



**3RD International Symposium
on CAREER DEVELOPMENT
AND PUBLIC POLICY
Sydney, Australia
April 2006**

Magriet Malan

South Africa

Scope

- **Overview of the External Environment**
 - Diversity
- **Strategic Direction and Implementation**
 - The Challenge



1994 – 1st Democratic Elections



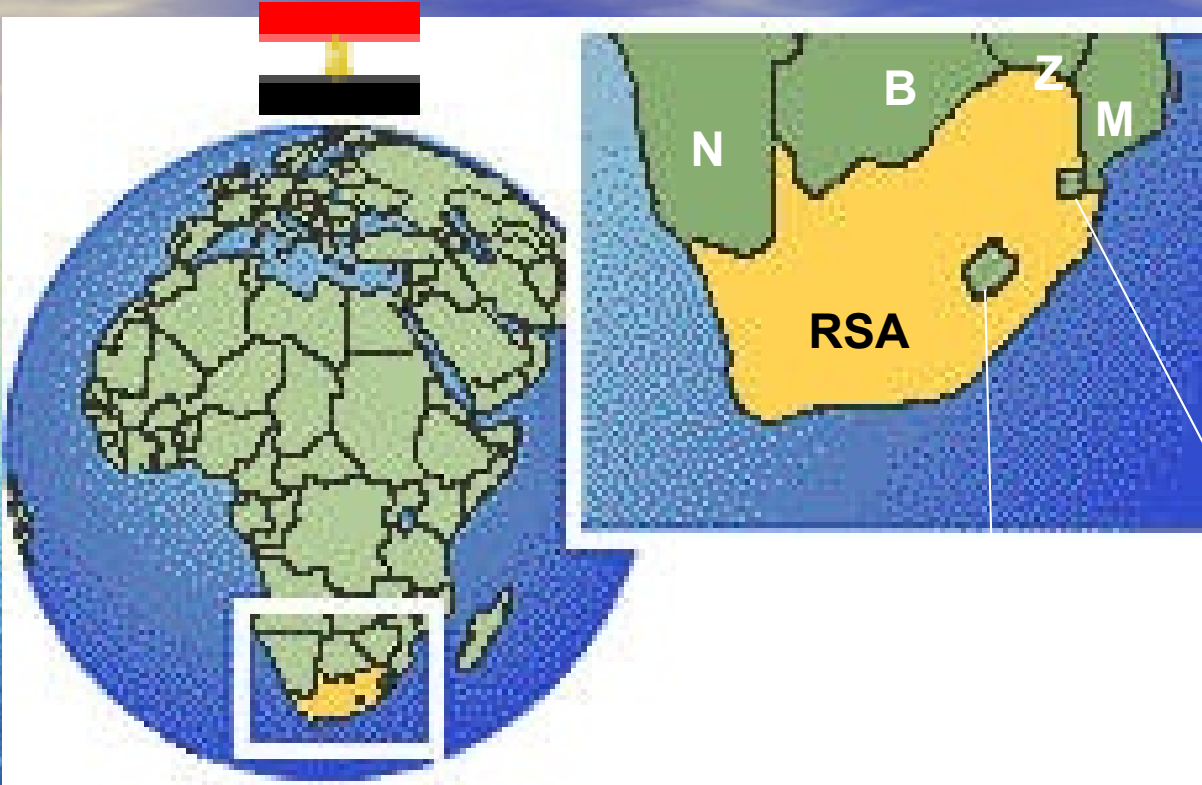
Motto: !ke e: !xarra !ike
/Xam:
(Unity In Diversity or literally,
Diverse People Unite)



Second Decade of Democracy

GDP 2003 (Billion USD)

2. Egypt 82;



1. SA 160



Namibia 4.7



Botswana 7.4



Zimbabwe ?



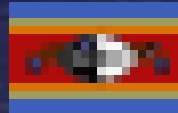
Mozambique 4.3



Lesotho 1.1



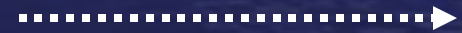
Swaziland 1.8



Positive Society



- Economic Growth
- Positive Society
- World Class policies



However

2nd Decade of Democracy



Low HDI

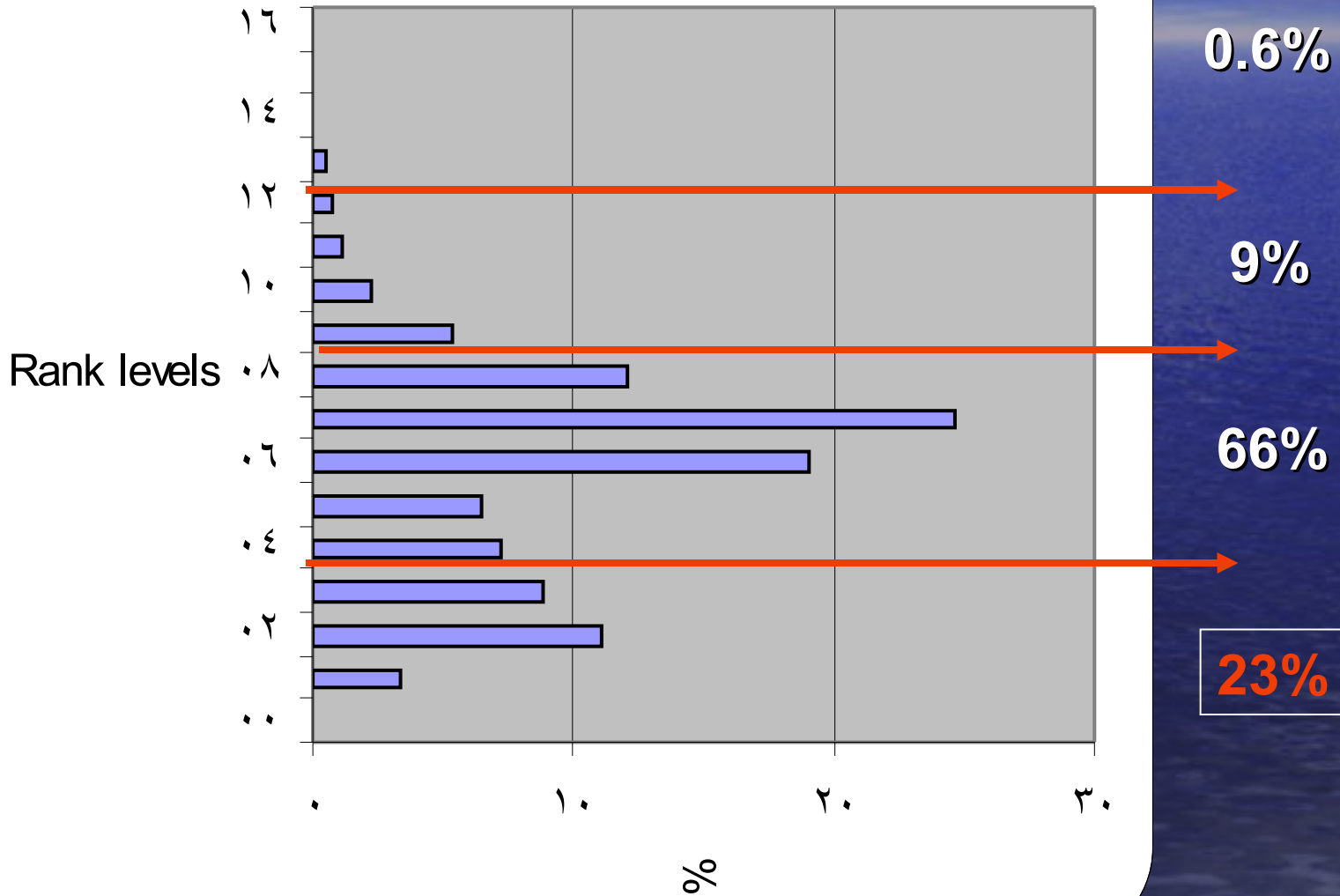
- Unemployment: 27.7% (37%)
- Poverty: 40% below the poverty line
- Homelessness
- Health (HIV/AIDS)
- Crime
- Corruption
- Education/Literacy*
 - 9.4m with < 9y schooling (1998)
 - 6.7% of employed (no education)

Diverse Client Base

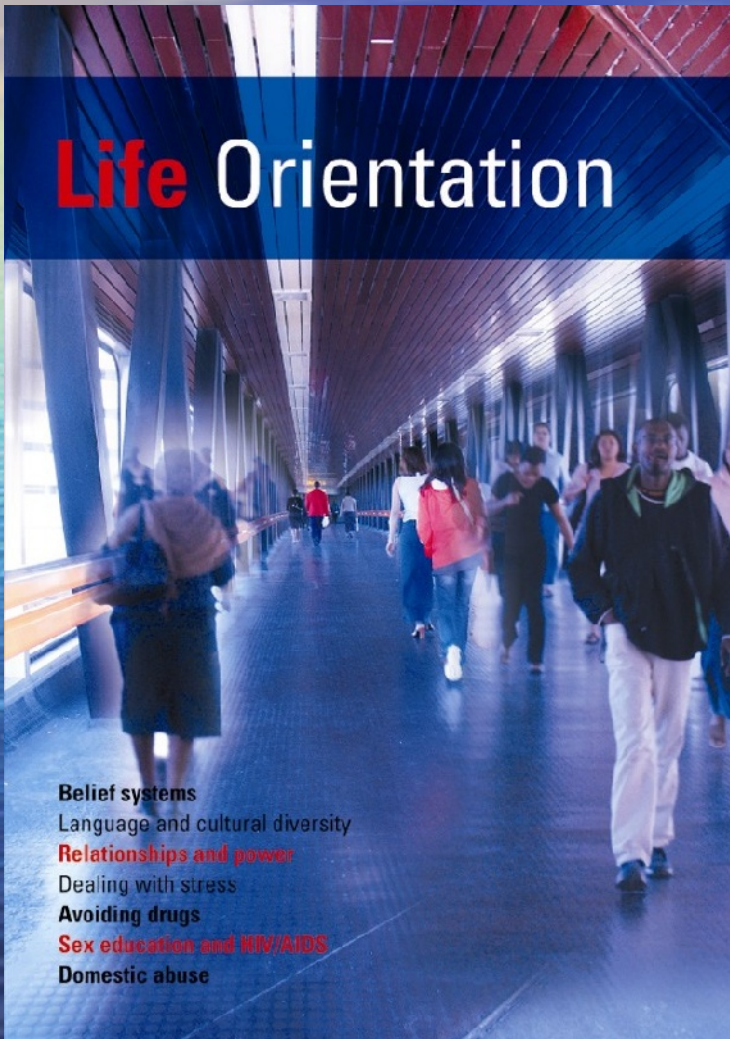
Senior M: (Performance Agreement)	Executive Coaching?	0.34%
Middle M/Specialist: Degree, Diploma, Professional Registration	Coaching; (CPD); self-reliant; career information	4.7%
Practitioners/Professional/Specialist: Grade 10, 12 , Degree, Diploma, MBA	Guidance/ Counseling; Group programme	47%
Clerks: Grade 10, 12, in process of studying further vs stagnated		
Low level (cleaners, tradesman aids, groundsman): Illiterate > Degrees	<ul style="list-style-type: none"> • ABET (Life Orientation) • "Empowerment programme" 	48%
Youth Foundation Group (18y)	Career Guidance, Org socialisation	

Diverse Client Base

Public Service: %/rank level



Dept of Education (DOE)



- **GET (General)**
- **FET (Further)**
- **HET (Higher)**
- **ABET (Adult Basic Education & Training)**

Unit Standards for for ABET Life Orientation

- Title 1: Apply principles for financial well-being ~ ~ ~ . ~ .
- Title 2: Demonstrate knowledge of the self *to* make life .decisions
- Title 3: Demonstrate an understanding of a healthy lifestyle
- Title 4: Demonstrate an understanding of HIV/AIDS and sexually transmitted diseases.
- Title 5: Establish and maintain sound relationships in society.
- Title 6: Demonstrate an understanding of a national identity.
- **Title 7: Prepare oneself for the world of work.**
- **Title 8: Participate and progress in the workplace.**

7. Title: Prepare oneself for the world of work.

- **Specific outcome 1.1:** Research work opportunities in the formal and informal sectors.
- **Specific outcome 1.2:** Identify career opportunities.
- **Specific outcome 1.3:** Choose a career path through effective decision-making.
- **Specific outcome 1.4:** Select an appropriate training and development programme.

Diverse Client Base

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FET

- New Curriculum Statement launched 2005
 - Revised National Curriculum Statement for General Education (Grades R-9)
 - Life Orientation (LO 1-5)
 - LO 1: Health Promotion (HIV/AIDS & STD, violence, abuse)
 - LO 2: Social Development (diverse cultures)
 - LO 3: Personal Development (emotional development)
 - LO 4: Physical Development and movement
 - LO 5: **Orientation to the World of Work**
 - ❖ (Senior Phase only)
 - ❖ 15% of total time

FET - continue

- National Curriculum Statement for Grades 10-12 (Nov 2005)
 - New subject: Life Orientation
 - Based on disciplines such as Sociology, Psychology, Political Science and Human Movement Science
 - Fundamental subject - compulsory
 - ❖ LO 1: Personal Well-Being
 - ❖ LO 2: Citizenship Education
 - ❖ LO 3: Recreation and Physical Well-Being
 - ❖ **LO 4: Careers and Career Choices**

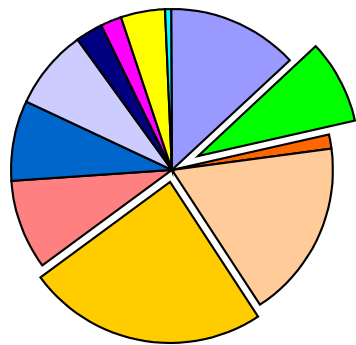
Rainbow Nation: 46m (2003)



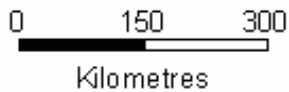
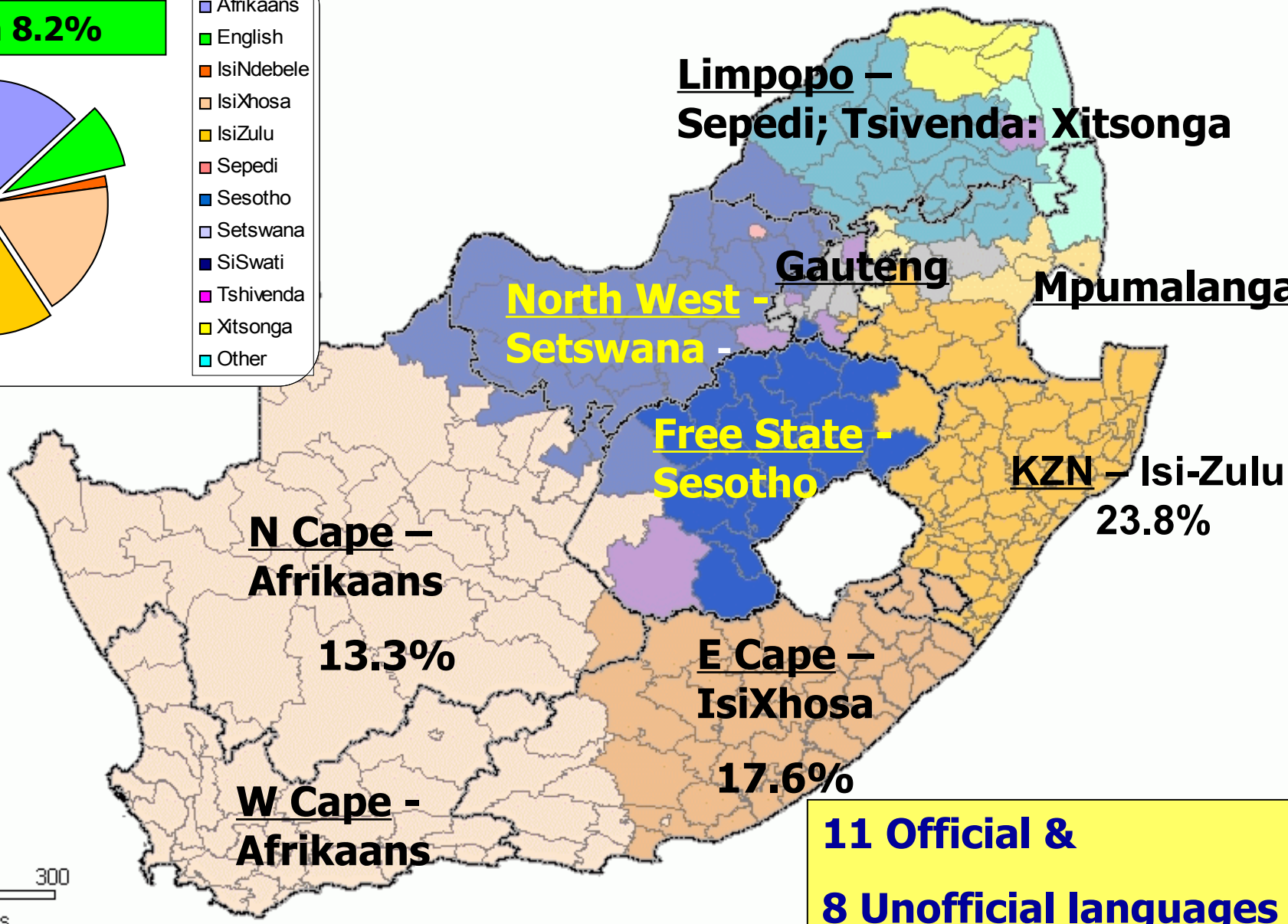
Density: 32.9/km²

- **37m Black**
 - Nguni
 - Xhosa
 - Zulu
 - Ndebele
 - Swazi
 - Sotho
 - Shangaan-Tsonga
 - Venda
- **4m White**
 - 60% Afrikaans
 - 40% British Descent
- **4m Coloured**
- **1m Indian**
- Khoi and the San
- Immigrants

English 8.2%



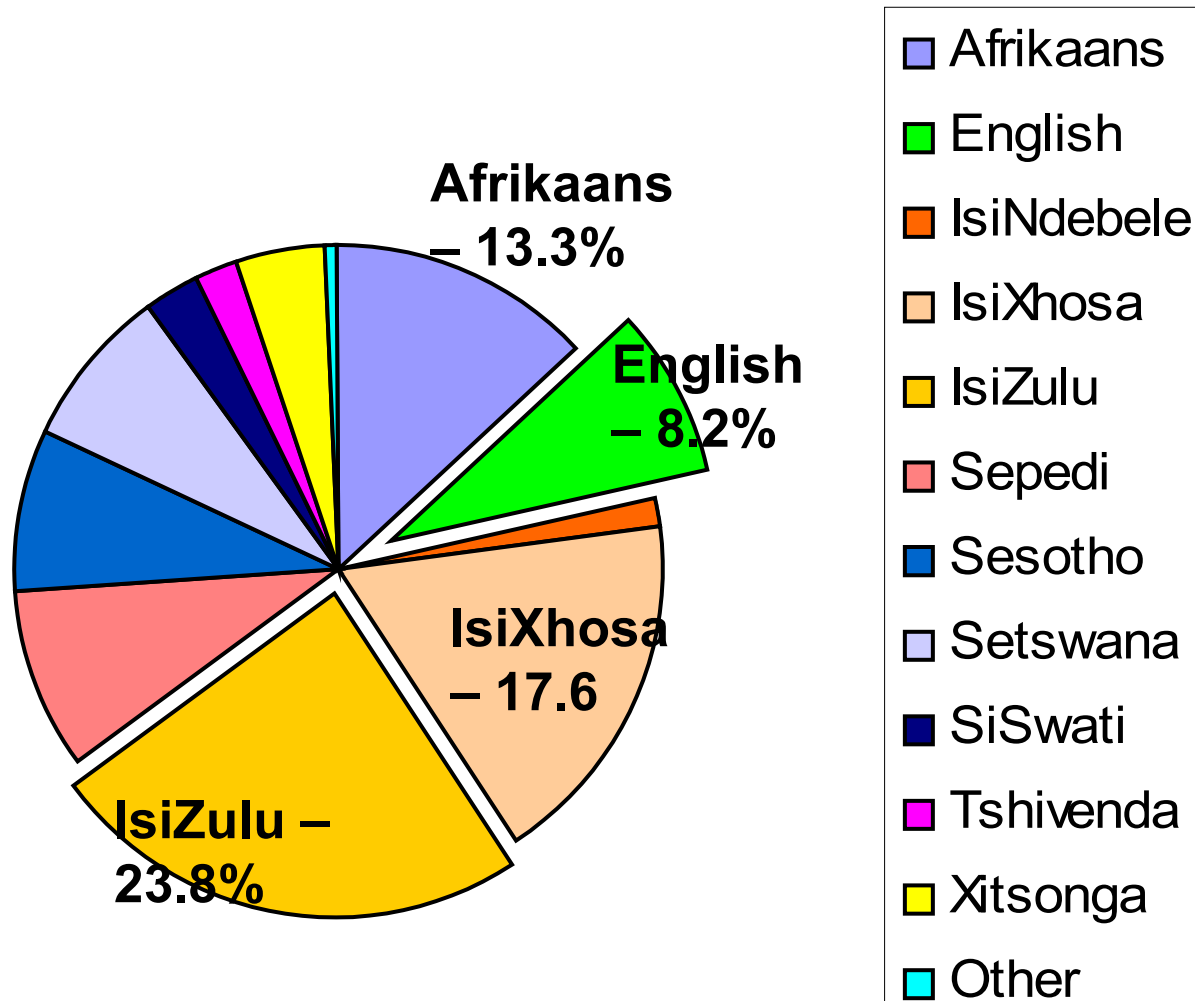
- Afrikaans
- English
- IsiNdebele
- IsiXhosa
- IsiZulu
- Sepedi
- Sesotho
- Setswana
- SiSwati
- Tshivenda
- Xitsonga
- Other



11 Official & 8 Unofficial languages

- Home Language**
- IsiZulu
 - IsiXhosa
 - SiSwati
 - IsiNdebele
 - Sesotho
 - Setswana
 - Sepedi
 - Tshivenda
 - Xitsonga
 - Afrikaans
 - English
 - Multiple
 - None
- Municipality ○ Province

11 Official Languages



Organisation	Survey	Ranking
A.T. Kearney/ Foreign Policy Magazine	Globalization Index 2005	48 out of 62
Heritage Foundation/ The Wall Street Journal	2006 Index of Economic Freedom	50 out of 157
IMD International	World Competitiveness Yearbook	46 out of 60
Reporters Without Borders	Press Freedom Index (2004)	26 out of 167
Save the Children	Children's Index Rank 2005	65 out of 110
The Economist	Worldwide Quality-of-Life Index	92 out of 111
Transparency International	Corruption Perceptions Index 2006	44 out of 146
United Nations Development Programme	Human Development Index 2006	120 out of 177
World Economic Forum 02/08/07	Global Competitiveness Report April 2006	41 out of 104

Human Development Index

- **Population growth rate:** -0.31% (2005 est.)
- **Birth rate:** 18.48 births/1,000 population (2005 est.)
- **Death rate:** 21.32 deaths/1,000 population (2005 est.)
- **Net migration rate:**
 - -0.22 migrant(s)/1,000 population (2005 est.)
 - **Life expectancy at birth:** 43.27 years
 - male:* 43.47 years
 - female:* 43.06 years(2005 est.)
 - **Total fertility rate:** 2.24 children born/woman (2005 est.)
 - **HIV/AIDS - adult prevalence rate:** 21.5% (2003 est.)
 - **HIV/AIDS - people living with HIV/AIDS:** 5.3 million (2003 est.)
 - **HIV/AIDS - deaths:** 370,000 (2003 est.)

SA: Creation of an Equal Society



(Rich/poor; black/white; urban/rural; male/female)

Gauteng

- **Population:** 9 415 231
- **Area (km²):** 17 010
- **% of total area:** 1,4%
- **% of total GDP:**
33,8%

It generates about 9% and 25% of the total African continent and SADC gross national products respectively.

Mpumalanga

- **Population:** 3 246 729
- **Area (km²):** 79 490
- **% of total area:**
6,5%
- **% of total GDP:**
6,9%

27,5% of those aged 20 years or older have not undergone any schooling, while the population growth rate is higher than the national average.

Public Sector Transformation



Largest single employee

- Strategic partner in economic growth
- Improve Service delivery based on “Batho Pele” “People First” principles
- 9 Constitutional Values for public admin
 - HRM & Career Development Practices

Ministry of Public Service and Administration (DPSA)

The **Ministry** is responsible for policy and legislation development with regard to public service and administration. The Ministry is also responsible for:

- implementing national policy and legislation
- co-ordinating the functions of the Department of Public Service and Administration, the Public Service Commission and the SA Management Development Institute.
- preparing and initiating legislation
- performing any other executive function provided for in the Constitution or in national legislation.

WEBSITE: www.gov.za/ministry/publicservice.php

Report: Career Management in Public Service (2000)

- Acknowledge career planning; career pathing and career development
- Incoherent approach
- Only 3 of national departments & provincial administrations had implemented formal career management programmes
- Current status unknown
 - Departmental HR strategies emerge

CM: Prohibiting factors

- Outdated organizational structures
- Decentralisation
- No time frame stipulated in national policy
- Need to develop HR policies to support career management

Principle: Good HR and Career Development Practices

- Transformation of HRM provides for
 - Increased decentralization and delegation of authority
- Inappropriate capacity to use delegation
- Capacity to be developed
- High vacancies rates
- Inadequate recruitment and selection processes

Framework

- **Constitution (1996)**
 - Principle: Good HR Practices & Career Development
- National Skills Development Strategy (NSDS) (2001)
 - Skills Development Act (1998)
 - Aims to develop and improve the skills of the South African workforce
 - **Improve quality of life, productivity, self employment & delivery of social services**
- Public Service Regulatory Framework
 - White Paper on Human Resource Management (1997)
- HRD Strategy (2001)
 - “A nation at work for a better life for all”
 - HRD Strategy for Public Service

SKILLS DEVELOPMENT ACT

(No 97 of 1998)



Develop the skills of the SA workforce;

- Improve quality of life, productivity, self employment & delivery of social services
- Increase the levels of investment in education and training & the return on investment (Studies at state expense)
- Encourage employers to use the workplace as an active learning environment (E.g. Empowerment Programme)
- Ensure the quality of education and training in and for the workplace. (SAQA)

THE WHITE PAPER ON HUMAN RESOURCE MANAGEMENT IN THE PUBLIC SERVICE



Par 5.10 Career Management

5.10.1 The Public Service values employees who are **willing to devote themselves** to a career in the service of the public, and there will be opportunities to develop their individual skills and abilities, provided these are in line with the Public Service's operational requirements.

5.10.2 **Primary responsibility** for career management **rests with the employee**. It is for individuals to determine, in the light of their personal aspirations, the **direction** in which they wish their careers to advance, whether **within or outside** the Public Service.

The Challenge (Khaedu)

Case Study

DOL: Prior to 1990

Provision of career guidance (white)

- Individual career guidance
 - 16y+ (School leavers)
 - > DOE
 - > ?
- Career Counseling (PWD)
 - > ?
- “My Career” publication
 - > discontinued
 - > private initiatives
 - Careers.co.za
 - PaceCareers.com
 - UNISA
- Bursary Scheme for PWD*
- Standardizing of aptitude test (MATB)
 - > discontinued due to legal requirements
 - > Human Science Council
 - > Private Sector
 - > Selection of learnerships & placements (SPEEX)
- Career adjustment
 - > EAP (Government Dept’s – outsource)

Case Study

- **1997 - Establishment: Directorate Civilian Career Management**
 - Personnel Services
 - Career Services (1999)
- **Policy developed during 2001-2002**
- **Finalisation 2006 (Expected)**
 - Internal consultation
2003 - 2005
 - Expected Promulgation May 2006

The Challenge (Khaedu)

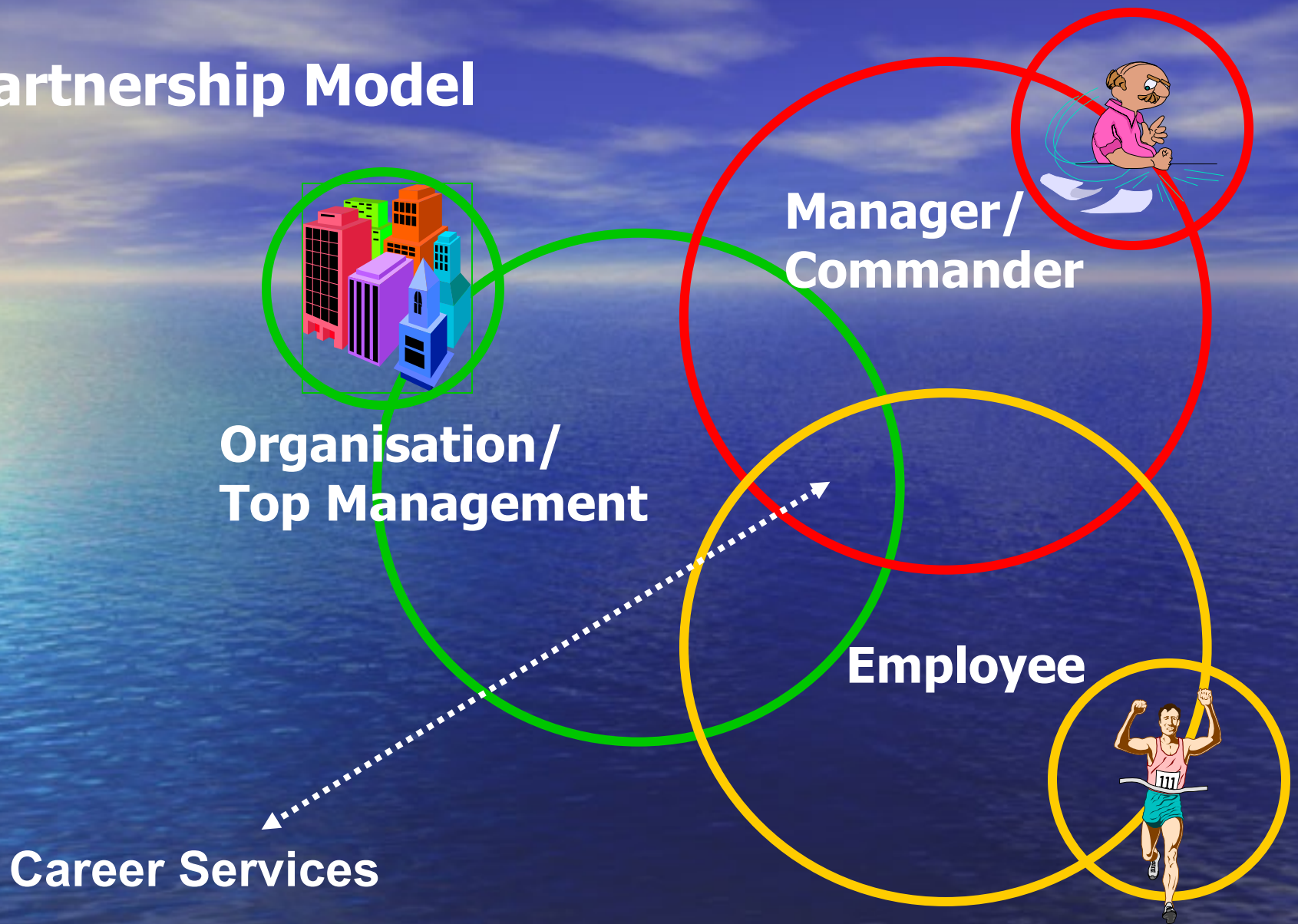
- **Personnel**
 - No funds to recruit externally (down sizing)
 - Internal recruiting
 - Lack of competence (“Traditional personnel practitioners)
 - Training
 - Where and How
- **Transformation & Restructuring**
 - Integration of Former Forces
 - Equity/representivity (AA)
- **HR System**
 - Fragmented
 - Training driven/dominated
- **Concept Confusion**
 - Career management = course nomination and promotion
 - Career development = course training/qualified
- **Top Management (Leadership)**
 - Expertise limited/ignorance
 - Organisational Culture (Military - Command & Control vs Management)
- **Policy**
 - HR Strategy 2010
 - Staffing & Performance
 - **Broad framework**
 - **Public Service Regulatory Framework**

Implementation

- Who are the Clients?
- Partnership Model



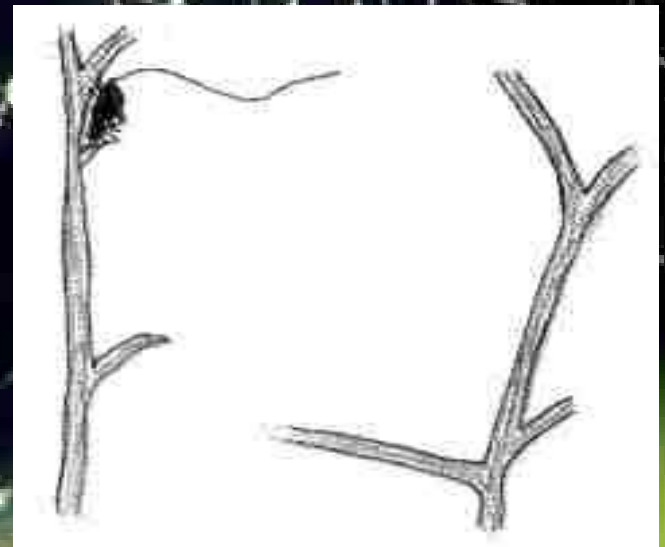
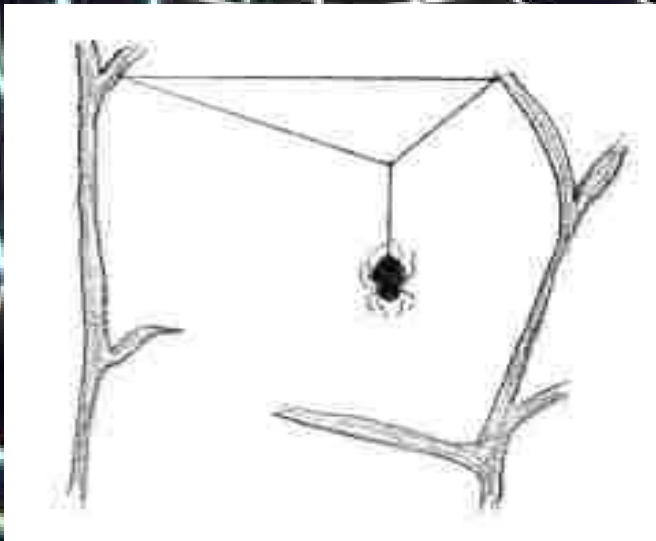
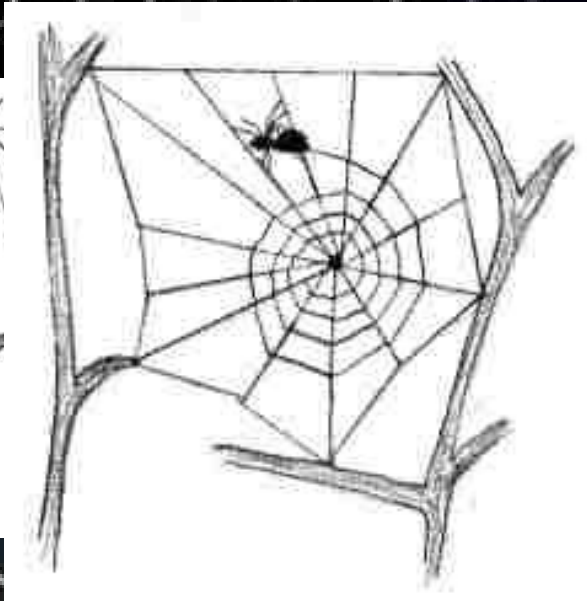
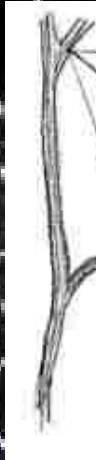
Partnership Model



A METAPHOR

Blue print to ground reality

Strength and stretch



Enkosi - Thank you - Dankie



02/08/07

April 2006



02/08/07

April 2006

The background of the slide is the national flag of South Africa, which features a green triangle at the top, a white triangle at the bottom, and a blue triangle at the hoist. A black chevron is centered on a white band, with yellow and green chevrons on either side.

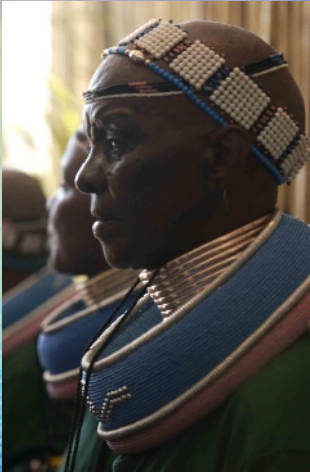
National Anthem of South Africa:

**Nkosi sikelel' iAfrika
Maluphakanyisw' uphondo lwayo,
Yizwa imithandazo yethu,
Nkosi sikelela, thina lusapho lwayo.
Morena boloka setjhaba sa heso,
O fedise dintwa la matshwenyeho,
O se boloke, O se boloke setjhaba sa heso,
Setjhaba sa South Afrika - South Afrika.**

**Uit die blou van onse hemel,
Uit die diepte van ons see,
Oor ons ewige gebergtes,
Waar die kranse antwoord gee,**

**Sounds the call to come together,
And united we shall stand,
Let us live and strive for freedom,
In South Africa our land.**

2nd Decade of Democracy



Pressing problems

- **Human Development Index**
- **Unemployment: 26.7% (37%)**
- **Poverty: 40% below poverty line**
- **Homelessness**

- **Health (HIV/AIDS)**
- **Education/Literacy**
 - 9.4m with less than 9y schooling, (1998)
 - 6.7% of employed (no education)
- **Corruption**
- **Crime**

- **Economic growth**
 - Lowest inflation & interest rate levels in 20 years (9.2%, 2002>3.6%)
- **Positive Society**
- **Strategic Direction (Policy)**