternative governance structure for the PSETA as per the legislation should be explored.</p>
<p>Current PSETA communication to DPSA and the PSETA Board lacks consistency and does not comprehensively reflect the full scope of activity and achievements of the PSETA</p>	<p>Written communications need to be quality assured by PSETA senior management to ensure that reports reflect the full scope and breadth of initiated activities and accomplishments.</p>



Structure and Governance – Summary Findings

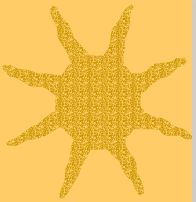
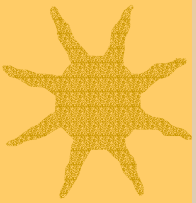
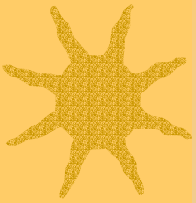


Finding	Recommendations
The delay in filling vacant PSETA posts is negatively impacting service delivery	DPSA should give priority to the filling of vacant positions
There is insufficient interaction and reporting between PSETA senior management and both DPSA and the PSETA Board	<ul style="list-style-type: none">★ The PSETA managers must be engaged in presentations and discussions with the DPSA and PSETA board to facilitate better managerial planning and accountability★ Mechanisms should be created to ensure that the PSETA is able to report more directly to the DPSA Executive Management and Minister★ The reports submitted to the DPSA and PSETA board should comprehensively report on the full scope of PSETA activities and achievement
The current governance framework requires dual accountability to DOL and DPSA	The feasibility of establishing an alternative governance structure for PSETA as per legislation should be explored



Systems Alignment

Finding	Recommendations
<p>PSETA lacks a system to translate Business Plan priorities and human resource management processes (e.g. job descriptions, work plan agreements and staff evaluation) into an implementation framework that addresses resource utilisation and timeline requirements.</p>	<p>The PSETA must integrate an implementation strategy and action plan into its formal management processes to address Business Plan priorities and human resource management requirements.</p> <p>The PSETA management team should receive additional training and support in implementing the recommended project Implementation Strategy and Action Plan.</p>
<p>Not all PSETA staff members have developed personal development plans necessary for capacity building.</p>	<p>All PSETA staff must complete a personal development plan (PDP) to comply with the requirements of the Performance Management System</p>

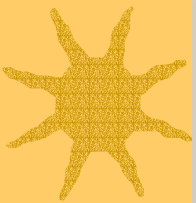
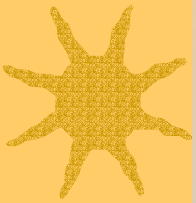
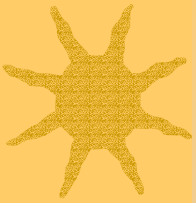




Systems Alignment

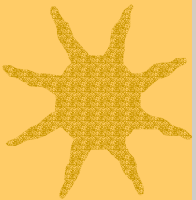
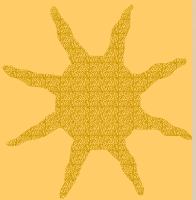
Finding	Recommendations
<p>While staff in the PSETA have task descriptions to inform their work, these did not comply with the requirements of formal job descriptions/job profiles.</p>	<p>The newly developed job description/job profiles should be utilised to inform all key Human Resources processes (e.g. orientation, training, and recruitment)</p>
<p>The work plan agreement indicators as well as targets in the work plan template do not sufficiently lend themselves to measurement.</p>	<p>Proposals regarding the writing of indicators and targets in the individual's work plan should be implemented (see note below)</p>
<p>There are no formal review discussions being conducted with staff regarding performance agreement progress.</p>	<p>Performance review discussions should be conducted in compliance with Performance Management System timelines.</p>

It is suggested that indicators should list specific targets where these are not related only to a time target. Targets should appear below the indicator (see workplan formats).





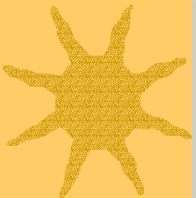
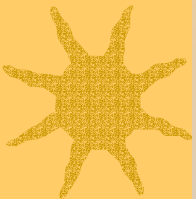
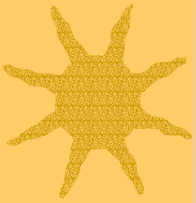
Systems Alignment – Summary Finding



Finding	Recommendations
While the PSETA applies the the planning and performance management systems of the DPSA, there is a lack of an internal system to ensure that there is effective coordination synchronisation and alignment	The PSETA must integrate the proposed implementation strategy and action plan into its formal management processes



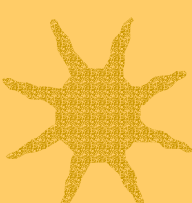
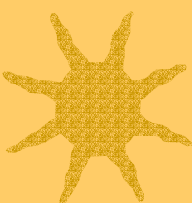
People Empowerment



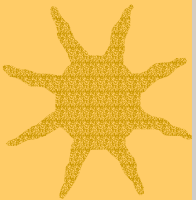
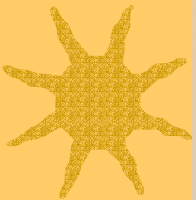
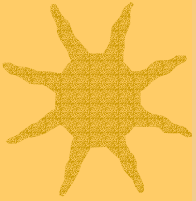
Finding	Recommendations
<p>Existing PSETA vacancies in the organogram need to be filled to support the accomplishment of Business Plan priorities.</p>	<p>Fill vacant posts to build a stronger capacity base within the PSETA for an improved delivery initiative.</p>
<p>PSETA staff members do not sufficiently engage in the planning and discussion process related to Business Plan priority identification.</p>	<p>Meetings should be scheduled to review Business Plan progress as well as engaging staff in meaning discussions focused on reports of progress as well as priority identification.</p>
<p>PSETA staff members have not had sufficient training in the development of operational plans and performance work plans.</p>	<p>Workshops should be scheduled with PSETA staff to engage them in the development of operational plans, and performance work plans to identify clear activities, outputs, and monitoring initiatives. This training/capacity building should be formally reflected in the PDPs for staff and managers should ensure that implementation happens. Peer partnerships and teaming within the PSETA should be incorporated to support these activities.</p>



People Empowerment – Summary Finding



Finding	Recommendations
<p>PSETA staff members have not had sufficient training in the development of operational plans and performance work plans.</p>	<p>Workshops should be scheduled with PSETA staff to engage them in the development of operational plans, and performance work plans to identify clear activities, outputs, and monitoring initiatives. Peer partnerships and teaming within the PSETA should be incorporated to support these activities.</p>



Review of JD's, Workplans and PDP's



Review checklist

★ JD's

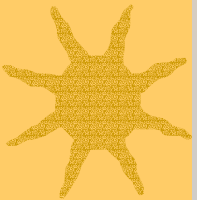
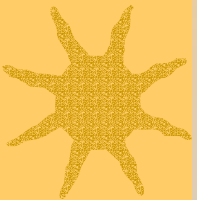
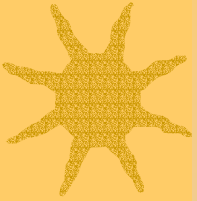
- Can functions be further clustered
- Are there functions missing
- Are there functions that do not belong

★ Workplans

- Are KPAs clearly listed and aligned to the business plan
- Can KPAs be further clustered
- Is the specific format of output and activities followed
- Are outputs clearly spelt out
- Are indicators properly articulated, linked to the output or the activity and linked to clear targets

★ PDPs

- Are the areas of development identified relevant to the job
- Are the means of developing identified developmental areas appropriate

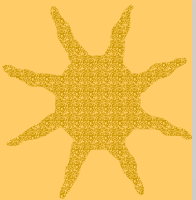
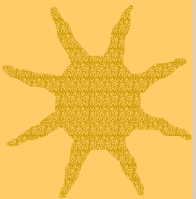
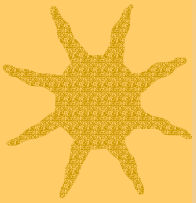


Way Forward



Way Forward

- ★ Meeting with PSETA Management
 - Discuss implications of the key project findings
 - Identify key priority areas to support enhanced PSETA performance
- ★ Finalise project report and deliverables
- ★ Meet with PSETA CEO to hand over documents and formally close out project



Technical Support to the South African Department of Labour (DOL),
Labour Centres (LCs) and Sector Education Training Authorities (SETAs)

Appendix H
Draft For Discussion Only

Implementation Strategy and Action Plan: Performance Management and Job Descriptions/Profiles

Submitted to:

PSETA



Funded under IQC Contract Number 674-I-00-00005-00, Task Order 9



April 2003



Department of Labour

INTRODUCTION

The PSETA has recognised the importance of performance management and clear role definition as important elements in enhancing the performance of the PSETA. In this regard, it has initiated a process to refine/develop job descriptions/profiles and performance work plans. However, there is also recognition that the manner in which these processes are managed is critical to ensuring that value for the PSETA is extracted.

The implementation strategy and action plan presented is focused precisely on the issue of strengthening the management processes associated with performance management and job descriptions/profiles.

THE METHODOLOGY

The implementation strategy and action plan was developed through a series of steps that are outlined below:

- An analysis of the current weaknesses in the management processes;
- Development of clear objectives in relation to what the strategy and the action plan is meant to achieve;
- Mapping of the intended management process in terms of interlinkages between each step in the process and identifying specific outputs; and
- Developing a detailed action plan of what needs to happen in each step of the process.

IMPLEMENTATION STRATEGY – STRATEGIC OBJECTIVES

The implementation strategy is guided by the following strategic objectives:

- Increased management and coordination of planning and performance management;
- Enhanced alignment between the PSETA Business Plan with Unit Operational Planning and Individual Work Plans;
- Increased engagement and consultation with PSETA staff to improve Team delivery; and
- Strengthened mechanisms for reporting PSETA accomplishments to Stakeholders.

MANAGEMENT PROCESS MAP

The management process map identifies all the elements related to issues of planning, performance management and reporting. The map is meant to act as guide to ensure that such elements are managed in an integrated manner and that there is a clear focus on timelines.

2003	January Annual Planning preparatory Meeting	January Prepare PSETA Submission to DPSA strategic planning session	February Process to refine business plan (03/04) submitted to DOL 02/09	February Development of unit operational plans 03/04
	March Annual review of job descriptions and profiles	March Formal annual assessment 02/03 workplans	April Finalisation and submission of workplans for 03/04	May Review of business plan 02/03
	June Performance review (1) against 03/04 workplans	July Development of annual Report for DoL, DPSA and Parliament (02/03)	August Analysis of WSPs and amendment of the SSP	September Performance review (2) against 03/04 workplans
	September Strategic planning Session to develop 04/05 business plan	September Preparation of draft budget aligned to business plan	September submission of preliminary business plan to DOL 04/05	October Preparation of input For DoL NSDS conference
	December Performance review (3) against 03/04 workplans	December PSETAAGM against 03/04 workplans		
2004	January Annual Planning preparatory meeting	January Prepare PSETA Submission to DPSA strategic planning session	February Process to refine business plan (04/0) submitted to DOL 03	February Development of unit operational plans 04/05
	March Annual review of job descriptions and profiles	March Formal annual assessment 03/04 work plans	April Finalisation and Submission of Work plans for 04/05	

ACTION PLAN

The management process flow is presented as a detailed action plan. The plan highlights specific objectives, activities, outputs, timelines, resource inputs and overall responsibility. The action plan will be utilised as a project management document or checklist against which planning and the tracking of progress will happen. While the plan follows a sequential logic, it is possible that some of the areas will overlap and hence, special attention needs to be paid to scheduling.

PSETA ACTION PLAN					
PROGRAMME/PROJECT					
DESIRED OUTCOME: <i>Management of the PSETA is Improved through the Reinforcement and Development of Administrative Systems.</i>					
OBJECTIVE	ACTIVITIES	OUTPUTS	TIME FRAME TIME	RESOURCES	RESPONSIBLE PERSON
Annual Planning preparatory Meeting	Develop and disseminate invitations to key stakeholders	Invitations and distribution list	January		CEO Administrator
	Prepare draft planning schedule for presentation at the preparatory meeting	Draft planning schedule	January		CEO
	Facilitate preparatory planning meeting	Planning meeting minutes	January		CEO
	Finalise planning schedule and disseminate to stakeholders	Final schedule and distribution list	January		CEO
Prepare PSETA Submission to DPSA strategic planning session	Unit Management meeting to develop priorities for DPSA strategic plan	Unit priorities	January		Unit Managers
	Management meeting to discuss and integrate PSETA priorities for submission to DPSA strategic planning session	Draft PSETA priorities	February		CEO and Unit Managers
	Develop final PSETA submission re DPSA strategic planning session	Final PSETA priorities	February		CEO
	Attendance of the DPSA strategic planning session	Strategic plan attended	February		CEO
	Report back session to discuss DPSA strategic planning outputs	DPSA strategic plan report	February		CEO

PSETA ACTION PLAN					
PROGRAMME/PROJECT					
DESIRED OUTCOME: <i>Management of the PSETA is Improved through the Reinforcement and Development of Administrative Systems.</i>					
OBJECTIVE	ACTIVITIES	OUTPUTS	TIME FRAME TIME	RESOURCES	RESPONSIBLE PERSON
Process to refine business plan (03/04) submitted to DOL 02/09	Review comments from DOL regarding PSETA preliminary Business Plan submission	DOL comments incorporated into the PSETA Business Plan	February		CEO and Unit Managers
	Review comments received (re submission) from DPSA with PSETA management	Reviewed DPSA comments	February		CEO
	Review and discuss DPSA priorities with DPSA senior management	DPSA priorities incorporated into the PSETA Business Plan	February		CEO
	Review amended SSP and identify specific implications for the PSETA Business Plan	SSP priorities incorporated in	February		SSP unit manager
	PSETA Management meeting to develop the draft final PSETA Business Plan	Draft final Business Plan	February		CEO and management team
	Review and discuss PSETA Business Plan with PSETA staff	Staff understanding of and comment on the PSETA Business Plan	February		All PSETA staff members
	Presentation of the draft final Business Plan to key DOL	BUSINESS PLAN Presentation	February		CEO and management team
	Presentation of draft final Business Plan to the Minister and senior management of DPSA	BUSINESS PLAN Presentation	February		CEO and management team

PSETA ACTION PLAN					
PROGRAMME/PROJECT					
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OBJECTIVE	ACTIVITIES	OUTPUTS	TIME FRAME TIME	RESOURCES	RESPONSIBLE PERSON
	Presentation of draft final business plan to the PSETA board	Business plan Presentation	February		CEO and management team
	PSETA Management meeting to finalise PSETA business plan	Final plan	February		CEO and management team
Development of unit operational plans 03/04	Unit meetings to develop unit operational plan	Draft unit operational plans	February		Unit managers
	PSETA management meeting to discuss and align unit operational plans	Identification of integration and alignment issues	February		CEO and Unit managers
	Unit managers finalise unit operational plans and submit to office of the CEO	Finalised unit operational plans	February		Unit Managers
Annual review of job descriptions and profiles	To happen in conjunction with work plan development	-----	March		Unit managers and CEO
	Staff review job descriptions against the PSETA business plan and operational plan to determine possible amendments in conjunction with the work plan discussion	PSETA staff reviews of job descriptions	March		Staff members
	Unit manager and staff member review the job descriptions and amended where necessary	Final annual reviews of job descriptions	March		Unit managers and CEO

PSETA ACTION PLAN					
PROGRAMME/PROJECT					
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OBJECTIVE	ACTIVITIES	OUTPUTS	TIME FRAME TIME	RESOURCES	RESPONSIBLE PERSON
Formal annual assessment 02/03 work plans	Staff members review work plan to be able to comment in the annual assessment	PSETA staff reviews of work plans in preparation for the assessment	March		Staff members
	Unit managers meet with staff to do formal staff assessment	Formal assessments completed	March		Unit Managers
	Implement the outcomes of the assessment (reward, performance improvement)	Assessment outcomes implemented	April		CEO and unit managers
Development of work plans for 03/04	Preparation for work plan discussion – review of business plan, review of operational plans, review of annual assessment	Work plan preparations	April		Staff members
	Work plan discussions and work plan and PDP development	Work plans and PDPs developed for 03/04	April		Unit Managers and staff
	Management meeting to quality assure and ensure integration of business plan priorities in work plans	Quality assured work plans	April		CEO and unit managers
	Performance agreements including work plans and PDPs submitted to DPSA	Work plans submitted to DPSA	April		CEO
Review of Business plan 02/03	Unit managers conduct review of previous years business plan to prepare for the annual report	Unit reviews of the business plan	May		Unit Managers

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PROGRAMME/PROJECT					
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OBJECTIVE	ACTIVITIES	OUTPUTS	TIME FRAME TIME	RESOURCES	RESPONSIBLE PERSON
	Management meeting to discuss unit managers reviews and develop unit reports	Management meeting report	May		Unit managers and CEO
Performance review discussion (1) 03/4	Staff preparation for the performance review discussion of work plan progress	Staff preparation	June		Staff members
	Unit managers meet with staff to discuss work plan and PDP progress	Performance review discussions held	June		CEO, Unit managers and staff
	Management meeting to discuss work plan reviews and develop performance improvement actions where necessary	Quarterly update	June		CEO and unit managers
Development of annual report for DOL	Unit managers complete relevant sections of the annual report	Unit sections for the annual report	July		Unit Managers
	Draft annual report compiled	Draft annual report	July		Unit Manager – Scope of Coverage
	Tabling of the annual report at the PSETA subcommittee on marketing and communications	Refined annual report	July		CEO, Unit Managers
	Submit annual report to the DPSA minister for comment	Refinement comments	July		Unit Manager – Scope of Coverage
	Develop and submit final annual report to DOL	Annual report	August		Unit Manager – Scope of Coverage

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PROGRAMME/PROJECT					
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OBJECTIVE	ACTIVITIES	OUTPUTS	TIME FRAME TIME	RESOURCES	RESPONSIBLE PERSON
	Publicise the annual report and achievements of the PSETA	Annual report event	August		Unit Manager – Scope of Coverage
Analysis of WSPs and amendment of the SSP	Develop draft report of WSPs	Draft WSP report	August		SSP Manager
	Present report to PSETA management meeting to discuss implications for the business plan	Identification of clear areas for Business plan focus	August		SSP Manager
	Amend SSP (where necessary)	Amended SSP	August		SSP Manager
	Finalise report on WSPs for submission to DOL	Final WSP report	August		SSP Manager
Performance review discussion (2) 03/4	Staff preparation for the work plan and PDP discussion	Staff preparation	September		Staff members
	Managers meet with staff to conduct work plan and PDP review	Performance review forms completed	September		Unit Managers and the staff
	Management meeting to discuss performance reviews and develop performance improvement actions where necessary	Overall Performance review report	September		CEO and Unit Managers
Development of the PSETA business plan	CEO, Unit managers and PSETA executive committee prepare inputs for the business planning workshop	Business plan inputs	September		CEO, Unit managers and executive committee

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PROGRAMME/PROJECT					
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OBJECTIVE	ACTIVITIES	OUTPUTS	TIME FRAME TIME	RESOURCES	RESPONSIBLE PERSON
	Workshop to develop the PSETA business plan (attended by PSETA staff and executive committee)	Workshop report/draft business plan	September		CEO
	Develop preliminary/draft business plan	Draft business plan	September		CEO
	Meeting of PSETA board to ratify the PSETA business plan	Ratified business plan	September		CEO, PSETA board
Develop draft PSETA budget aligned to the PSETA business plan	Unit managers develop budgets based on the business plan and unit operational plans		September		Unit Managers
	Management meeting to discuss PSETA budget		September		CEO, Unit Managers
	Development of draft PSETA budget	Draft PSETA Budget	September		Unit Manager, Scope of Coverage and CEO
Submission of preliminary business plan to DOL	Meeting with DOL liaison officer to discuss draft business plan and budget	Minutes noting suggested changes/refinement	September		Unit managers and CEO
	Refinement of draft business plan	Refinements completed	September		CEO

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OBJECTIVE	ACTIVITIES	OUTPUTS	TIME FRAME TIME	RESOURCES	RESPONSIBLE PERSON
	Submission of preliminary business plan and budget	DOL formal acknowledgement of receipt	September		CEO
Preparation of input for the NSDS conference	Development of draft NSDS input and exhibitions	Draft input	October		CEO
	Meeting to discuss the NSDS conference	Minutes noting refinements	October		Unit managers and the CEO
	Finalise NSDS submission	NSDS conference submission	October		CEO
Performance review discussion (3) 03/4	Staff preparation for the work plan and PDP performance review discussion	Staff preparation	December		Staff members
	Managers meet with staff to conduct work plan and PDP reviews		December		Managers and the CEO with staff
	Management meeting to discuss performance reviews and develop performance improvement actions where necessary	Overall Performance review report	December		CEO, Unit Managers
Hosting of the PSETA Annual General Meeting	Develop and distribute invitations to the members, stakeholders and the media	Invitations and distribution list	October		Unit Manager – Scope of Coverage
	Management meeting to prepare for the Annual General Meeting	Minutes of the meeting	October		Unit Manager – Scope of Coverage

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OBJECTIVE	ACTIVITIES	OUTPUTS	TIME FRAME TIME	RESOURCES	RESPONSIBLE PERSON
	Prepare Annual General Meeting report documentation and inputs	Annual General Meeting documentation	November		Unit managers and the CEO
	Host Annual General Meeting	Annual General Meeting minutes	December		Unit Manager – Scope of Coverage
	Develop Annual General Meeting report	Annual General Meeting report	December		Unit Manager – Scope of Coverage
	Disseminate Annual General Meeting report to members, stakeholders and the media	Annual General Meeting distribution list	December		Unit Manager – Scope of Coverage

Appendix 1- Activities and Outputs process flow

