No. 1159   **24 November 2006**

SOUTH AFRICAN QUALIFICATIONS AUTHORITY (SAQA)

In accordance with regulation 24(c) of the National Standards Bodies Regulations of 28 March 1998, the Standards Generating Body (SGB) for

Public Administration and Management

registered **by** Organising Field 03, Business, Commerce and Management Studies, publishes the following qualification and unit standards for public comment.

This notice contains the titles, fields, subfields, NQF levels, credits, and purpose of the qualification and unit standards. The qualification and unit standards can be accessed via the SAQA web-site at **www.saqa.org.za**. Copies may also be obtained from the Directorate of Standards Setting and Development at the SAQA offices, SAQA House, 1067 Arcadia Street, Hatfield, Pretoria.

Comment on the qualification should reach SAQA at the address *below and no later than 23 December 2006.* All correspondence should be marked **Standards Setting − SGB for Public Administration and Management** and addressed to

> The Director: Standards Setting and Development
> SAQA
> *Attention: Mr. D . Mphuthing*
> Postnet Suite 248
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SOUTH AFRICAN QUALIFICATIONS AUTHORITY

QUALIFICATION:

National Diploma: Public Administration

SAQA QUAL ID	QUALIFICATION TITLE		
57897	National Diploma: Public Administration		

SGB NAME	ORGANISING FIELD ID	PROVIDER NAME	
SGB Public Administration and Management	3		
QUAL TYPE	**ORGANISING FIELD DESCRIPTION**	**SUBFIELD**	
National Diploma	Business, Commerce and Management Studies	Public Administration	

ABET BAND	MINIMUM CREDITS	NQF LEVEL	QUALIFICATION CLASS
Undefined	240	Level 6	Regular-Unit Stds Based

PURPOSE AND RATIONALE OF THE QUALIFICATION

Purpose:

The purpose of this qualification is to provide a structured programme for public officials that work with senior and executive management officials so as to provide support to strategic leadership and management needed to transform all spheres of government. The need for well-qualified efficient, client-oriented public officials is therefore identified as a priority in all the three spheres of government. The National Diploma in Public Administration (NQF Level 6) is aimed at practitioners working in the public sector or moving into the public sector. It is a qualification in a career pathway towards an accomplished Public Administration and Management Specialist.
The qualification will enhance the ability of the qualifying learner as a public official to perform the expected administration tasks, as well as to improve management abilities. In this way, the qualification enhances transferability of skills within different spheres of the public sector. At the same time, a learner will gain a firm foundation required for furthering studies leading to qualification registered at NQF levels 7.

Qualifying learners could follow a variety of careers within the Public Sector's:

> Financial Services.
> Administration.
> Management.
> Strategic Leadership.
> Accounting.
> Public Entity Management.
> Knowledge Management.

Rationale:

The public officials in South Africa operate in a wide variety of roles within the Public Administration and Management structures. Often they work in diverse operating and service delivery circumstances.

The sustainability of South Africa's democratic process and developmental governance are strongly linked to capacity building within the three spheres of government, ie. the national, provincial and local spheres of government. It is of great national importance that public officials receive an relevant and respected Public Administration and Management qualification that recognises the knowledge and skills which South Africa's public sector require. To fulfil their roles public sector officials need to have excellent awareness and understanding of the changing needs of today's public service delivery systems. Furthermore, since the South African public sector seeks to strive for global standards in its service delivery, it is imperative to address critical skills areas in line with the strong public sector focus displayed internationally, particularly in:

> Being familiar with fundamental theories and concepts underpinning effective performance in public sector

management and policy development.
> Knowing the difficulties of delivering results in government.
> Being skilled in applying theory and analysing data to solve real world management and policy problems.
> Having well-developed personal and leadership skills.

The Exit Level Outcomes emphasise many of the Public Administration skills required within public sector in a South African context, whilst taking cognisance of the global benchmarks that exist. Such skills and knowledge are geared towards enabling public officials in all spheres of government to operate effectively and successfully in a demanding environment. Therefore, exit level outcomes and related assessment criteria are outlined for the areas of competence, which mark out public administration as key and highly influential in the public service delivery.

The Diploma in Public Administration Level 6 is a specialised Qualification which offers administrative and managerial skills and knowledge that contributes to service delivery in the public sector for learners who:

> Have attained the National Certificate in Public Administration and Management: Level 5 or any related Public Administration and Management qualifications or generic administration and management qualifications, and wish to continue on a path of life-long learning within the Public Administration or related qualifications.
> Have worked in Public Administration, Municipal, Public Financial Management, for many years, but have no formal Qualifications in their area of expertise.
> Wish to extend their range of skills and knowledge of Public Administration and Management so that they can become knowledgeable workers.
> Are contracted in a learnership agreement.
> Have recently taken up a position in Public Administration and Management and need to acquire specific occupational competences peculiar to the public sector.
> Have not yet acquired the skills and competencies required for learning higher level Public Administration and Management.

The skills, knowledge, values and attitudes reflected in the Qualification are building blocks that will be developed further in a related NQF Level 7 qualification. The intention is:

> To promote the development of knowledge and skills that are required for the efficient performance of Public Administration and Management functions.
> To release the potential of people.

The Diploma in Public Administration: Level 6 aims at the development of knowledgeable, multi-skilled managers who are able to contribute to improved productivity and efficiency within the public sector. It should provide the means for current managers to receive recognition of prior learning, to upgrade their skills and achieve a nationally recognised qualification. It should also assist new entrants to the public sector.

RECOGNIZE PREVIOUS LEARNING?

Y

LEARNING ASSUMED TO BE IN PLACE

It is assumed that all learners accessing this qualification must be in possession of a Further Education and Training Certificate or equivalent qualification. Learners will have competences in Communication NQF Level 5, and Computer Literacy NQF level 5.

Recognition of prior learning:

The structure of this Unit Standard based Qualification makes the Recognition of Prior Learning possible. Learner and Assessor will jointly decide on methods to determine prior learning and competence in the knowledge, skills, values and attitudes implicit in the Qualification and the associated Unit Standards. Recognition of Prior Learning will be done by means of an Integrated Assessment as mentioned in the previous paragraph.

This Recognition of Prior Learning may allow for:

> Accelerated access to further learning at this or higher levels on the NQF.
> Gaining of credits towards a Unit Standard in this Qualification.
> Obtaining this Qualification in whole or in part.

All recognition of Prior Learning is subject to quality assurance by the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.

Access to the qualification:

Access to this Qualification is open, bearing in mind the Learning Assumed to be in Place itemised above. It is recommended that learners are competent in the Qualification - National Certificate in Public Administration and Management: Level 5 or equivalent before accessing this Qualification. This helps to ensure that the learner has a broad understanding of the basic principles of Public Management and Administration before proceeding with the more specialised requirements of Public Administration at Level 6.

QUALIFICATION RULES

Level, credits and learning components assigned to the qualification:

The qualification is made up of Unit Standards that are classified as Fundamental, Core and Elective. A minimum of 240 credits is required to complete the qualification.

In this qualification the credits are allocated as follows:

> Fundamental, 54 credits.
> Core, 138 credits.
> Electives, 48 credits.

Total, 240 credits.

Motivation for number of credits assigned to fundamental, core and elective:

Fundamental Component:

Unit Standards to the value of fifty four (54) credits are allocated to the subject areas of communication, finance, service delivery and information systems.

The communications aspect of the fundamental component focuses on advanced communication skills required to effectively fulfil public administration and management functions within the public sector and this component caters for fifteen (15) credits.

Sixteen credits (16) have been allocated to information systems skills and knowledge required in the public sector.

It is **also** viewed that service delivery **is** an integral part of the effective public administration and management function. For this reason, eight (8) credits have been allocated to this learning area.

A further fifteen (15) credits has been allocated to financial management with specific emphasis at the fundamental level of this qualification focusing on budget preparation.

All the Unit Standards are compulsory.

Core Component:

One-hundred and thirty eight (138) credits have been allocated to Unit Standards in the Core Component of this Qualification, The Unit Standards classified as Core describe Public Administration and Management knowledge and skills that are generic to various public sector contexts where Administrative and Management functions of one kind or another are executed. They provide an opportunity to develop knowledge of Public Sector Administration and Management through research, formal learning and workplace practice and/or simulated situations. The Core Unit Standards provide the basic knowledge and skills that all workers need to know about Public Administration and Management.

All Unit standards are compulsory,

Elective Component:

There are Unit Standards totalling one hundred and forty seven (147) credits in this Component. Learners are required to select Electives that add up to a minimum of forty eight (48) credits.

EXIT LEVEL OUTCOMES

On achieving this qualification, the learner will:

1. Develop and manage knowledge management and knowledge management systems for the public sector.
2. Manage the implementation of strategies, policies and plans in a public sector environment.
3. Develop service delivery charters, protocols and agreements to support service delivery objectives and implementation within public sector environment.
4. Promote and uphold strategic leadership within public sector environment.
5. Create a culture of a learning organisation within the public sector.

ASSOCIATED ASSESSMENT CRITERIA

1.

> A vision and culture that empowers staff to seek and share knowledge is created within overall public sector context.
> Partnerships are established across organisational boundaries to facilitate knowledge sharing.
> Different organisational knowledge structures are correlated in order to determine knowledge management capacities and requirements.
> Knowledge management communication lines are facilitated within and across organisations.
> Knowledge management structures and mechanisms are designed in line with organisational policies and procedures.
> Trouble shooting mechanisms are established and implemented to maintain and improve the knowledge management system.
> Knowledge capability is monitored and managed within a public sector organisation.

2.

> Advice, guidance and analysis is provided regarding the impact of legislation on overall delivery objectives, priorities and processes.
> Implementation objectives, priorities and processes are communicated to relevant stakeholders.
> The allocation and use of resources is managed according to overall public sector policies, procedures and legislation.
> Implementation processes are coordinated, monitored and reviewed in line with overall public sector policies and procedures.
> Realignment of implementation objectives, priorities and processes is negotiated with relevant stakeholders.
> Change management processes associated with implementation strategies are implemented and managed on an ongoing basis.

3.

> Service delivery objectives are evaluated and updated on an ongoing basis.
> Service delivery charter is developed in line with overall public sector service delivery policies and objectives.
> The principles of the service delivery charter are advocated to internal and external stakeholders.
> The impact of the service delivery charter is evaluated in order to enhance client satisfaction.
> The nature and extent of services to be provided is negotiated, and protocols governing service provision is agreed to within public sector policy framework and protocols.
> Terms of agreement are established in line with public sector policies.
> Services to be purchased and/or provided are identified and cognisance taken of these services in service charters.
> Provisions for service are approved, monitored, evaluated and reported in line with public service policies.

4

> Participation is undertaken in the formulation and communication of organisational vision, purpose, principles and values.
> Concepts and issues are examined and clarified in relation to overall government strategy, objectives and priorities.
> Priorities are identified and actions initiated to achieve objectives.
> Actions are initiated in order to position the public sector organisation to respond to changes in the environment.

5.

> The importance of knowledge is promoted within the public sector through effective communication and

liaison.
> A knowledge-enabling environment is created in line with overall knowledge management policies and procedures.
> Others are motivated to share and transfer knowledge.
> The organisation's behaviour is proactively modified to keep up with the latest knowledge management developments.

Integrated assessment:

Because assessment practices must be open, transparent, fair, valid, and reliable and ensure that no learner is disadvantaged in any way whatsoever, an integrated assessment approach is incorporated into the Qualification.

Learning, teaching and assessment are inextricably lined. Whenever possible, the assessment of knowledge, skills, attitudes and values shown in the unit standards should be integrated.

Assessment of the communication, language, literacy and numeracy should be conducted in conjunction with other aspects and should use authentic Public Service contexts wherever possible.

A variety of methods must be used in assessment and tools and activities must be appropriate to the context in which the learner is working. Where it is not possible to assess the learner in the workplace or on-the-job, simulations, case studies, role-plays and other similar techniques should be used to provide a context appropriate to the assessment.

The term 'Integrated Assessment' implies that theoretical and practical components should be assessed together. During integrated assessments the assessor should make use of formative and summative assessment methods and assess combinations of practical, applied, foundational and reflective competencies.

Assessors and moderators should make use of a range of formative and summative assessment methods. Assessors should assess and give credit for the evidence of learning that has already been acquired through formal, informal and non-formal learning and work experience.

Assessment should ensure that all specific outcomes, embedded knowledge and critical cross-field outcomes are evaluated. The assessment of the critical cross-field outcomes should be integrated with the assessment of specific outcomes and embedded knowledge.

INTERNATIONAL COMPARABILITY

This qualification was compared to equivalent level public administration qualifications in:

> **SADC** countries (Namibia, Botswana, Lesotho and Swaziland).
> United Kingdom.
> Pacific rim countries (Australia and New Zealand).
> United States of America.
> Unit standards for Public Administration.

Comparison results:

> The importance of management and administrative training within the public sector context is well articulated worldwide and internet resources, materials and assistance on this topic were both freely available and easy to find.
> Research revealed that this qualification compares favourably to 1st degree and certificate level programs in public administration in all the countries canvassed in respect of core and elective components, syllabi and course outcomes including those countries with unit standard qualifications.

Botswana, Lesotho and Swaziland:

The Institute for Development Management (IDM) (http://www.idmbls.com) is a regional organisation in Botswana, Lesotho and Swaziland (BLS) countries to help meet the management needs of the Region through management development activities including training, consultancy, research, and the establishment of a Management Resource Centre. IDM offers a Certificate in Public Administration and Management.

This 36 week certificate course aims to meet the need for continuous training and development in Public Sector. Stated course outcomes include:

> Use the computer in information management.
> Demonstrate knowledge of numeric skills.
> Demonstrate knowledge of Occupational Health and Safety.
> Demonstrate knowledge of HIV/AIDS.
> Communicate effectively in the workplace.
> Demonstrate knowledge of the role and scope of Public Administration.
> Demonstrate knowledge of decentralization and the role of local authorities in national development.
> Apply basic principles of management in the workplace.
> Demonstrate understanding of the various statutes which affect their day to day work.
> Manage records and information in their organisations.
> Demonstrate an understanding of basic principles of management.
> Demonstrate an understanding of basic principles of economics.
> Apply research methods by undertaking a work related project.

The course comprises the following modules:

> Introduction to Public Admin.
> Local Govt Administration and Management.
> Principles of Management.
> Legal Aspects of PA.
> Introduction to PC.
> Communication skills.
> Introduction to Financial Management.
> Introductory Economics.
> Occupational Health and Safety.
> Records Management.
> Numeric skills.
> HIV/AIDS Awareness.
> Basic Research Methods.

A search for unit standards based qualifications was however more difficult.

The Botswana Training authority (http://www.bota.org.bw/) is not yet a searchable site. Available units standard reveal that none exist at all for the pubic sector or administration.

This qualification compared well with the IDM Certificate in Public Administration and Management with regard to themes, content and course outcomes at the appropriate level.

United Kingdom:

This qualification was compared with equivalent level Public Administration qualifications of the:

> London Metropolitan University.
> Westminster Kingsway College.
> Open University.
> University of Bradford.

London Metropolitan University:

The undergraduate prospectus for 2006/7 provides an qualification in Public Administration - (further details can be viewed here http://www.londonmet.ac.uk/ug-prospectus-2006/courses/public-administration.cfm).

This focused course covers the core aspects of public administration with options which allow the learner to focus on policy analysis, local government, national and international public administration reform. A final year project allows the learner to concentrate on an area of personal interest.

Core Modules include:

> Contemporary UK Government.
> Economy and Society.
> Governance and Public Policy.
> Policy Analysis.
> Public Management.
> Theory and Practice of Organisations.

Optional (elective) modules include:

> Comparative Politics.
> The Idea of Justice.
> Introduction to Politics.
> Local Government, Local Politics.
> Equal Opportunities Policy.
> Managing the Community and Voluntary Sector.
> Politics and Political Change in Britain, **1945-1979.**
> Parliament, Politics and Policy Making.
> Environmental Policy.
> Politics and Society in the Third World.
> Public Administration Project.
> Public Administration Work Placement.
> International Administration and Development.
> Management in Health and Social Services.
> Modern British Politics.
> EU Policies and Issues.

This is **a** three year course.

Comparison:

The degree presented by London Metropolitan University is far more generic and less focused on actual Management and Administration issues in civil service context. In this regard the present qualification compares favourable both with regard to the public sector focus of the core material as well as the range of elective material that creates flexibility.

Westminster Kingsway College:

Westminster Kingsway College is a large college in Central London. The college offers a wide range of further, adult and higher education programmes, which are available for people of all ages from sixteen years upwards. It also provides a qualification entitled - Foundation Degree: Public Administration (details can be viewed at http://www.westking.ac.uk/courses/courseDetail.asp?courseID=4187).

Modules include:

> Managing performance.
> Introduction to managing people.
> Ethical and legal aspects.
> Economics of the public sector.
> Information management for decision-making.
> Marketing and PR in a public sector context.
> Managing finance.
> Quality management.
> Public sector planning and strategy.

The programme includes work-based learning units consistent with the requirements of Foundation degrees. The programme enables progression to a range of Honours degrees and eventually to Master's programmes.

Comparison:

The South African qualification appears to be far more comprehensive and seem to lack only economics in the public sector and financial management.

The Open University provides and a leading edge Master of Public Administration (MPA) qualification for managers throughout federal, national, regional and local government, the uniformed services, public and voluntary agencies, and social enterprises. It reflects international influences and it has a strong trans-national dimension.

The core and elective components are selected from among the following themes:

> Health and Social Care.
> Criminal Justice.
> Regional and Local Government planning and services.

> Fundamentals of senior management.
> Managing performance and change.
> Shaping public policy: processes and contexts.
> Current issues in public management and social enterprise.
> Financial strategy.
> Creativity, innovation and change.
> Managing knowledge.
> Managing Human Resources.
> Marketing in a complex world.
> Strategic management in life sciences and healthcare.
> Environmental valuation and policy.
> Rethinking social policy.
> Community safety, crime prevention and social control.
> Youth justice, penalty and social control.
> Leading and managing for effective education.
> Science and the public.
> Environmental ethics.
> Environmental decision making: a systems approach.
> Capacities for managing development.
> War, intervention and development.

The Open University also provide certificate and diplomas that are subsets of the courseware of the Masters' level qualifications. This qualification compares favourably with the Open Universities MPA in respect of main themes, outcomes quality and content.

The University of Bradford provides foundation and masters degrees in public administration.

The masters' programme's core comprises:

> Delivering Public Value.
> Designing Public Policies and Programs.
> Government in **a** Market Economy.
> Decision Making Under Uncertainty.
> Governing by the Rules.
> Leading Public Sector Change.
> Work-Based Project.

The foundation programmes' core comprises modules selected from:

> Effectiveness in the Workplace.
> Mentoring Skills and Application.
> Personal and Professional Development 1.
> Diversity in context.
> Impact of Social Policy on Public/Private Community and Voluntary Sector Practice.
> Information Technology Management.
> Learning from Experience in the Workplace.
> People and Organisations.
> Personal and professional Development 2.
> Theory and Practice of Multi-Agency Partnerships.
> Australian Politics: A Comparative Study.
> Government, Business and Society.
> Accounting for Managers.
> Introduction to Management.
> Australian Government and Public Policy.
> Human Resource Management.
> Marketing Management.
> Advanced Perspectives on Public Policy.
> International Human Resource Management.
> Managerial Economics.
> Leadership in Business and Society.

This qualification compares favourably with the Flinders University bachelors degree program in respect of main themes, outcomes quality and content.

The New Zealand Qualifications Authority (http://www.kiwiquals.govt.niY) has a Diploma in Local Government and administration at NQF level **8** worth **120** credits which is comparable to our National

Diploma Public Administration Level 6.

However, the Australian Qualifications Framework (http://www.aqf.edu.au/), the National Qualifications authority of Ireland (http:/lwww.nqai.ie/cgi-binlsearch) all failed to reveal any specific qualification of a similar nature to this qualification. On the other hand qualifications at the diplomas and degrees levels Public Administration and Management were available on the various university websites.

The University of Sydney:

This university provides a Graduate Diploma in Public Administration. Particulars can be viewed at http://www.usyd.edu.au/grad_school_govt/diploma.shtml.

 Knowledge areas covered include:

> Public policy - formulation and analysis.
> Policy implementation and public value.
> Leadership.
> Strategic thinking.
> The art of implementation.
> Planning.
> Resource management.
> Communication.
> Decision-making and problem-solving.
> Ethics.
> Risk Management.
> Managing, Leading and Responding to Change.
> International trends in public sector management.
> Government-business relations.
> Marketing.
> Survey Design and Analysis.
> Media Management.
> Public Expenditure Management.
> Capital Works and Asset Procurement Management.
> Case study exercises.
> Work-based projects.

The United States of America:

This qualification was compared with equivalent level (undergraduate) qualifications at the following universities in the United States:

> The University of Alaska.
> Baltimore University.
> Arizona University.
> Walden University.

 Levels of education and content fluctuate widely in the US due to competitive diversity. This qualification however compared favourable with the Bachelor and Master level courses of equivalent content, syllabi in respect of outcomes and quality.

 A typical example is Arizona University.

 Students learn how public agencies handle budgetary, financial, personnel and policy-making matters. Possible specialisation include:

> Criminal Justice Administration.
> Health & Human Services.
> Public Management.

Typical themes of the undergraduate degree at Arizona University include:

> Business and Modern Society.
> Health Ethics and Public Policy.
> History of US Intelligence: Organization and Policy.
> Ethical issues in Business.
> Public policy and administration.

> Health, Human Services and Public Management.
> Criminal Justice Administration.
> Ethics and the Public Administrator.
> Court Administration and Management.
> Women and Youth in the Justice System.
> Crime and Public Policy.
> Formation of Public Policy.
> Environmental Policy.
> International Trade, Public Policy and relations.

This qualification compares favourably with similar undergraduate courses of the US universities with the programme of University of Arizona as example.

Conclusions:

The qualifications in Public Administration worldwide tend to be at the postgraduate level rather than at undergraduate level (i.e. at approximately your NQF level 7 and not NQF 6). Nevertheless it is possible to conclude that this is an internationally comparable high level programme in Public Administration. However undergraduate degree and diploma courses were easily found in commonwealth countries for comparative purposes. In this regard the United Kingdom and Australia were used as benchmarks.

This certificate qualification compares well against similar certificate qualifications found in the SADC region and undergraduate qualification in key commonwealth counties.

ARTICULATION OPTIONS

This Qualification articulates with MBA and other similar qualifications at NQF Level 6 and 7.

MODERATION OPTIONS

> Anyone assessing a learner or moderating the assessment of a learner against this Qualification must be registered as an assessor with the relevant Education, Training, Quality, Assurance (ETQA) Body, or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
> Any institution offering learning that will enable the achievement of this Qualification must be accredited as a provider with the relevant Education, Training, Quality, Assurance (ETQA) Body.
> Assessment and moderation of assessment will be overseen by the relevant Education, Training, Quality, Assurance (ETQA) Body, or by an ETQA that has a Memorandum of Understanding with the ETQA, according to the ETQAs policies and guidelines for assessment and moderation.
> Moderation must include both internal and external moderation of assessments at exit points of the Qualification, unless ETQA policies specify otherwise. Moderation should also encompass achievement of the competence described both in individual Unit Standards as well as the integrated competence described in the Qualification.
> Anyone wishing to be assessed against this Qualification may apply to be assessed by any assessment agency, assessor or provider institution that is accredited by the relevant ETQA.

CRITERIA FOR THE REGISTRATION OF ASSESSORS

For an applicant to register as an assessor, the applicant needs:

> A minimum of 2 (two) years' practical, relevant occupational experience in Administration.
> To be declared competent in all the outcomes of the National Assessor Unit Standards as stipulated by South African Qualifications Authority (SAQA).

NOTES

N/A

UNIT STANDARDS
(Note: A blank space after this line means that the qualification is not based on Unit Standards.)

	UNIT STANDARD ID AND TITLE	LEVEL	CREDITS	STATUS
core	119342 Apply knowledge of ethical principles, standards and professional conduct in public sector management and administration	Level 5	8	Registered
Core	120307 Apply South African legislation and policy affecting public administration	Level 5	10	Registered
core	12138 Conduct an organisational needs analysis	Level 6	10	Reregistered
core	12158 Formulate and coordinate government communications programmes	Level 6	5	Reregistered

core	114493 Manage interactive communication between public and government	Level 6	7	Registered
core	243109 Manage knowledge management systems within the public sector	Level 6	10	Draft - Prep for P Comment
Core	243110 Design, implement and evaluate change management strategy for a Public Sector environment	Level 6	10	Draft - Prep for P Comment
Core	243112 Manage the tender procurement process	Level 6	10	Draft - Prep for P Comment
core	243113 Create a culture of a learning organisation within Ute public sector	Level 6	8	Draft - Prep for P Comment
core	243114 Manage the implementation of organisational strategies, polices and plans in a Public Sector environment	Level 6	8	Draft - Prep for P Comment
core	243115 Develop a service delivery charter for a public sector organisation	Level 6	10	Draft - Prep for P Comment
core	243116 Promote and uphold strategic leadership in h e with Public Sector vision, values, objectives and priorities	Level 6	10	Draft - Prep for P Comment
core	243117 Set budget parameters for public sector department/organisation	Level 6	10	Draft - Prep for P Comment
Core	243119 Develop and produce public sector service delivery protocols and agreements	Level 6	10	Draft - Prep for P Comment
core	243121 Develop mechanisms and structures for managing knowledge	Level 6	12	Draft - Prep for P Comment
Elective	10146 Supervise a project team of a developmental project to deliver project objectives	Level 5	14	Reregistered
Elective	15216 Create opportunities for innovation and lead projects to meet innovative ideas	Level 5	4	Reregistered
Elective	7859 Lead and manage teams of people	Level 6	6	Reregistered
Elective	10080 Formulate, design and Implement customer service delivery systems and processes	Level 6	8	Reregistered
Elective	10617 Demonstrate an understanding of human resources and Industrial relation principles and legislation	Level 6	6	Registered
Elective	12157 Develop and produce information products for government	Level 6	4	Reregistered
Elective	12978 Identify, implement and manage Information System financial control strategy	Level 6	12	Reregistered
Elective	12979 Analyse and participate in the design of Information Systems	Level 6	12	Reregistered
Elective	110483 Develop and manage an organisational records system	Level 6	5	Registered
Elective	114926 Develop plans for implementing Learnerships and Skills Programmes within a learning organisation	Level 6	5	Registered
Elective	115437 Lead and manage people	Level 6	20	Registered
Elective	243111 Manage human resources processes for a public sector organisation	Level 6	12	Draft - Prep for P Comment
Elective	243118 Act as a role model in setting a culture of customer service	Level 7	8	Draft - Prep for P Comment
Fundamental	13099 Contribute to the implementation, post-implementation review and maintenance of information system	Level 6	16	Reregistered
Fundamental	116804 Collect and collate background information for specific contexts	Level 6	15	Registered
Fundamental	120302 Prepare budgets for a specific sector	Level 6	15	Registered
Fundamental	120306 Manage service delivery improvement	Level 6	8	Registered

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD: 1

Manage knowledge management systems within the public sector

SAQA US ID	UNIT STANDARD TITLE		
243109	Manage knowledge management systems within the public sector		

SGB NAME	ORGANISING FIELD ID	PROVIDER NAME
SGB Public Administration and Management	3	

UNIT STANDARD TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION
Regular	Business, Commerce and Management Studies	Public Administration

ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	10	Level 6	Regular

SPECIFIC OUTCOME 2

Establish partnerships across organisational boundaries to facilitate knowledge sharing.

SPECIFIC OUTCOME 3

Correlate different organisational knowledge strategies.

SPECIFIC OUTCOME 4

Facilitate knowledge management communication lines within and across organisations.

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UNIT STANDARD: 2

Design, implement and evaluate change management strategy for a Public Sector environment

SAQA US ID	UNIT STANDARD TITLE		
243110	Design, implement and evaluate change management strategy for a Public Sector environment		
SGB NAME	**ORGANISING FIELD ID**	**PROVIDER NAME**	
SGB Public Administration and Management	3		
UNIT STANDARD TYPE	**ORGANISING FIELD DESCRIPTION**	**SUBFIELD DESCRIPTION**	
Regular	Business, Commerce and Management Studies	Public Administration	
ABET BAND	**CREDITS**	**NQF LEVEL**	**UNIT STANDARD TYPE**
Undefined	10	Level 6	Regular

SPECIFIC OUTCOME 1

Design change management strategy to enhance organisational performance.

SPECIFIC OUTCOME 2

Design communication strategy to meet change management goals.

SPECIFIC OUTCOME 3

Sponsor change agents and create a network of leaders who support and own change initiatives.

SPECIFIC OUTCOME 4

Design activities, processes and procedures to implement change management strategy.

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UNIT STANDARD: 3

Manage human resources processes for a public sector organisation

SAQA. US ID	UNIT STANDARD TITLE
1243111	Manage human resources processes for a public sector organisation

SGB NAME	ORGANISING FIELD ID	PROVIDER NAME
SGB Public Administration and Management	3	

UNIT STANDARD TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION
Regular	Business, Commerce and Management Studies	Public Administration

ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	12	Level 6	Regular

SPECIFIC OUTCOME 1

Implement and maintain performance management processes.

SPECIFIC OUTCOME 2

Identify the developmental needs of employees and provide opportunities for development.

SPECIFIC OUTCOME 3

Recognise and reward desired behaviours and results.

SPECIFIC OUTCOME 4

Design integrated strategies for reaching Skills Development, Employment Equity and Affirmative Action goals.

SPECIFIC OUTCOME 5

Adapt organisational systems and processes to recruit and retain high calibre staff.

SPECIFIC OUTCOME 6

Achieve or exceed set goals for Skills Development, Employment Equity and Affirmative Action.

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD: 4

Manage the tender procurement process

SAQA US ID	UNIT STANDARD TITLE		
243112	Manage the tender procurement process		
SGB NAME		**ORGANISING FIELD ID**	**PROVIDER NAME**
SGB Public Administration and Management		3	
UNIT STANDARD TYPE		**ORGANISING FIELD DESCRIPTION**	**SUBFIELD DESCRIPTION**
Regular		Business, Commerce and Management Studies	Public Administration
ABET BAND	**CREDITS**	**NQF LEVEL**	**UNIT STANDARD TYPE**
Undefined	10	Level **6**	Regular

SPECIFIC OUTCOME   1

Prepare to initiate the tender procurement process.

SPECIFIC OUTCOME   2

Manage the pre-tender procurement procedures.

SPECIFIC OUTCOME   3

Manage the tender procurement procedures.

SPECIFIC OUTCOME   4

Maintain pro-active communication with all role-players of the tender procurement process.

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD: 5

Create a culture of a learning organisation within the public sector

SAQA US ID	UNIT STANDARD TITLE		
243113	Create a culture of a learning organisation within the public sector		
SGB NAME	**ORGANISING FIELD ID**		**PROVIDER NAME**
SGB Public Administration and Management	3		
UNIT STANDARD TYPE	**ORGANISING FIELD DESCRIPTION**		**SUBFIELD DESCRIPTION**
Regular	Business, Commerce and Management Studies		Public Administration
ABET BAND	**CREDITS**	**NQF LEVEL**	**UNIT STANDARD TYPE**
Undefined	8	Level 6	Regular

SPECIFIC OUTCOME   1

Promote the importance of knowledge within the public service through effective communication and liaison.

SPECIFIC OUTCOME   2

Create a knowledge-enabling environment.

SPECIFIC OUTCOME   3

Motivate others tu share and transfer knowledge.

SPECIFIC OUTCOME   4

Modify the organisations behaviour pro-actively to keep up with the latest knowledge management developments.

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD: 6

Manage the implementation of organisational strategies, polices and plans in a Public Sector environment

SAQA US ID	UNIT STANDARD TITLE		
243114	Manage the implementation of organisational strategies, polices and plans in a Public Sector environment		
SGB NAME	**ORGANISING FIELD ID**		**PROVIDER NAME**
SGB Public Administration and Management	3		
UNIT STANDARD TYPE	**ORGANISING FIELD DESCRIPTION**		**SUBFIELD DESCRIPTION**
Regular	Business, Commerce and Management Studies		Public Administration
ABET BAND	**CREDITS**	**NQF LEVEL**	**UNIT STANDARD TYPE**
Undefined	*8*	Level 6	Regular

SPECIFIC OUTCOME 1

Provide advice, guidance and analysis on the impact of legislation on overall delivery objectives, priorities and processes.

SPECIFIC OUTCOME 2

Communicate implementation objective, priorities and processes.

SPECIFIC OUTCOME 3

Manage the allocation and use of resources.

SPECIFIC OUTCOME 4

Coordinate, monitor and review implementation processes.

SPECIFIC OUTCOME 5

Negotiate realignment of implementation objectives, priorities and processes.

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD: 7

Develop a service delivery charter for a public sector organisation

SAQA US ID	UNIT STANDARD TITLE		
243115	Develop a service delivery charter for a public sector organisation		
SGB NAME	ORGANISING FIELD ID		PROVIDER NAME
SGB Public Administration and Management	3		
UNIT STANDARD TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Public Administration	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	I 0	Level 6	Regular

SPECIFIC OUTCOME   1

Evaluate and update service delivery objectives.

SPECIFIC OUTCOME   2

Develop a service deliver charter.

SPECIFIC OUTCOME   3

Advocate the principles of the service delivery charter to internal and external stakeholders.

SPECIFIC OUTCOME   4

Evaluate the impact of the service delivery charter on enhanced customer/client satisfaction.

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD: a

Promote and uphold strategic leadership in line with Public Sector vision, values, objectives and priorities

SAQA US ID	UNIT STANDARD TITLE		
243116	Promote and uphold strategic leadership in line with Public Sector vision, values, objectives and		
SGB NAME	**ORGANISING FIELD ID**		**PROVIDER NAME**
SGB Public Administration and Management	3		
UNIT STANDARD TYPE	**ORGANISING FIELD DESCRIPTION**	**SUBFIELD DESCRIPTION**	
Regular	Business, Commerce and Management Studies	Public Administration	
ABET BAND	**CREDITS**	**NQF LEVEL**	**UNIT STANDARD TYPE**
Undefined	10	Level 6	Regular

SPECIFIC OUTCOME   1

Participate in formulation and communication of organisational vision, purpose, principles and values.

SPECIFIC OUTCOME   2

Examine and clarify concepts and issues in relation to overall Government strategy, objectives, and priorities.

SPECIFIC OUTCOME   3

identify priorities and initiate actions to achieve objectives.

SPECIFIC OUTCOME   4

Initiate actions to position the organisation to respond to changes in the environment.

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD: 9

Set budget parameters for public sector departmentlorganisation

SAQA US ID	UNIT STANDARD TITLE		
243117	Set budget parameters for public sector department/organisation		
SGB NAME	**ORGANISING FIELD ID**		**PROVIDER NAME**
SGB Public Administration and Management	3		
UNIT STANDARD TYPE	**ORGANISING FIELD DESCRIPTION**		**SUBFIELD DESCRIPTION**
Regular	Business, Commerce and Management Studies		Public Administration
ABET BAND	**CREDITS**	**NQF LEVEL**	**UNIT STANDARD TYPE**
Undefined	10	Level 6	Regular

SPECIFIC OUTCOME 1

Demonstrate knowledge of setting budget parameters for departmentlorganisation.

SPECIFIC OUTCOME 2

Set the budget parameters for a departmentlorganisation.

SPECIFIC OUTCOME 3

Communicate the departmental/organisational budget parameters and the method of allocation to all relevant external and internal stakeholders.

SPECIFIC OUTCOME 4

Manage the set budget parameters.

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD: 10

Act as a role model in setting a culture *of* customer service

SAQA US ID	UNIT STANDARD TITLE		
2431 18	Act as a role model in setting a culture of customer service		

SGB NAME	ORGANISING FIELD ID		PROVIDER NAME
SGB Public Administration and Management	3		
UNIT STANDARD TYPE	**ORGANISING FIELD DESCRIPTION**		**SUBFIELD DESCRIPTION**
Regular	Business, Commerce and Management Studies		Public Administration
ABET BAND	**CREDITS**	**NQF LEVEL**	**UNIT STANDARD TYPE**
Undefined	8	Level 7	Regular

SPECIFIC OUTCOME 1

Set a personal example of implementing standards for customer service.

SPECIFIC OUTCOME 2

Proactively set up and propagate standards for major stakeholders, clients and customer relationships.

SPECIFIC OUTCOME 3

Review and recommend improvements to policy and systems for customer service.

SPECIFIC OUTCOME 4

Conceptualise inputs, techniques and outputs for quality management system to ensure that it supports ongoing continuous improvement in service delivery within public sector.

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD: 11

SAQA US ID	UNIT STANDARD TITLE		
243119	Develop and produce public sector service delivery protocols and agreements		
SGB NAME	**ORGANISING FIELD ID**		**PROVIDER NAME**
SGB Public Administration and Management	3		
UNIT STANDARD TYPE	**ORGANISING FIELD DESCRIPTION**		**SUBFIELD DESCRIPTION**
Regular	Business, Commerce and Management Studies		Public Administration
ABET BAND	**CREDITS**	**NQF LEVEL**	**UNIT STANDARD TYPE**
Undefined	10	Level 6	Regular

SPECIFIC OUTCOME ▌

Negotiate the nature and extent of services to be provided, and protocols governing service provision.

SPECIFIC OUTCOME 2

Establish terms of the agreement.

SPECIFIC OUTCOME 3

Specify services to be purchased and/or provided.

SPECIFIC OUTCOME 4

Approve monitoring, evaluation, and reporting provisions.

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

SAQA US ID	UNIT STANDARD TITLE		
243121	Develop mechanisms and structures for managing knowledge		
SGB NAME	**ORGANISING FIELD ID**		**PROVIDER NAME**
SGB Public Administration and Management	3		
UNIT STANDARD TYPE	**ORGANISING FIELD DESCRIPTION**		**SUBFIELD DESCRIPTION**
Regular	Business, Commerce and Management Studies		Public Administration
ABET BAND	**CREDITS**	**NQF LEVEL**	**UNIT STANDARD TYPE**
Undefined	**12**	Level *6*	Regular

SPECIFIC OUTCOME   1

Develop a proposal to communicate the value of and necessity for a knowledge management system to different audiences.

SPECIFIC OUTCOME   2

Amend proposal to minimise identified risks and threats identified by different audiences.

SPECIFIC OUTCOME   3

Establish knowledge management structures and mechanisms in line with organisational policies and procedures.

SPECIFIC OUTCOME   4

Coach others on knowledge management techniques and promote best practice.

SPECIFIC OUTCOME   5

Establish and implement trouble-shooting mechanisms to maintain and improve the knowledge management system.

SPECIFIC OUTCOME   6

Monitor and measure knowledge capability within a public sector organisation.