LGSETA SUPPORT FOR LOCAL GOVERNMENT COMPETENCY FRAMEWORK TOWARDS PROFESSIONALISATION

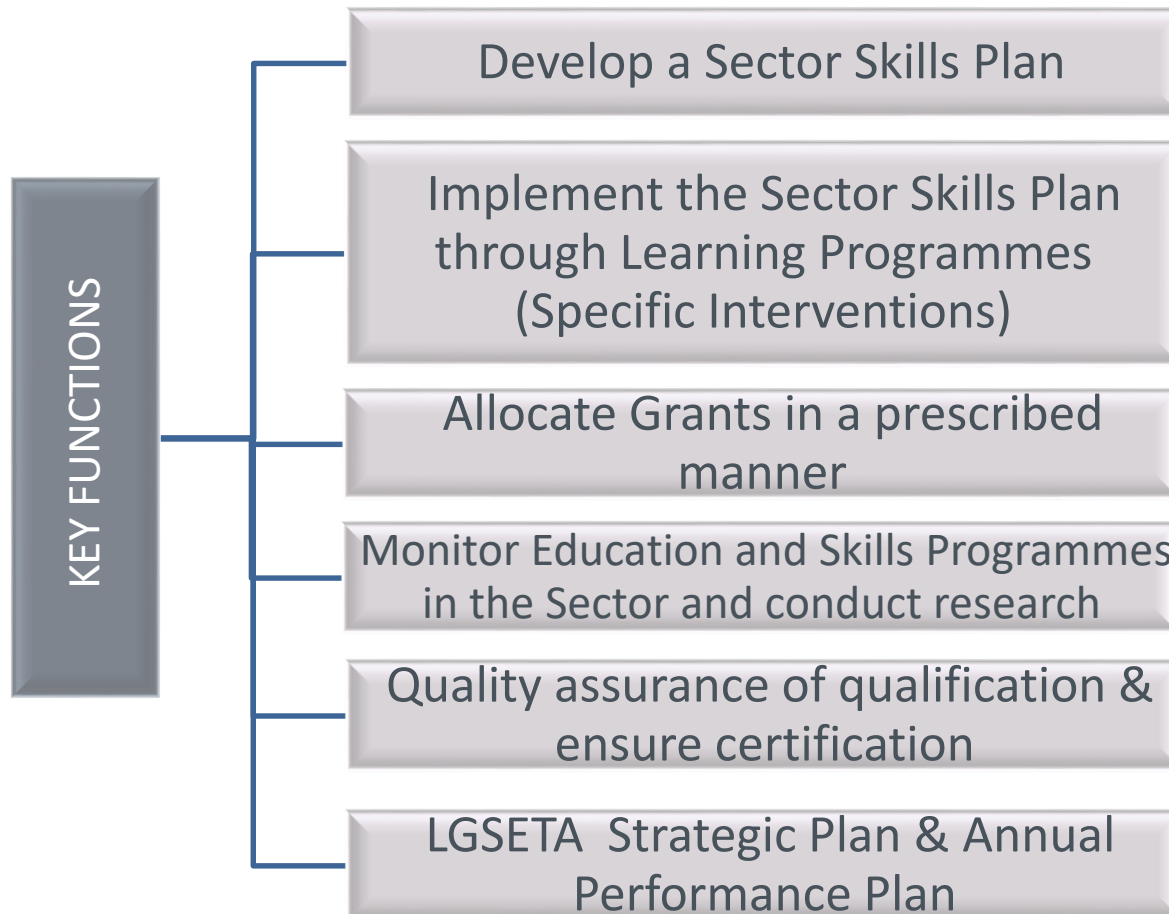Mr Ineeleng Molete
CEO: LGSETA
07TH SEPTEMBER 2022

CONTENTS

- ✓ **Mandate of Local Government SETA and Priorities**
- ✓ **Political Wing of Local Government: LGSETA Support for Municipal Councillors:**
  - ▪ Municipal Councillor Development Strategy
- ✓ **Administrative Wing of Local Government:**
  - • Background to Competency Regulations
  - • Overview of Competencies for Senior Managers (Section 56 & 57 managers)
  - • Skills Development Considerations for Senior Managers
  - • Overview of Competencies for Below Senior Management (Public Servants): New Municipal Staff Regulations
- ✓ **Role of Strategic Human Resource Management**
- ✓ **Reflections on Professionalisation and Considerations**

MANDATE OF
LOCAL GOVERNMENT SETA
AND
SKILLS PRIORITIES FOR 2022/2023

LGSETA MANDATE

KEY FUNCTIONS

- Develop a Sector Skills Plan
- Implement the Sector Skills Plan through Learning Programmes (Specific Interventions)
- Allocate Grants in a prescribed manner
- Monitor Education and Skills Programmes in the Sector and conduct research
- Quality assurance of qualification & ensure certification
- LGSETA Strategic Plan & Annual Performance Plan

LGSETA SCOPE OF COVERAGE

❑ Municipalities (Metropolitan, District and Local)

❑ Traditional Leadership Entities

❑ Municipal Agencies/Entities

❑ Local Government Agencies/Entities

LGSETA STRATEGIC FOCUS AREAS

Enhancing Good Governance, Leadership and Management Capabilities

Promoting Sound Financial Management and Financial Viability

Enhancing Infrastructure and Service Delivery

Enhancing Municipal Planning

Promoting Spatial Transformation and Inclusion

TOP TEN SECTOR PRIORTY OCCUPATIONS

The top **10 occupations are prioritised by LGSETA for the 2022/23 financial year** informed by WSP analysis of hard-to-fill-vacancies (HTFV) and research conducted:

- Water Reticulation Practitioner

- Water Plant Operator

- Information Technologist

- Town Planning Technician

- Drainage, Sewerage and Storm Water Worker

- Building Inspector

- Environmental Health Officer

- Supply Chain Manager

- Plumber

- Electrician

Competency Framework and Professionalisation

TOP TWENTY SKILLS GAPS

The following **20 skills gaps are prioritised by LGSETA for the 2022/23 financial year** informed by WSP analysis of hard-to-fill-vacancies (HTFV) and research conducted:

Supervisory	Project Management
Financial Management	MS Excel 2010 - Intermediate
Peace Officer Training	MS Word - Intermediate
Protocol Management	Ethics
Computer Literacy	Report Writing
Service-Oriented Delivery – Municipal Service Areas	Occupational Health & Safety
First-Aid In The Workplace	Emotional Intelligence
Adult Education & Training Level 1,2,3 & 4	Local Government Law & Public Administration
Health & Wellness	Employee Assistance
Presentation Skills	Fire-Fighting – Elementary course

LGSETA TYPES OF INTERVENTIONS

The skills or **competency needs of the local government sector must be aligned to relevant interventions supported by the LGSETA** for both employed (workers) and unemployed beneficiaries with respect to the following:

- Bursaries
- Workplace-based Training that includes:
- Work Integrated Learning (WIL) 18 & 24 months
- Internship or Work experience (12 months)
- Learnership
- Candidacy
- Skills Programmes (credit bearing)
- Short Programmes (non-credit bearing)
- Artisan Development (3-years) /Apprenticeship
- RPL and ARPL
- Adult Education and Training (AET)

Political Wing: LGSETA Support for Municipal Councillors

LOCAL GOVERNMENT COUNCILLOR DEVELOPMENT STRATEGY

Pillar 1: Councilor Induction and Skills Audit

(*Foundation Programmes*)

Pillar 2: Function Based Training and Development

(*Core Programmes*)

Pillar 3: Soft Skills Development

(*Coaching and Mentoring*)

Councillor Learning Pathway

SKILLS GAPS FOR MUNICIPAL COUNCILLORS

Municipal Key Performance Area	Key Skills Gaps Identified
Municipal Financial Management	• Financial Governance • Municipal Financial Management and Reporting • Municipal Public Accounts Committee • Municipal Procurement • Finance for Non-Financial Managers
Good Governance and Leadership	• Municipal Governance • Local Government Law and Public Administration • Leadership and Relationship Management • Leadership and Ethics • Ward Committee Governance • Change Management • Monitoring and Evaluation • Performance Management and Accountability

SKILLS GAPS FOR MUNICIPAL COUNCILLORS

Municipal Key Performance Area	Key Skills Gaps Identified
Municipal Administration	• Media Relations and Stakeholder Engagement • Human Resource Planning • Policy Development • Batho Pele and Interpersonal Skills • Presentation skills • Report Writing • End-User Computing • Office Administration • Conflict Management • Negotiation skills • Municipal Legislations • Adult Education and Training (AET: level 1-4)

SKILLS GAPS FOR MUNICIPAL COUNCILLORS

Municipal Key Performance Area	Key Skills Gaps Identified
Municipal Planning	• Integrated Development Planning • Public Participation • Spatial Planning and Land Use Management
Infrastructure and Basic Services	• Project Management • Basic course on Municipal Infrastructure Services (water/ sanitation/ electricity/roads/ human settlements)

PILLAR 2: AREAS FOR COUNCILLOR PORTFOLIO DEVELOPMENT

➤ Key Areas for Functional Training and Development pillar

Municipal Key Performance Area	Functional Committees
Finance/ SCM and Audit	• MPAC's • Committee on Municipal Finance and Procurement (Budget and SCM/IDP) • Audit and Risk Committee
Infrastructure and Service Delivery	• Committee on Infrastructure and Service Delivery/Project Management Unit
Municipal Planning	• Committee on Municipal Planning and LED
Institutional Development and Municipal Administration	• Committee on Human Resource/LLF
Executive Committee (EXCO)	• Mayoral Committees • Section 79 Committees • Section 80 Committees
Ward Committee	• Ward Committee

LGSETA STRATEGIC PARTNERSHIP MODEL

Non-Monetary Partnership

- Impactful and yielding desired Strategic Outcomes

Monetary Partnership

- Impactful and yielding desired Strategic Outcomes

Co-funding by Both Partners

- Impactful and yielding desired Strategic Outcomes

LGSETA STRATEGIC PARTNERSHIP MODEL

❑ The DDM creates a **framework for strategic partnerships relating to skills planning and development** in the LG sector across the following nine **municipal-service areas (inclusive of basic service delivery)**:

➢ Energy (Electricity)

➢ Water and Sanitation

➢ Waste and Refuse Management

➢ Town and Regional Planning

➢ Public Safety and Security

➢ Settlements and Housing

➢ Community Services

➢ Local Economic Development

➢ Transport, Roads and Storm Water

❑ **Local Government Councillor Development Strategy** :
- **Pillar One** – induction has been completed; Skills Audit – some provinces have completed or underway with audit as per Regulations
- **Pillar Two** – Packaging of Skills Programmes to address Councillor Portfolios. Engagement with Department of Water has taken place and they have a Councillor Skills Programme which is critical for Water Service Area and a partnership is being finalised.
- **Skills Programmes** – AET skills programmes (AET Levels 1-4) is being addressed through targeted partnerships all

❑ **LGSETA Strategic Partnerships Model:**
- Partnership with SALGA to deliver on skills programmes for councillors is in place.
- A Strategic Partnership with CoGTA informed by the skills audit that forms part of Pillar 1 is required to inform Pillar 2 and 3 of the Strategy.

LGSETA SUPPORT FOR COUNCILLOR DEVELOPMENT

❑ **Occupational Qualification Development**
- Councillor Qualification has been developed but is not yet registered.
- Ward Committee Qualification has been developed but is not yet registered.

❑ LGSETA will be hosting a meeting with COGTA, SALGA and QCTO by the end of November 2023 to address issues relating to the structure of the above draft qualifications. Whilst the intention was to have a qualification, issues have been raised by the QCTO to address on the structure and to consider a skills programme / specialisation that fits into a broader municipal governance qualification. Consensus needs to be reached on the way forward regarding this matter.

ADMINISTRATIVE WING: COMPETENCY REGULATIONS AND PROFESSIONALISATION: SKILLS DEVELOPMENT SUPPORT

BACKGROUND TO REGULATIONS

Minister of CoGTA empowered by **Section 72 (1) of Municipal Systems Act 2000 (Act Number 32 of 2000)** to issue Regulations.

- **Local Government: Appointment and Conditions of Employment of Senior Managers**, **2014** (GG 37245 No. 21) includes Competency Framework

- **Local Government: Municipal Staff Regulations** was in **development since 2013.**

- ✓ Final version gazetted on **20 September 2021 (GG 45181 No.890)**.

- ✓ Date of implementation of new Municipal Staff Regulations **1 July 2022.**

- **Draft National Implementation Framework towards the Professionalisation of the Public Service" -** Government Gazette Number 44031, Volume 666, dated 24 December 2020".

Competency Framework for Senior Managers (2014)

LEADING COMPETENCY to drive Strategy	Scope of Coverage
Strategic Direction and Leadership	Impact and Influence; Institutional Performance Management; Strategic Planning and Management; Organisational Awareness
People Management	Human Capital Planning and Development; Diversity Management, Employee Relations Management; Negotiation and Dispute Management
Programme and Project Management	Programme and Project Planning and Implementation; Service Delivery Management, Programme and Project Monitoring and Evaluation
Financial Management	Budget Planning and Execution; Financial Strategy and Delivery; Financial Reporting and Monitoring
Change Management	Change Vision and Strategy; Process Design and Improvement; Change Impact Monitoring and Evaluation
Governance Leadership	Policy Formulation; Risk and Compliance Management; Cooperative Governance

![LGSETA logo — CREATING GREATER IMPACT]

Competency Framework for Senior Managers (2014)

CORE COMPETENCY – cut across all levels of work and enhance contextualised leadership that guarantees service delivery impact

Moral Competence

Planning and Organising

Analysis and Innovation

Knowledge and Information Management

Communication

Results and Quality Focus

Key Issues: New Municipal Staff Regulations

❑ Implementation of LG: Municipal Staff Regulations **effective from 1 July 2022. Chapter 2&4 from 1 July 2023.**

❑ **The Staff Regulations** Skills Development Planning must support**:**
   - **Integrated Development Planning** process aligned to**;**
   - **Strategic Planning cycles;**
   - **Integrated Development Plan;**
   - **Municipal Budget;**
   - **Human Resource Planning;**
   - **Performance Management Cycle.**

❑ Identification of Skills Needs must be guided by **skills gaps (critical)** and **occupational shortages (scarce skills**) informed by **Competency Framework for Occupational Streams;**

❑ **Strategic evaluation** of skills needs that constrain service delivery and performance are **informed by a** review **previous programmes;** and analysis of PDPs **to identify common skills needs across job categories.**

Competency Framework Mechanism	- **integration of key human resource processes**: - **recruitment**; - **selection**; - individual **performance management**; **succession planning; career development planning, training and development**; - **rewards and remuneration**.
Five Competency Sets	- Knowledge/Experience and Qualifications: **Foundation**; - Professional/ Functional or **Technical competencies**; - Personal competencies: **learning orientation**; - Public Service Orientation competencies: **service delivery orientation;** - Management/ Leadership competencies: **mentoring & coaching.**

Key Issues: Staff Performance Management

Performance Management and Development System: implications for design and packaging of skills programmes	- promote **objectives and development duties** of LG; - promote a **culture of service** to the public, **accountability, mutual cooperation**, and **assistance** amongst staff members; - **institutionalise performance planning, monitoring and evaluation** in municipalities; - municipal alignment of **departmental and individual performance**; - build **individual capacity, skills and competencie**s that are key to the municipality achieving its mandate and objectives and encourage commitment amongst staff.

Key Issues: Staff Performance Management

Performance Management and Development System:
 	
implications for design and packaging of skills programmes
	– Create an enabling environment to:
	  ○ plan;
	  ○ monitor;
	  ○ measure performance against set targets and outputs.
	
	– Identify and improve substandard performance of staff.
	
	– Staff member of a municipality is a public servant in a developmental local government system;
	
	– Supervisor must during the performance cycle:
	  ○ Monitor;
	  ○ Coach;
	  ○ Provide feedback to the staff member.

Key Issues: Staff Skills Development

Skills Development must support:

Implications for quality WSP and ATR submission and approval by the training committees and union representation as well as integration of the **WSP into the IDP and approval by Council**

- goals set out in the **IDP** to ensure delivery of quality services;
- **employment equity;**
- high **quality provision and effective workplace learning and development practices** including:
  o **coaching,**
  o **mentoring,**
  o **on-the-job learning, and**
  o **practical application of skills in the workplace;**
- **capacity building programmes** in municipalities;
- **continuous improvement of the results and returns on learning investments by:**
  o **defining measures of success,**
  o **conducting regular evaluations,**
  o **improving the impact of learning, training and development**

Key Issues: Staff Skills Development

Staff Member	- must take responsibility for his or her development and own career growth
Municipality **LGSETA provides support to municipalities to map job titles to occupations**	- clarifying skills required for jobs; - identifying relevant skills needs; - identifying new skills and knowledge; - creating learning opportunities which will allow their staff to develop the skills and expertise; - Ensure skills development is a KPA in senior managers and supervisor's performance agreements.
Skills Development Process – LGSETA supports SDF forums and provincial skills forums	- Planning; - Skills assessment; - Implementation; and - Review.

Strategic Human Resource Management and Development

❑ The **Regulations mandate that every municipality** must have **a Human Resource Plan for** the **recruitment, retention and development of staff** members according to the municipality's requirements within budgeted funds.

❑ The **HR Plan must**:

- be aligned to the **Integrated Development Plan (IDP), budget, Employment Equity (EE) Plan, Skills Development Strategy and Workplace Skills Plan**

- **set realistic goals and measurable targets** for achieving representativeness;

- include targets for the training of staff members per **occupational category,** and of **specific staff members**, with **specific plans to meet the training needs of historically disadvantaged persons;**

- **provide mechanisms and procedures** for dealing with staff members affected by the abolition of unnecessary posts in terms of the LRA.

Reflections on Professionalisation

❑ The draft *"National Implementation Framework towards the Professionalisation of the Public Service"* seeks to enable the three spheres of Government (National, Provincial and Local Government) to work in greater harmony to ensure standardisation and synergy relating to professionalism of public servants and professionalization of the public sector.

❑ Five pillars of the Human Resource Management value chain including:
pre-entry, recruitment and selection; induction and on-boarding; planning and performance management; continuous learning and professional development; and career profession and career incident.

❑ Alignment to the National Development Plan (NDP) and relevant sections especially with regard to building professional public service and public servants, public service ethos, career development;

❑ The **Constitutional Values and Principles (including Batho Pele)** underpinning professionalism and professionalization are paramount towards **building ethical conduct, accountability and ethos of the public service.**

LGSETA Considerations for Skills Development

❑ **LGSETA has prioritised the Human Resource Development in the Sector Skills Plan and this is aligned to the Strategic Focus Area of Municipal Planning.**

❑ **The development of Skills Programmes for Strategic Human Resource Management and Strategic Human Resource Development** are key for competency requirement and professionalisation.

❑ **Strategic Partnerships with the National School of Government** has been identified as a key area to ensure that local government skills programmes inform the interventions in the Workplace Skills Plans (WSP) going forward.

❑ In addition, **Strategic Partnership with SALGA on professionalisation programmes** are also key so that the WSP indicate the specific interventions.

LGSETA Considerations for Skills Development

The LGSETA has identified the following areas for consideration in designing skills programame packages and input into qualification development:
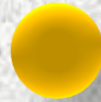
❑ **Change management processes:** Structure, People, Policy, Processes – Silos vs Synergy.

❑ **Municipal Organisational Culture and Learning Culture:** Mindset, Attitude, Political and Will and Commitment of Public Servants.

❑ **Public Service Ethos:** National Identity, promoting collaboration, communication, integration, coordination, accountability and integrated service delivery and alignment to the IDP and Budget processes.

Questions   Comments   Inputs   Suggestions   Nothing

Thank You