



premier

Department:
Office Of The Premier
PROVINCE OF KWAZULU-NATAL

KWAZULU-NATAL PROVINCIAL PUBLIC SERVICE TRAINING ACADEMY

TRAINING DIRECTORY





TRAINING DIRECTORY

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INTRODUCTION



The Province of KwaZulu-Natal is committed to providing its citizens with high quality services through public servants that are dedicated, capable and caring. This commitment can be realized by, among others, providing public servants with learning and development opportunities that will help improve their individual capability and the capacity of the State to deliver on its mandates. Consequently, it is critical that training programmes offered to public servants are need directed, competency based and contribute to the outcome “An Efficient, Effective and Development Oriented Public Service

and an Empowered, Fair and Inclusive Citizenship”.

The provision of quality training and development programmes offered by the KwaZulu-Natal Provincial Public Service Training Academy focuses on enhancing the efficiency and competency of all public servants to ensure they remain relevant and sensitive to the ever-increasing expectations of the general public. In this way, the Academy strives to develop a cadre of professional public servants who will contribute to the vision of the province.

VISION, MISSION & VALUES

VISION

To be a centre of excellence
for learning
and development

MISSION

To deliver high quality
competency based learning and
development programmes and
interventions
that will lead to improved
employee and
organisational performance

VALUES

Professionalism
Integrity
People focused
Caring (ubuntu)
Honesty
Team work
Value for money
Excellence
Accountable
Continuous improvement
Cost of efficiency
Culturally sensitive



TRAINING DIRECTORY

1. BACKGROUND

The purpose of the Academy is ultimately aimed at improving service delivery in the Province, through the vigorous and sustained transformation of the mindsets of the public servants themselves. It aspires to become the knowledge hub of the Provincial Administration with one of its objectives being to transform the administration into a learning organization where learning forms a critical part of every interaction that the public servant engages in.

The Provincial Public Service Training Academy serves to build the capacity of staff in the public service to enable effective and efficient service delivery and thus improve the performance and quality of service rendered by KwaZulu-Natal civil servants to the public. The Academy aims to affirm the ability of public servants to improve performance to levels that would inspire the public's confidence. Furthermore, it seeks to encourage pride and excellence in the public service, foster a sense of common purpose, values and traditions.

The KwaZulu-Natal Provincial Public Service Training Academy will be a centre of excellence in learning and development. Its programmes focus on developing the competencies of public servants through the provision of need directed, competency based training and development programmes.

In its quest to facilitate and co-ordinate Skills Development in the Provincial Administration, the Academy performs the following functions:

- Skills Planning, Compliance and Monitoring
- Leadership and Management Development
- Generic and Transversal Training
- Curriculum and Materials Development and Quality Assurance
- Adult Education and Training in the Workplace
- Knowledge Management and Library Services
- Strategic Skills Development Projects

2. APPROACH TO LEARNING AND DEVELOPMENT

A multi-method approach is applied to learning and development at the Academy. Courses, seminars and workshops are presented through facilitated contact sessions and/or through e-learning. Other approaches include the coordination of developmental assignments, the identification of potential, mentoring and coaching support, international exchanges and tours, placements in the private sector, other spheres of government and tertiary institutions.

Learning programmes offered by the Academy are developed in-house and in partnership with academic and professional institutions. Learning programmes take the form of qualifications or short courses. Short courses are credit and non-credit bearing. Credit bearing short courses are developed along the requirements of an appropriate unit standard. Emphasis is placed on the practical nature of the learning with course content made up of 30% theory and 70% practical. Programmes have pre-assessment, work based assignments and post-assessments. Non-credit bearing short courses are developed along stringent quality standards and are outcomes based. To ensure that the learning programmes address the distinctive needs of the KwaZulu-Natal Provincial Administration, subject matter experts from within the Administration, participate in the development of learning material.

3. LEARNING PHILOSOPHY

The following key principles inform the functioning and approach of the Academy in delivering training and development:

- Value adding
- Demand-led, needs based
- Competency and outcomes based
- Portable
- Flexible
- Contribute to Life-long learning
- Quality

4. CORE LEARNING AREAS

The learning and development interventions cover five core areas, namely:

- People Management and Development
- Change and Service Delivery Improvement
- Governance
- Management and Leadership
- General Administration

The courses/seminars contained in this directory under the above core areas learning will be offered by the Academy. In addition to these courses, ad-hoc requests will be addressed by agreement with our customers. Departmental specific requests and other compulsory programmes will also be coordinated through the Academy.

The programmes will target all public servants with specific attendance criteria. Programmes critical to improving service delivery and customer care will be compulsory for all public servants.



5. ACCREDITATION

The Academy is accredited as a delivery and assessment site by the Public Sector Education and Training Authority (PSETA); accreditation number: P21/0310/KZN01.

6. ATTENDING OUR PROGRAMMES

6.1. DEPARTMENTAL REQUESTS

Should a Department require a specific programme, a letter of request must be submitted to the Academy or relevant Sub-Directorate. On receipt of your request, the dates and other arrangements for the training programme will be negotiated between the Department and the Academy/Sub-Directorate.

6.2. SCHEDULED PROGRAMMES

The Academy will produce a schedule of training programmes and dates of high demand and compulsory programmes. Names of officials attending must be submitted via the Departmental Skills Development Facilitator/ Human Resource Development Manager or Human Resource Manager on the prescribed nomination form.

6.3. COST RECOVERY/COURSE FEES

The Academy levies a user charge for specific training programmes in order to fund the delivery of training. The aim of the user charge is to recoup input operational costs. Departments are encouraged to fund the training from the 1% skills development levy. Skills Development Facilitators/ Training Coordinators may contact officials from the Generic and Transversal Training Unit or the Leadership and Management Development Unit listed under 'contact details' at the inside back cover of the Directory, for further information on the rate charged and conditions for the courses for which a user charge is levied and the range of training programmes for which no charge is levied. Departments must, where applicable provide for the subsistence and travelling expenses of their officials.

6.4. STARTING TIMES

On the first day of programmes, registration commences at 08:30 and courses and seminars start punctually at 09:00. Course times on subsequent days are from 08:00 to 16:00, or as arranged.

6.5. ACCOMMODATING PEOPLE WITH DISABILITIES

The Academy will make every effort to accommodate physically challenged persons who need any special assistance or facilities to participate in any of our courses. Please contact the Academy should you require any information in this regard.

6.6. CERTIFICATION

The Academy issues two types of certificates; namely, attendance certificates and certificates of competence. An attendance certificate is issued when a course participant attends the full duration of a training programme. A certificate of competence is issued when a course

participant successfully meets all the requirements of a unit standard based course and is found competent after assessment. No certificate will be issued when a course participant attends but fails to meet the requirements of unit standard based courses. Unit standard and assessment information is indicated in the Directory under the respective training programmes.

6.7. OUR CONTACT DETAILS

The KZN Provincial Public Service Training Academy

Main Centre: Durban

Physical Address: 321 ZK Matthews Road. Glenwood, Durban, 4001
Postal Address: Private Bag X9037, Pietermaritzburg, 3200
Telephone: 031 274 4902 / 4196
Fax: 031 274 4128

Regional Centre: Pietermaritzburg

Physical Address: 15th Floor, North Tower, Natalia Building, 330 Langalibalele Street, Pietermaritzburg
Postal Address: Private Bag X9037, Pietermaritzburg, 3200
Telephone: 033 395 2862 / 2895 / 3151
Fax: 033 342 4681
Website: www.kznacademy.gov.za

A detailed list of contacts is provided for on the back inside cover of the directory





CORE LEARNING AREAS

1

**PEOPLE MANAGEMENT AND
DEVELOPMENT**

2

**CHANGE AND SERVICE
DELIVERY IMPROVEMENT**

3

GOVERNANCE

4

MANAGEMENT AND LEADERSHIP

5

GENERAL ADMINISTRATION

7.1 PEOPLE MANAGEMENT AND DEVELOPMENT



“Education is the most powerful weapon which you can use to change the world”

Nelson Mandela

7.1.1 PERFORMANCE MANAGEMENT COURSE

(EPMDS: LEVEL I - 12)

(COURSE CODE : EPMDS)

AIM OF THE WORKSHOP

The aim of the course is to create awareness and present the provisions and procedures of the Employee Performance Management and Development System.

WHO SHOULD ATTEND

The workshop is aimed at all employees in the Provincial Administration on salary levels I to 12 appointed in terms of the Public Service Act, 1994

COURSE CONTENT

- Understanding performance management and strategy
- Employee Performance Management and Development System (Level I -12)
- Performance Planning
- The performance agreement
 - Key Result Areas
 - Determining Performance Standards
- Performance Monitoring, Review and Assessment
- Performance Moderation
- Outcomes of Performance

DURATION

Three working days

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 25

Minimum number of delegates required for the course to commence: 8

“Intellectual growth should commence at birth and cease only at death”

Albert Einstein

7.1.2 EMBRACING DIVERSITY

(COURSE CODE: ED)

AIM OF THE COURSE

The course is aimed at providing learners with the knowledge and skills necessary to work with, promote and understand diversity in the workplace.

WHO SHOULD ATTEND

The course is aimed at all supervisors, team leaders and managers who lead diverse work teams.

COURSE CONTENT

- The nature of diversity
- The need for working with diversity
- Managing Diversity
- Interpersonal skills for embracing diversity

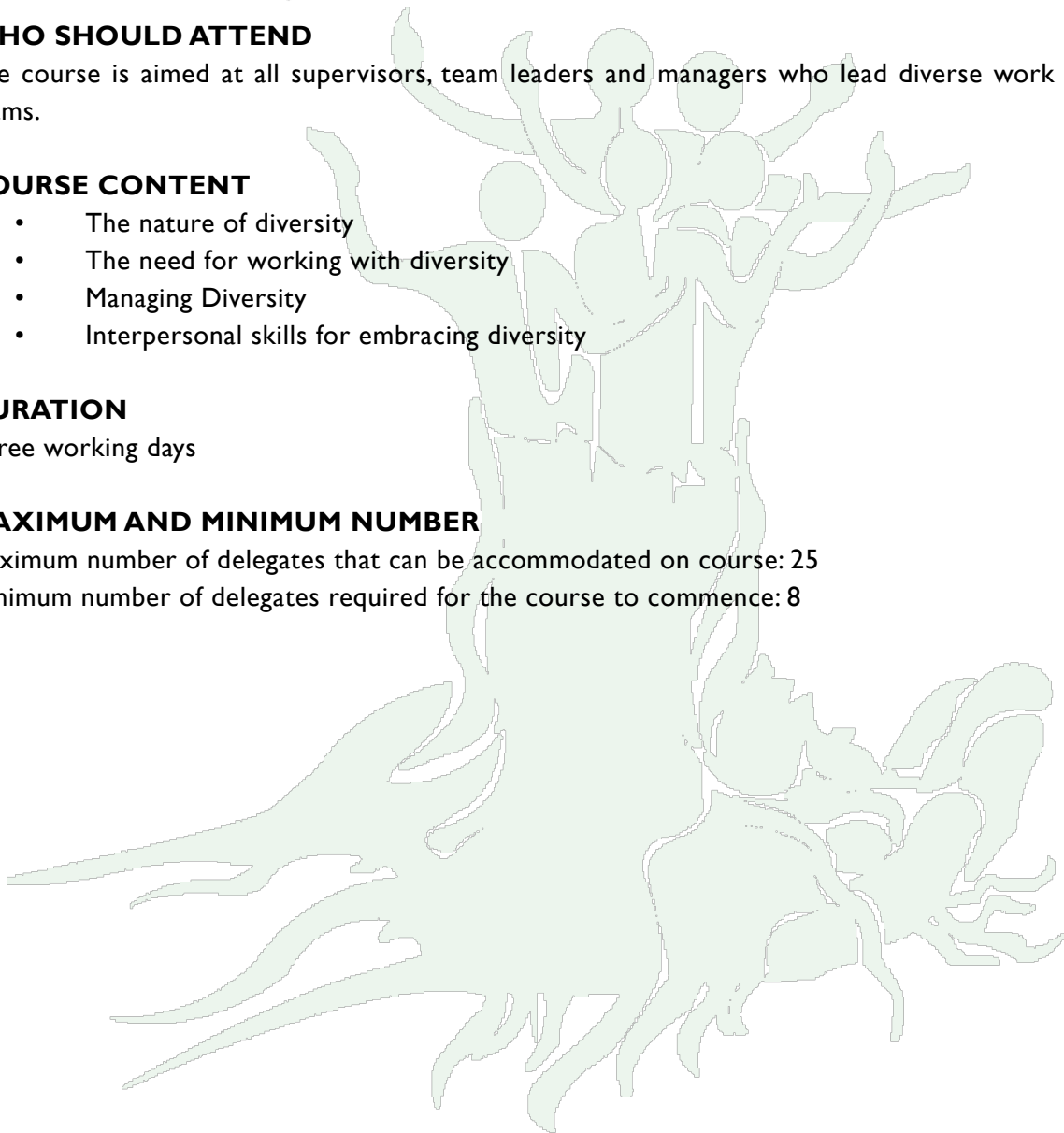
DURATION

Three working days

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 25

Minimum number of delegates required for the course to commence: 8



7.1.3 DEVELOPING PEOPLE

(COURSE CODE: DP)

AIM OF THE COURSE

The aim of the course is to prepare officials to manage the human resource development of employees in order to achieve skills development objectives.

WHO SHOULD ATTEND

The course is aimed at all supervisors, team leaders and managers who supervise/manage individual performance and development.

COURSE CONTENT

- The context of people development
- Skills Development Legislation
- The Human Resource Development System
- Assessing development needs
- Managing the development of people

DURATION

Three working days

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 25

Minimum number of delegates required for the course to commence: 8

7.1.4 COURSE ON FACILITATING LEARNING

(COURSE CODE: FL)

AIM OF THE COURSE

The aim of the course is to develop competence in general learning facilitation skills. The general purpose is to equip and enable learners to demonstrate competence in the planning of learning environments, facilitate learning and learning activities and evaluate learning using a variety of appropriate methods, strategies, procedures and techniques.

WHO SHOULD ATTEND

The course targets officials who conduct training and/or facilitate learning interventions in their organizations.

COURSE CONTENT

- Contextualising learning facilitation
- Conditions for effective learning facilitation
- Individual learning facilitation
- Stages in learning facilitation
- Learning facilitation steps and procedures
- Preparing the learning environment
- Structuring learning facilitation interventions
- Conducting learning facilitation activities
- Record keeping and portfolio building
- What is learning facilitation
- Lecturing
- Preparing the learner
- Group learning facilitation
- Self-study
- Evaluating learning activities
- Learning facilitation methods
- Role of the learning facilitator

DURATION

Five working days

LEARNING AND ASSESSMENT STRATEGY

Learners will be required to attend a five day facilitated contact session. The programme also consists of pre-course work, self, on-course formative and summative assessment. Learners will be required to conduct individual learning facilitation sessions, during the five day contact session. These will be assessed and will contribute to the overall competence assessment. Learners will be required to complete and submit a workplace learning assignment.

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 12

Minimum number of delegates required for the course to commence: 6

UNIT STANDARD:

Facilitates
learning using a
variety of given
methodologies

SAQA UNIT STANDARD

ID: 117871
NQF LEVEL: 5
CREDITS: 10

7.1.5 MENTORING FOR GROWTH

(COURSE CODE: MG)

AIM OF THE COURSE

The course is aimed at developing mentors and prospective mentors in key elements of mentoring thereby improving their mentorship skills

WHO SHOULD ATTEND

The course is designed for managers, mentors in learnerships and internships and supervisors. The course also targets mentors in informal mentoring relationships.

COURSE CONTENT

- The history of mentorship
- A definition of mentoring
- Defining formal and informal mentoring
- Terminology used in relation to mentoring
- The Role of Mentoring in Lifelong Learning in South Africa
- The benefits of mentorship
- The difference between mentorship and coaching
- Characteristics of a Good Mentor/Protégé
- Roles and responsibilities in the mentoring relationship
- Supervisors role
- Goal Setting
- Contracts

Note: learners will be requested to complete pre-course, internet based questionnaires.

DURATION

Three working days

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 25

Minimum number of delegates required for the course to commence: 8

7.1.6 PRESENTATION SKILLS COURSE

AIM OF THE COURSE

The course is aimed at enabling officials to effectively and efficiently plan, prepare and structure presentations that are appropriate to the needs of the target audience. Learners will develop confidence and skills in delivering a presentation.

WHO SHOULD ATTEND

The course is designed for officials who, as part of their duties, have to plan, prepare and conduct presentations. The course target employees on salary level 9 and upwards. Minimum entry requirements to the course: an official nominated to attend must have a minimum of Grade 12. Note that the course is conducted in English.

COURSE CONTENT

- Presentation fundamentals
- Understanding your context and audience
- Plan and organize a presentation
- Choosing Your Delivery Methods
- Delivering your presentation with confidence
- The art of managing questions
- Communicating with Greater Impact

DURATION

Three working days

LEARNING AND ASSESSMENT STRATEGY

No formal assessments are conducted as part of this programme.

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 12

Minimum number of delegates required for the course to commence: 8

CHANGE AND SERVICE DELIVERY IMPROVEMENT



“Education is a human right with immense power to transform. On its foundation rest the cornerstones of freedom, democracy and sustainable human development”

Kofi Annan

7.2.1. CUSTOMER CARE: THE BATHO PELE WAY

(COURSE CODE: CC)

AIM OF THE COURSE

The aim of the course is to train and develop officials on key aspects of customer care, and Batho Pele, with a focus on improving the quality of services delivered.

WHO SHOULD ATTEND

The course is aimed at all officials in the Provincial Administration, particularly staff who are at the front line of service delivery.

COURSE CONTENT

- Overview of the recruitment and selection process.
- Understanding my role as a public servant
- Defining professionalism
- Linking the Batho Pele principles to my work
- Understanding the impact of the Batho Pele principles on the broader South African society
- Using effective communication skills to improve service delivery

DURATION

Three working days

LEARNING AND ASSESSMENT STRATEGY

No formal assessments are conducted as part of this programme.

MAXIMUM AND NUMBER

Maximum number of delegates that can be accommodated on course: 25

Minimum number of delegates required for the course to commence: 8

GOVERNANCE



“If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart”

Nelson Mandela

7.3.1. ETHICS AND VALUES TRAINING FOR SENIOR MANAGERS

(COURSE CODE: ETHICS)

AIM OF THE COURSE

The course is designed to strengthen and enhance the ethical conduct of senior managers in the KwaZulu-Natal Provincial Administration

WHO SHOULD ATTEND

Members of the Senior Management Service

COURSE CONTENT

- Leadership challenges in public sector organisations
- Exploring the meaning of moral leadership
- The Self Context: Building your moral compass
- The Organisational Context: Leading a Values Driven Organisation
- The Stakeholder Context

DURATION

Three working days

LEARNING AND ASSESSMENT STRATEGY

No formal assessments are conducted as part of this programme

MAXIMUM AND NUMBER

Maximum number of delegates that can be accommodated on the course: 25

Minimum number of delegates required for the course to commence: 8

7.3.2. GOVERNMENT DECISION MAKING PROCESSES IN KWAZULU-NATAL

(COURSE CODE: GDM)

AIM OF THE COURSE

This course is aimed at equipping officials with skills to effectively understand the formulation and the relevance of Government's Programme of Action and the various elements that contribute to the development of this.

WHO SHOULD ATTEND

All officials at MMS levels and above.

COURSE CONTENT

- Cabinet Decision Making Process
- Drafting of a Cabinet Memorandum
- Integrated Planning Framework
- Governments Programme of Action

DURATION

Two working days

MAXIMUM AND NUMBER

Maximum number of delegates that can be accommodated on course: 25

Minimum number of delegates required for the course to commence: 8

MANAGEMENT AND LEADERSHIP



“ The task of leadership is not to put passion into people, but to inspire and elicit it, for the passion is there already”

Ty Howard

7.4.1. EFFECTIVE MANAGEMENT PRINCIPLES FOR JUNIOR MANAGERS

(COURSE CODE: JM)

AIM OF THE COURSE

The aim of the course is to develop skills necessary for effective performance at a junior management level.

WHO SHOULD ATTEND

The course targets all supervisors and junior managers on salary levels 9 - 10. Supervisors and junior managers must have at least one employee reporting to them.

COURSE CONTENT

- Introduction to Management
- Human Resource Planning
- Recruitment and Selection
- Performance Management
- Mentoring and Coaching
- Training and Development
- Team Building
- Managing Diversity
- Delegation
- Business Planning
- Financial Management and Budgeting
- Induction of new Employees
- Leave Management
- Discipline and Grievance
- Career Management
- Communication
- Managing Change and Conflict
- Ethics in Management

DURATION

Eight working days (the course is divided into two blocks, the first of which is five days in duration, followed by a second block of three days).

LEARNING AND ASSESSMENT STRATEGY

Learners will be required to attend, two facilitated contact sessions. The duration of the first contact session is five days, and the duration of the second contact session is three days. The sessions will be held four weeks apart, allowing learners time to complete activities and exercises required for the development of the portfolio of evidence. Learners will be required to complete and participate in on-course assessments, and submit a portfolio of evidence. A certificate of competence will be awarded once all the learning outcomes have been met.

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 18

Minimum number of delegates required for the course to commence: 8

UNIT STANDARD:

Manage the development and performance of human capital in the public sector

SAQA UNIT STANDARD

ID: 119336

NQF LEVEL: 5

CREDITS: 12

7.4.2. SUPERVISORY SKILLS

(COURSE CODE: SUPV)

AIM OF THE COURSE

The aim of the course is to train employees in general supervisory skills

WHO SHOULD ATTEND

The course is aimed at all supervisors, on salary levels 6-8. Officials on salary levels 6-8 who require training as per their personal development plans are also invited to attend.

COURSE CONTENT

- Supervision
- Recruitment and Selection
- Performance Management
- Training and Development
- Discipline and Grievance
- Communication
- Dealing with Diversity
- Problem Solving and Decision Making
- Self Management (Time and Stress Management)
- Planning and Organising
- Induction of the new worker
- Motivation
- Mentoring and Coaching
- Dealing with Conflict
- Groups and Teams
- Leave Management

DURATION

Ten working days (the course is divided into two block weeks of five days each, attendance to both block weeks is compulsory).

LEARNING AND ASSESMENT STRATEGY

Learners will be required to attend two five day facilitated contact sessions that involve individual and group activity. Learners will be required to complete both formative (on course) and summative (post course) assessments; and submit a portfolio of evidence. The contact sessions will be held approximately four weeks apart, and learners will be required to complete activities and assessments during this time, for submission with the portfolio of evidence. A certificate of competence will be awarded once all the outcomes of the course have been achieved.

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 18

Minimum number of delegates required for the course to commence: 8

UNIT

STANDARD:

Define overall public sector culture and values and apply to own work context

SAQA UNIT STANDARD

ID: 242903
CREDITS: 6

UNIT

STANDARD:

Supervise work unit to achieve work unit objectives

SAQA UNIT STANDARD

ID: 10981
CREDITS: 12

UNIT

STANDARD:

Manage individual and team performance

SAQA UNIT STANDARD

ID: 11473
CREDITS: 8
NQF LEVEL: 4
TOTAL CREDITS: 26

7.4.3. AFRICAN LEADERSHIP DEVELOPMENT PROGRAMME

(COURSE CODE: ALDP)

AIM OF THE COURSE

The aim of the course is to explore and deepen understandings of a principle-based model for African Leadership, Now and for the future. Learning in the themes of the principle-based model of African Leadership will be facilitated. The learning experiences will be integrated into an action plan for application. Learners will be facilitated through a journey of self-discovery and experience the power of narratives in co-constructing their own, each other's and national leadership narratives. The programme is a transformational learning experience to facilitate engagement between head and heart and thus create conditions for resonance and ongoing application of learning.

WHO SHOULD ATTEND

All Senior Managers.

COURSE CONTENT

- Theories of Leadership: Western-Oriented & Africa.
- The African Leadership Narrative: Of what Story are we a part?
- The African Leadership Narrative: What Leadership Story do we want?
- An Alternative African Leadership Narrative: Now and for the Future
 - Key Result
 - Integration and leadership development for each of the African Leadership Themes
 - Distributed, accountable leadership
 - Dialogic action
 - Collective, collaborative action
 - Alternative narratives for the vulnerable, underprivileged, underserved
 - Bridging all divides & Unity
- Courage
- Deepening/Sustaining the Alternative Narrative
- Synthesis and Integration of Individual African Leadership Narratives
- Now What: Application and Action-Planning

DURATION

Three days

LEARNING AND ASSESMENT STRATEGY

No formal assessments are conducted as part of this programme. There are pre-course readings that will be circulated to delegates. The course is a facilitated session designed to achieve set outcomes. Learners are expected to attend all three days of the training and participate in the session in order to achieve a certificate of attendance.

7.4.4. LEADERSHIP COURSE FOR MIDDLE MANAGERS

(COURSE CODE: LEAD)

AIM OF THE COURSE

The course is aimed at improving the leadership qualities of officials so that they can create a climate in which the officials they lead can function effectively. The course will further assist officials in developing positive relations between themselves and their co-workers

WHO SHOULD ATTEND

The course is directed at Middle Managers (salary levels 11-12).

COURSE CONTENT

LEADERSHIP: (THEORY & STRATEGIES)

- Introduction to Leadership
- Different Leadership Styles
- Leadership Strategies
- Leadership Theory
- Leadership and Motivation

CONTEMPORARY ISSUES IN PUBLIC SECTOR LEADERSHIP

- Gender and Leadership
- Challenges Facing Public Sector Managers
- Contemporary Issues Impacting on Public Sector Leadership
- Emotional Intelligence (EQ) and Value Based Leadership
- Introduction to Contemporary Issues in Leadership
- Team Leadership
- Diversity, Change and Leadership

TRAINING AND DEVELOPMENT FOR BEST PRACTICE

- Leadership Development
- Best Practices of Leadership
- Total Quality Management and Leadership
- People Empowerment in Leadership

LEARNING STRATEGY

This is an outcome based short learning course. Learning will be facilitated during the three days through presentations, individual and group exercises. At the end of the course participants will be awarded a certificate of attendance subject to the full attendance of the course.

DURATION

Three working days.

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 18

Minimum number of delegates required for the course to commence: 8

7.4.5. WOMEN IN MANAGEMENT

(COURSE CODE:WIM)

AIM OF THE COURSE

The course will empower women managers with critical skills that will enhance their ability to function effectively.

WHO SHOULD ATTEND

Female employees on salary level 9 and upwards.

COURSE CONTENT

- The Strategic Mind (Leadership and Management)
- Assertiveness and Conflict Management
- Emotional Intelligence and Motivation
- Gender and Communication
- Time Management
- The Executive Women and Physiology
- Problem Solving and Decision Making
- Financial Management

DURATION

Two days

LEARNING AND ASSESSMENT STRATEGY

No formal assessments are conducted as part of this programme.

MAXIMUM AND MINIMUM NUMBERS

Maximum number of delegates that can be accommodated on course: 25

Minimum number of delegates required for the course to commence: 8

7.4.6. PROJECT MANAGEMENT

(COURSE CODE: PM)

AIM OF THE COURSE

The aim of the course is to provide learners with the opportunity to develop an understanding of the fundamentals of project management, and to apply a range of project management tools and techniques in the design, implementation and management of projects.

WHO SHOULD ATTEND

The course is aimed at all supervisors, team leaders and managers who lead projects.

COURSE CONTENT

- Defining a project
- Defining project management
- Project Life Cycles
- Project Needs Analysis
- Project Scope
- Roles and Responsibilities of the Project Manager
- Project Design and Development
- Project Planning
- Project Implementation
- Tools and Techniques of Project Management
- Evaluation Tools
- Project Closure

DURATION

5 working days.

LEARNING AND ASSESSMENT STRATEGY

Learners will be required to attend a five day facilitated contact session that involves individual and group activity. Learners will be required to complete on-course and post course activities and submit a portfolio of evidence. A certificate of competence will be awarded once all the learning outcomes have been met.

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 18

Minimum number of delegates required for the course to commence: 8

UNIT STANDARD:

Explain the fundamentals of project management

SAQA UNIT STANDARD

ID: 120372

CREDITS: 5

NQF LEVEL: 5

7.4.7 EMOTIONAL INTELLIGENCE COURSE

(COURSE CODE: EIW)

AIM OF THE COURSE

The course is aimed at developing officials to understand emotional intelligence, build individual capacity in understanding themselves and others, thereby fostering improved employee relations. Officials who attend the programme will learn to; recognise appropriate emotionally intelligent behaviour; respond appropriately and effectively to situations where other exhibit poor emotional intelligence; engage effectively with people to create a more emotionally intelligent workplace and society; and anticipate and defuse situations that may be triggered through people showing poor emotional intelligence.

WHO SHOULD ATTEND

The course targets employees on salary level 9 and upwards.

COURSE CONTENT

What is Emotional Intelligence – Definitions, Measures and Models of Emotional Intelligence

Self awareness, Social awareness and emotional intelligence

Self management, relationship management and emotional intelligence

Applied emotional intelligence: individual, workplace, social, cultural

DURATION

Two days

LEARNING AND ASSESSMENT STRATEGY

No formal assessments are conducted as part of this programme.

MAXIMUM AND MINIMUM NUMBERS

Maximum number of delegates that can be accommodated on course: 25

Minimum number of delegates required for the course to commence: 8

“Knowledge is like money: to be of value it must circulate, and in circulating it can increase in quantity and, hopefully, in value”

Louis LAmour

7.4.8. CIP FOR LEVEL 13 AND 14

(COURSE CODE: CIP)

AIM OF THE COURSE

In terms of Government and programme of action, all SMS members are required to attend a compulsory induction programme. The programme targets newly appointed SMS members as well as SMS members who have been employed by the Government for more than two years. The course is aimed at improving service delivery.

WHO SHOULD ATTEND

Newly appointed SMS members as well as SMS members who have been employed by the Government for more than two years.

COURSE CONTENT

- Learners are required to complete online activities therefore proceeding to the peer learning exchange session.

DURATION

Two working days

LEARNING AND ASSESSMENT STRATEGY

Learners will be given a maximum of six weeks to complete the online activities. Only those learners who have completed the online activities and course study will be only to attend the two day peer learning exchange session.

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 20

Minimum number of delegates required for the course to commence: 8

GENERAL ADMINISTRATION



“The greatest glory in living lies not in never falling, but in rising every time we fall”

Marianne Williamson

7.5.1. PROBLEM SOLVING AND DECISION MAKING

(COURSE CODE: PSDM)

AIM OF THE COURSE

The course aims to improve the analytical ability of officials by exposing them to a systematic approach to problem solving, and decision making. This will largely reduce the margin of error when taking decisions and solving problems in a competitive work environment.

WHO SHOULD ATTEND

This course is open to all officials up to and including the rank of Assistant Manager.

COURSE CONTENT

- Understanding key concepts
- Definitions of problem-solving and decision making
- The Decision Making Process
- Understanding Individual Decision Making
- Ethical Decision Making
- Decision Making in Groups and Teams
- Consensus Decision Making
- Synergy
- Brainstorming
- Nominal Group Technique
- Delphi Technique
- Creative Problem Solving

DURATION

Two working days

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 25

Minimum number of delegates required for the course to commence: 8

7.5.2. WRITING SKILLS

(COURSE CODE:WRIT)

AIM OF THE COURSE

The Writing Skills Course is aimed at improving business writing skills, enhancing communication and facilitating the process flow of written communication in the workplace.

WHO SHOULD ATTEND

Officials, particularly those whose English is the second language and who need to improve their communication and business writing skills, should attend.

COURSE CONTENT

- Communication
- Grammar Concepts
- Spelling
- Punctuation
- Common Abbreviations
- Sentence Construction
- Principles of Effective Writing
- Paragraphs
- Business Writing Skills
 - o Letter writing
 - o Memorandums
 - o Submissions
 - o Report writing
 - o The Minute

DURATION

Three working days

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 18

Minimum number of delegates required for the course to commence: 8

7.5.3. WRITING MINUTES OF MEETINGS

(COURSE CODE: WMIN)

AIM OF THE COURSE

The course is aimed at enabling officials to effectively and efficiently execute their secretarial role. The aim of the course is to develop minute writing skills and improve planning and preparations for meetings.

WHO SHOULD ATTEND

The course is designed for officials who, as part of their duties, have to organize meetings, prepare agendas, take minutes of meetings, write out the minutes and distribute completed minutes. The course targets employees on salary level 4 - 8.

Minimum entry requirements to the course:

A learner attending this course must have achieved NQF level 2 or Grade 10 qualification.

COURSE CONTENT

- Types of meetings
- The notice and agenda of a meeting
- Terminology used in meetings
- Listening Skills
- The role and responsibilities of the minute taker, chairperson and participants
- The characteristics of good minutes
- Preparing Minutes

DURATION

Three working days

LEARNING AND ASSESSMENT STRATEGY:

Learners will be required to attend a three day facilitated contact session that involves formative and summative activities. At the end of day three the learner will then be required to submit a portfolio of evidence. Learners are also required to submit a post course workplace learning assignment. A certificate of competence will be awarded based on full attendance to the course, and achievement of the learning outcomes through successful completion of the formative and summative assessment as well as the workplace learning assignment.

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 18

Minimum number of delegates required for the course to commence: 8

**UNIT
STANDARD:**
Plan and
prepare meeting
communications
**SAQA UNIT
STANDARD**
ID: 13934
NQF LEVEL: 53
CREDITS: 4

7.5.4. CHAIRING MEETINGS EFFECTIVELY

(COURSE : CODE: CM)

AIM OF THE COURSE

The aim of this course is to expose officials who chair meetings to the procedural aspects of meetings, thereby ensuring that they are able to effectively and competently fulfil their role as a Chairperson.

WHO SHOULD ATTEND

All officials who in their normal work functions chair formal meetings, group, and team meeting the workplace.

COURSE CONTENT

- The purpose of meetings
- Types of meetings
- The participant's roles (Chairperson, Secretary and Participants)
- Personal qualities of the chairperson
- Unproductive meetings
- Meeting terminology
- Decision making in meetings
- Commonly used terms
- Physical/Logistical arrangements
- Notice of meeting
- The Agenda
- Records of the meeting
- Meeting procedure
- Controlling the meeting
- Closing the meeting
- The techniques to manage a meeting

DURATION

Three working days

LEARNING AND ASSESSMENT STRATEGY:

Learners will be required to attend a three day facilitated contact session that involves individual and group activity. Learners will be required to complete formative (on-course) and summative (post course) assessments, and submit a portfolio of evidence. Learners are also required to submit a post course workplace learning assignment. A certificate of competence will be awarded once all the learning outcomes have been met.

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 18

Minimum number of delegates required for the course to commence: 8

UNIT STANDARD:

Conduct a
structured
meeting

SAQA UNIT STANDARD

ID: 242816

CREDITS: 5

NQF LEVEL: 4

7.5.5. STRATEGIC MINUTE TAKING TO IMPROVE EVIDENCE-BASED DECISION MAKING AND REPORTING

(COURSE CODE: StratMin)

AIM OF THE COURSE

The course will enable employees to effectively and efficiently take minutes of meetings so as to improve evidence-based decision making and reporting. The aim of the course is to support minute takers improve on their MPAT scores with respect to minute-taking and reporting

WHO SHOULD ATTEND

Officials who, as part of their duties, must organize high-level meetings, prepare agendas, take minutes of meetings, write out the minutes and distribute completed minutes.

COURSE CONTENT

- Important concepts: evidence-based, metrics, outputs, outcomes, impact
- Importance of minute-taking
- Evidence Based Resolutions
- Decision-matrix/matrices
- Agenda setting and terms of reference

DURATION

One day

LEARNING AND ASSESSMENT STRATEGY

No formal assessments are conducted as part of this programme.

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 25

Minimum number of delegates required for the course to commence: 8

7.5.6. PUBLIC SECTOR ADMINISTRATIVE SKILLS COURSE

(COURSE CODE: PSAS)

AIM OF THE COURSE

The course is aimed at developing knowledge and skills in basic administration to improve functioning in administrative areas.

WHO SHOULD ATTEND

The course targets clerical, administrative and secretarial staff.

COURSE CONTENT

- Communication (Verbal and Written)
- Front Office and Reception Duties
- Assertiveness
- Customer care
- Telephone etiquette
- Ethics and the code of conduct
- Administrative processes and procedures
- Registry
- Asset Management
- Subsistence and Travel
- Supply Chain Management
- Government Acts and Policies relating to Administration

DURATION

Five working days

LEARNING AND ASSESSMENT STRATEGY:

Learners will be required to attend a five day facilitated contact session that involves individual and group activity. Learners will be required to complete formative (on-course) and summative (post course) assessments, and submit a portfolio of evidence. A certificate of competence will be awarded once all the learning outcomes have been met.

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 18

Minimum number of delegates required for the course to commence: 8

7.5.7. REPORT WRITING COURSE

(COURSE CODE: RWC)

AIM OF THE COURSE

The course will empower officials to develop, strengthen and improve their report writing skills.

WHO SHOULD ATTEND

Officials who, as part of their functions, write reports.

COURSE CONTENT

- Communication
- Tools and techniques for advanced report writing
- Appropriate grammar conventions
- Principles for effective report writing
- Structure of the report
- Different types of reports
- Ethical report writing
- Writing professional and technical reports

DURATION

Two working days

LEARNING AND ASSESSMENT STRATEGY

No formal assessments are conducted as part of this programme.

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 25

Minimum number of delegates required for the course to commence: 8

7.5.8. PROMOTION OF ADMINISTRATIVE JUSTICE ACT (PAJA)

(COURSE CODE: PAJA)

AIM OF THE COURSE

The overall aim of the PAJA Course is to introduce participants to the right to Administrative Justice in terms of Section 33 of the Constitution.

WHO SHOULD ATTEND

The course is directed at all officials involved in administrative action. This means all officials who make decisions that may affect people's rights.

COURSE CONTENT

- Definition of terms
- Application of the Act
- Procedurally fair administrative action
- Administrative action affecting public
- Reasons for administrative action
- Judicial review for administrative action
- Procedure for judicial review
- Variation of time
- Regulations

DURATION

One working day

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 30

Minimum number of delegates required for the course to commence: 12

7.5.9. PROMOTION OF ACCESS TO INFORMATION ACT (PAIA)

(COURSE CODE: PAIA)

AIM OF THE COURSE

The overall aim of the PAIA course is to introduce participants to the right of access to information held by the state and any information held by another person that is required for the exercise or protection of any rights in terms of Section 32 of the Constitution.

PAIA aims to :-

- o Foster a culture of transparency and accountability in public and private bodies by giving effect to the right of access to information.
- o Actively promote a society in which the people of South Africa have effective access to information to enable them to more fully exercise and protect all of their rights.

WHO SHOULD ATTEND

The course is directed at all officials involved in administrative action. This means all officials who make decisions that may affect people's rights.

COURSE CONTENT

- Definition of terms
- Application of the Act
- Procedurally fair administrative action
- Administrative action affecting public
- Reasons for administrative action
- Judicial review for administrative action
- Procedure for judicial review
- Variation of time
- Regulations

DURATION

One working day

MAXIMUM AND MINIMUM NUMBER

Maximum number of delegates that can be accommodated on course: 30

Minimum number of delegates required for the course to commence: 12

SPECIAL PROGRAMMES

Special programmes events such as lectures, panel discussion, international exchanges and study tours related to currents topics and challenges. They are aimed at improving individual and organisational competence and efficiency. These events are scheduled as and when requested or necessary and are hosted partnership with other Public Sector Academies (National and International) and Universities.



LIBRARY SERVICES

The library keeps documents such as Annual Reports, and Annual Performance Plans, as well as subject specific material in the following areas: HR Management, HR Development, Public Administration and Management, Public Sector Finance, Governance and Politics, Supply Chain Management, Labour Relations, Organisational Development, Operations Management, Project Management, Training and Development, Industrial/Organisational Psychology, Adult Learning, Wellness, Knowledge Management, and Information Technology.

We also subscribe to SABINET databases containing online articles from South African journals, index and abstracts to South African higher education thesis, and all books published in South Africa. SABINET also provides access to the OCLC database which is the world catalogue of published material.

Access to the Library is open to all delegates who attend training at the Academy as a resource centre.

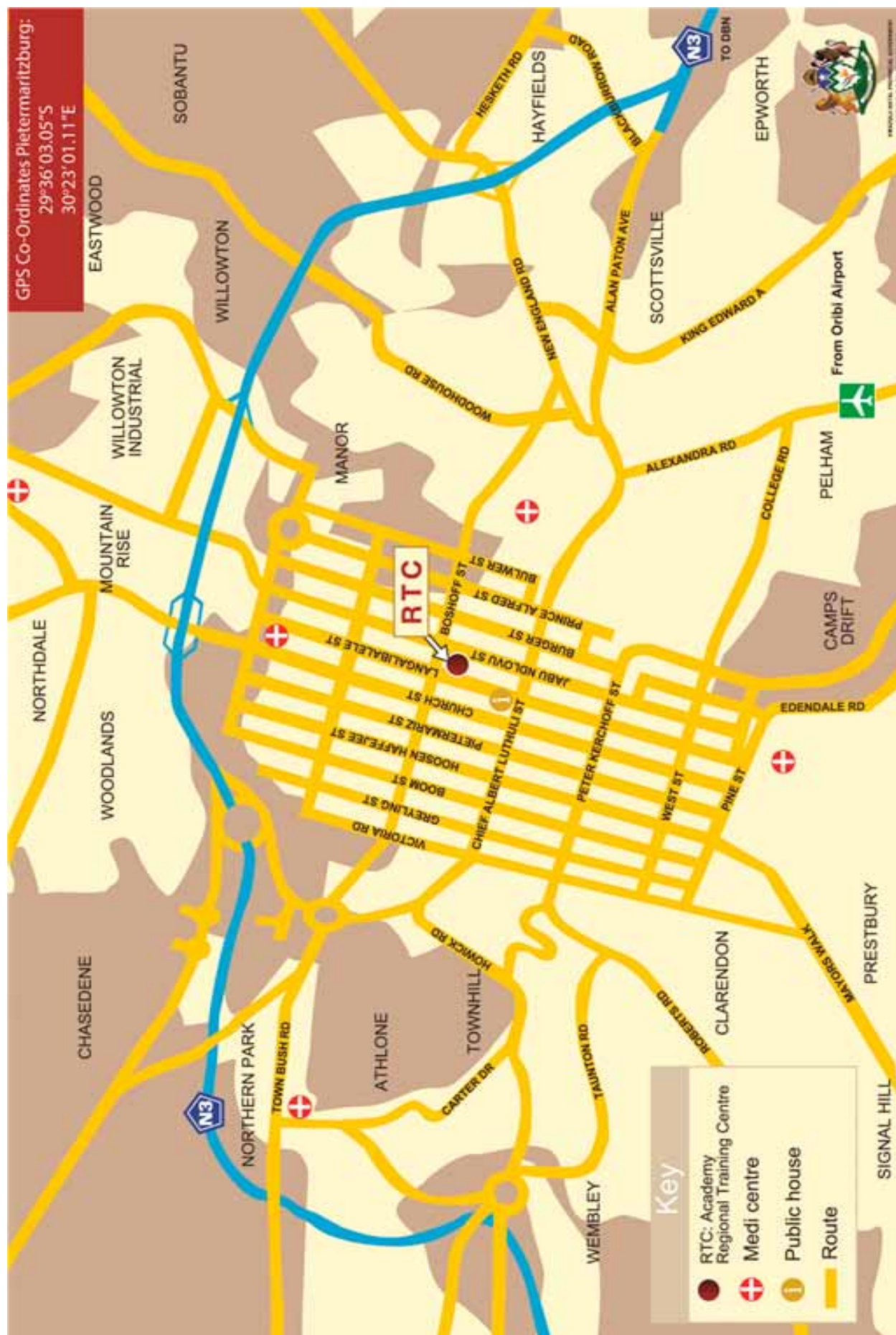
The Library is currently situated on the 1st floor, Room A128 at the Training Academy in Glenwood



“An investment in KNOWLEDGE always pays the best INTEREST”

Ben Franklin





NOTES



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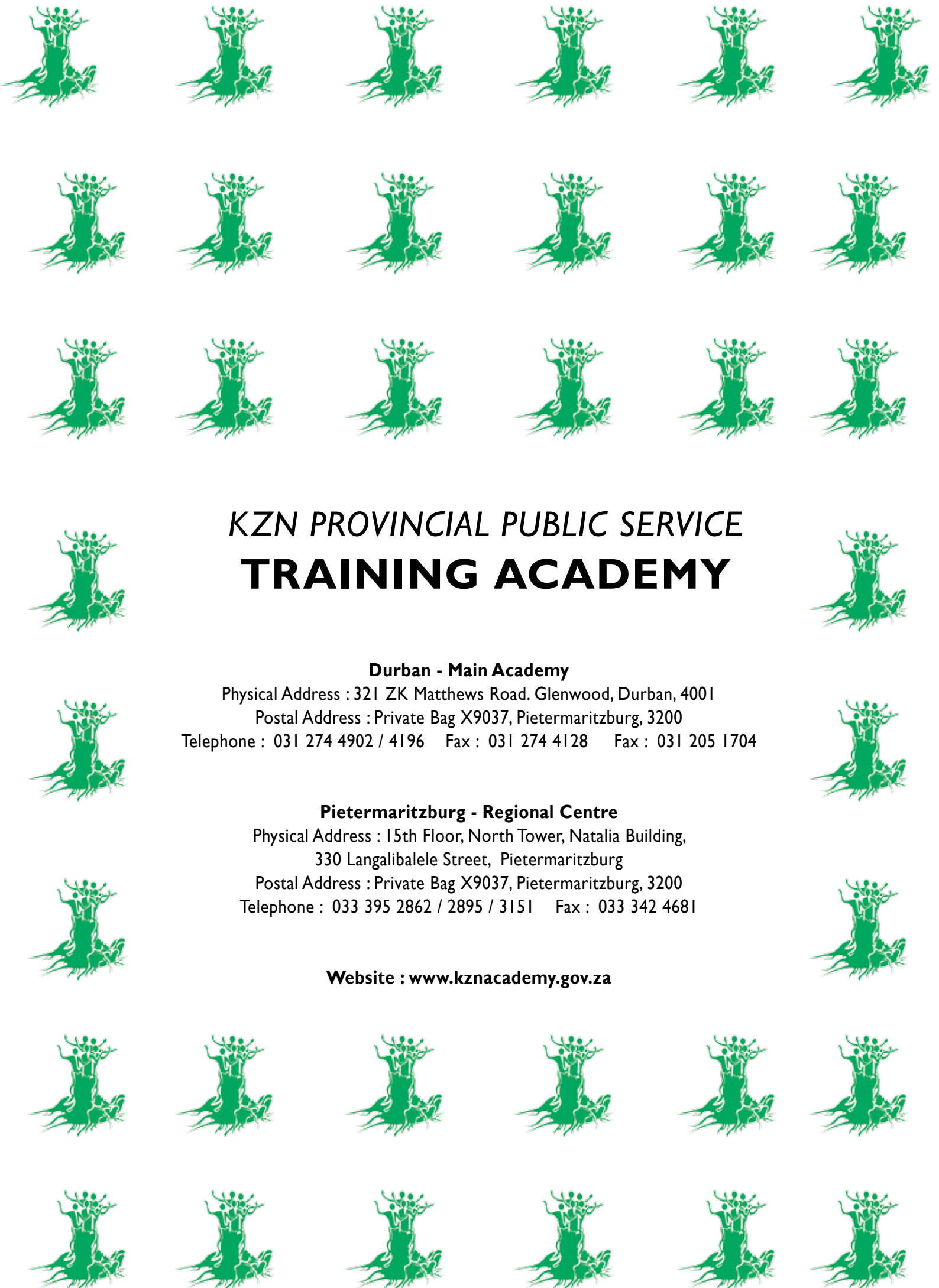
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