

Feedback: Transformation and Restructuring Task Team (TRTT) meeting - 11 June 2021

It is a pleasure to report that the Terms of Reference (TOR) of the Transformation and Restructuring Task Team (TRTT) was unanimously adopted by all parties after the incorporation of all inputs from the PSA as well as the proposal of the employer for the inclusion of two experts. The adoption led to the convening of the first TRTT meeting on 1 June 2021. The PSA nominated Aifheli Mashao as Deputy Chairperson for Labour. The employer introduced Given Mditshwa and Faith Nyaka as newly delegated members of the employer to the Chamber and the TRTT. The following items were presented by the employer in the TRTT meeting:

Micro post structure: National School of Governance (NSG)

The structure was approved on 29 March 2021, with Programme 1: Administration Vote and Programme 2: Public Sector Organisational and Staff Development, Trade Account which comprises of 34% and 66% staff compliment, respectively. Programme 1 consists of the following Chief Directorates:

- Office of the Principal, Office of the Chief Financial Officer, Deputy Director General: Administration, Chief Director: Strategy and Systems, and
- Five Directors for Human Resources Management and Development, Communication, Legal Services, Information Communication Technology and Workplace Environment Management

On the part of Programme 2 the following Directorates are on the newly approved Structure: Deputy Director General: Learning & Professional Development and six Chief Directorates for:

- Cadet & Foundational Management, Snr Management & Professionalisation, Middle Management Development, Executive Management & Leadership Support, Curriculum Support & Trainer Professionalisation and Business Development & Specialised Programmes

Deputy Director General: Professional Support Services; five Chief Directorates for:

- Technical Support, Quality Assurance & Accreditation Management, eLearning, Research & Market Intelligence and Outcomes & Impact

Migration Strategy

A change process may bring about a need for the organisational structural change, re-organisation or reconfiguration to yield desired results/outcome to improve operational efficiency and effectiveness by eliminating duplications, redundancies, fragmentation. Such a process may lead to a need to align the organisational structure to the new strategy of the organisation. Unavoidably, staff may experience introduction and implementation of new or additional mandates and/or functions and transformation programmes. Parties agreed that the process that will be followed will be guided as per the DPSA's guidelines and that proper consultation will take place.

Migration of staff are underpinned by the following:

- Consultation, Transparency, Objectivity, Equal opportunities, Fair treatment, Suitability communication, Compliance with minimum requirements, Expeditious resolution of disagreements, Career progression, Staff development-by reskilling, upskilling, Change and culture management and Retention of salary grade level and Employment equity.

According to the general migration principles, the following options are key to placement of staff:

- Direct placement, Indirect placement and Competitive placement.

The Plan introduces a Migration Committee to assist with placement of employees especially when employees could not be placed either in accordance with Direct or Indirect placement. The Recruitment and Selection Policy is to be considered as a criterion for placement of such potential incumbents. The decisive factor to be considered by the Committee in placing any of interviewed employees, should be the close match between the profile of the employee and that of the job. Other considerations may be job experience, skills, attitude, passion as well as past performance for the past two years with reference to the school's records. The dispute emanating from this process, would be resolved by a more expeditious committee to be established, namely the Special Migration Dispute Resolution Committee (SMDRC). Its mandate is the following:

- Dispute resolution emanating from competitive placement
- Consultation of affected employees and Managers
- Recommend reviews on Migration Committees as well as
- Making recommendation on appropriate placement

The principal is vested with powers to vet the decisions of the SMDRC. If an employee is still not content with the outcome, the normal Dispute Resolution procedures shall be followed.

Skills Audit

Members will recall that the employer engaged parties previously on a skills audit process, requiring participation of members. At the time members were not privy to the new structure and therefore could not answer the questions that formed part of the skills audit. The PSA subsequently advised members not to participate in the process. It was demanded that the employer is to put the continuation thereof in abeyance until such time the organisational structure is tabled at the Departmental Bargaining Chamber (DBC) and TRTT.

Since then, the PSA has been engaging the employer in the TRTT with a view of having the skills audit process once again resurrected, as it forms a critical part of the process that will aid the migration of staff into the new structure. The PSA agreed to the employer's request to pursue the process on condition that the questions that will form part of the survey, must not comprise of any future questions about members placement in the new branches, as they are not yet migrated and/or not informed of their job requirements of the posts in the new structure. The employer acceded to review the questions for the smooth running to avoid any disruptions, glitches and/or confusion. Based on these discussions, the PSA is advising all members to participate in the upcoming process by providing the employer with all the necessary information pertaining to skills one is possessing, which may be much more than that for the position that one is currently employed in. The PSA will monitor the process to ensure that these matters are complied with. It is appreciated that members heeded to the then advice.

Change management project

The employer outlined the background on the process of restructuring that had been undertaken by NSG for the past two or more years. The European Union (EU) was sourced to assist with the project. The EU was involved towards the end of 2020 to assist with change in Organisational culture of management team, Organisational learning, Managerial behaviour and Organisational Structure. It built on previous endeavors made in 2020. Various factors played a contributory role in the delay of the process such as appointment of a new Principal, review of the NSG's strategic direction, the process of the development of new organigram, etc. The project and/or process was also pursued during the era of COVID-19 pandemic, and this had the a bearing on operations and presented new challenges about staff moral.

It is then after all such processes that the change management project was to be tabled and embarked upon. The NSG has been operating on a start-up structure since its inception. The process of change management included a change management readiness assessment. The assessment had the following key findings: Organisational structure, organisational culture, organisational learning, and managerial behaviours. Management/Leadership workshops were convened late in 2020 and early 2021, aimed at appraising the leadership team and seek buying-in on the change process, agree on focus areas and structure the next steps of the project. Finalisation of the organisational structure was an impediment that subjected the entire human resource into anxiety and apprehensiveness/fearfulness and misgiving in the system.

The Change Process includes: Structure and roll-out, new ways of working, and agree on quick wins.

More detailed information can be acquired from the PSA Branch executive namely:

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The PSA wishes all members affected by COVID-19 a speedy recovery and encourages members to be vaccinated.

Members will be informed of developments.

GENERAL MANAGER