



**Western Cape
Government**

Department of the Premier

Corporate Services Centre

CHIEF DIRECTORATE: PEOPLE TRAINING AND EMPOWERMENT

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Professor R Levin
Director-General: Department of Public Service and Administration
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0001

Dear Prof Levin

**DIRECTIVE ON COMPULSORY CAPACITY DEVELOPMENT, MANDATORY TRAINING DAYS
AND MINIMUM ENTRY REQUIREMENTS FOR SMS**

The content of the Directive is noted. We are in the process of popularising the content of the said Directive within the Province and will also include the minimum requirements for appointment in our advertisements going forward.

With specific reference to the Senior Management Pre-Entry Programme, as a requirement for entering the SMS, this Directive does not only impact on officials, but also on external job seekers who aspire to join the Public Service SMS.

For this reason I thought that it would be prudent to have at least a national awareness campaign, specifically directed to potential external job seekers. This could take the form of press releases, advertisements or any other manner you deem appropriate.

It is my opinion that this campaign will contribute in ensuring that all potential candidates are sufficiently capacitated with at least the minimum requirements when they apply for SMS positions.

For your kind consideration.

Yours sincerely

**MR HARRY MALILA
DIRECTOR-GENERAL**

DATE 29 November 2019.



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DIRECTOR-GENERAL CIRCULAR No.40 OF 2019

HEAD OF DEPARTMENT: AGRICULTURE (MS J ISAACS)

HEAD OF DEPARTMENT: COMMUNITY SAFETY (MR G MORRIS)

HEAD OF DEPARTMENT: CULTURAL AFFAIRS AND SPORT (MR B WALTERS)

HEAD OF DEPARTMENT: ECONOMIC DEVELOPMENT AND TOURISM (MR S FOURIE)

HEAD OF DEPARTMENT: EDUCATION (MR B SCHREUDER)

HEAD OF DEPARTMENT: ENVIRONMENTAL AFFAIRS & DEVELOPMENT PLANNING (MR P VAN ZYL)

HEAD OF DEPARTMENT: HEALTH (DR B ENGELBRECHT)

HEAD OF DEPARTMENT: HUMAN SETTLEMENTS (MR T MGULI)

HEAD OF DEPARTMENT: LOCAL GOVERNMENT (MR G PAULSE)

HEAD OFFICIAL: PROVINCIAL TREASURY (MS J GANTANA) (ACTING)

HEAD OF DEPARTMENT: SOCIAL DEVELOPMENT (DR R MACDONALD)

HEAD OF DEPARTMENT: TRANSPORT AND PUBLIC WORKS (MS J GOOCH)

HEAD OF BRANCHES: DEPARTMENT OF THE PREMIER

Dear Colleagues

PRE-ENTRY CERTIFICATE INTO THE SENIOR MANAGEMENT SERVICE

The purpose of this Circular is to request you to allow and encourage employees of the Western Cape Government, who aspire to enter the Senior Management Service (SMS) to complete the online Senior Management Pre-Entry Programme.

The amended Directive on Compulsory Capacity Development, Mandatory Training Days and Minimum Entry Requirements for the SMS (the Directive) was issued by the Department for Public Service and Administration (DPSA) on 8 April 2016 (Amended Directive attached as **ANNEXURE A**). The amended Directive covered, among others, the date of the introduction of the Pre-entry Certificate for aspiring SMS members.

According to the Directive, a requirement to enter the SMS, in addition to qualifications and number of years' experience, is the successful completion of the Senior Management Pre-entry Programme. The purpose of the Senior Management Pre-entry Programme, which is a public service specific training programme applicable to all applicants who aspire to join the SMS, is "to ensure that potential SMS members have a background on processes and procedures linked to the SMS."

With effect from April 2020, an individual may only qualify to enter the SMS if they have successfully completed the Programme. The original date of implementation was April 2017.

The duration of the online Pre-entry Programme is 120 notional hours (15 days). Any person can register for the online Programme on www.thensg.gov.za.

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The National School of Government (NSG) piloted the contents of the Senior Management Pre-entry Programme among employees at the DPSA and the NSG and the Programme is now ready to be further rolled out to all employees.

A participant who completes the Programme, will obtain a Certificate of Completion, which will be recorded on the NSG database and will allow him/her to enter the SMS, on condition that he/she meets all the other requirements (qualifications and years of experience).

The NSG has indicated that employees who participate in the Programme, should fund themselves at a cost of R 265.00, per participant. It is suggested, however, that Departments, as part of their training responsibility, reimburse participants upon presentation of proof of payment together with the certificate of completion.

In terms of par 10.5.1 of the Directive, it is not clear whether the Programme is also compulsory for serving SMS members. This issue is currently being clarified with the DPSA and the outcome will be communicated when available.

You may contact Mr Gideon van der Berg at Gideon.VanderBerg@westerncape.gov.za or at 021 865 8006 for any enquiries in this regard.

Kindly bring the contents of this Circular to the attention of all employees in your Department.

Yours sincerely,



MR HARRY MALILA
DIRECTOR-GENERAL

DATE: 29 November 2019.



the dpsa

Department
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

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TO ALL HEADS OF NATIONAL AND PROVINCIAL DEPARTMENTS

AMENDED DIRECTIVE ON COMPULSORY CAPACITY DEVELOPMENT, MANDATORY TRAINING DAYS AND MINIMUM ENTRY REQUIREMENTS FOR MEMBERS OF THE SENIOR MANAGEMENT SERVICE (SMS)

1. The circular dated 25 November 2014, regarding this matter, has reference The above-mentioned Directive was introduced on 1 April 2015 and has been amended based on the continuous feedback received from departments during its implementation.
2. The amendments to the initial Directive issued in 2015 cover the following areas:
 - 2.1 The number of years of experience for a Head of Department (this include HoDs appointed at salary level 15) now reflects five (5) years experience within any organ of State as defined in the Constitution, Act 108 of 1996, in order to widen the opportunity to attract individuals at that level.
 - 2.2 The date for the introduction of the pre-entry certificate has been amended to 1 April 2020, which provides sufficient time for the development of the required course, its marketing as well as finalisation of the necessary processes to implement it with partner Higher Education Institutions.
3. This Directive shall be implemented with effect from the date of approval
4. Your co-operation is sincerely appreciated

**MR M DIPHOZA
DIRECTOR-GENERAL**

DATE: 09/04/2016

Directive on compulsory capacity development mandatory training days and minimum entry requirements for SMS



DIRECTIVE ON COMPULSORY CAPACITY DEVELOPMENT, MANDATORY TRAINING DAYS AND MINIMUM ENTRY REQUIREMENTS FOR SMS

First issued 1 April 2015

Amended with effect from date as approved and signed

DETERMINED IN TERMS OF SECTION 3(2) OF THE PSA, 1994 AS AMENDED BY THE MPSA

Directive on compulsory capacity development mandatory training days and minimum entry requirements for SMS

TABLE OF CONTENTS

| | |
|--|----------|
| GLOSSARY | 2 |
| 1. Background..... | 3 |
| 2. Purpose..... | 3 |
| 3. Objectives | 4 |
| 4. Scope of Application | 4 |
| 5. Performance Management and Development System | 4 |
| 6. Competency based management | 4 |
| 7. Compulsory Capacity Development | 5 |
| 8. Technical/Professional Development | 8 |
| 9. Mandatory Training days | 8 |
| 10. Minimum entry requirement for SMS | 8 |
| 11. Specific training for Heads of Department | 9 |
| 12. Financial implication..... | 10 |
| 13. Monitoring, Evaluation and Reporting | 10 |
| 14. Compliance..... | 10 |
| 15. Date of implementation | 10 |
| 16. General | 11 |

Directive on compulsory capacity development mandatory training days and minimum entry requirements for SMS

Glossary of Terms

| | |
|-------|---|
| AO | Accounting Officer |
| CBA | Competency Based Assessment |
| CMC | Core Management Criteria |
| CPP | Cognitive Personality Profile |
| DP&A | Department of Public Service and Administration |
| EA | Executive Authority |
| EEA | Employment Equity Act, 1998 |
| EH&W | Employee Health and Wellness |
| EMDP | Executive Management Development Programme |
| EE | Employment Equity |
| HEI | Higher Education Institute |
| HRD | Human Resource Development |
| HRDS | Human Resource Development Strategy |
| HRM | Human Resource Management |
| HRPS | Human Resource Planning Strategy |
| LDF | Leadership Development Framework |
| LDM | Leadership Development Management |
| LDMS | Leadership Development Management Strategy |
| LDMSF | Leadership Development Management Strategic Framework |
| LDP | Leadership Development Programme |
| LMCF | Leadership Management Competency Framework |
| LRA | Labour Relations Act, 1996 |
| M&E | Monitoring and Evaluation |
| MACI | Management and Administration of Career Incidents |
| MPSA | Minister for the Public Service and Administration |
| MTSF | Medium Term Strategic Framework |
| MTSP | Medium Term Strategic Plan |
| NSG | National School of Government |
| NQF | National Qualifications Framework |
| PA | Performance Agreement |
| PAJA | Promotion of Administrative Justice Act, 2000 |
| PAMB | Public Administration and Management Bill, 2007 |
| PDI | Previously Disadvantaged Individual |
| PDP | Personal Development Plan |
| PMDS | Performance Management and Development System |
| PMS | Performance Management System |
| PSA | Public Service Act, 1994 (as amended) |
| P&T | Public Sector Education and Training Authority |
| PSLDP | Presidential Strategic Leadership Development Programme |
| ROI | Return on Investment |
| RPL | Recognition for Prior Learning |
| SAQA | South African Qualifications Authority |
| SDA | Skills Development Act, 1998 |
| SDLA | Skills Development Levies Act, 1998 |
| SETA | Sector Education and Training Authority |
| SMS | Senior Management Service |
| WPP&T | White Paper on Public Service Training and Education |
| WSP | Workplace Skills Plan |

Directive on compulsory capacity development mandatory training days and minimum entry requirements for SMS

1. Background

- 1.1 In a report of 2000, prior to the establishment of the Senior Management Service (SMS), certain key areas were identified in respect to the skills of senior leadership. Two significant areas identified were:
- 1.1.1 Poor levels of performance and skills among managers, resulting in inadequate service delivery;
- 1.1.2 Insufficient attention to training and development and nurturing of a sustainable pool of senior management cadre
- 1.2 Against this background the SMS was established and adopted various principles and processes to effectively respond to the findings identified in the 2000 report.
- 1.3 A review of the SMS was then conducted in 2005 and the following were some of the findings related to training and development:
- 1.3.1 Compulsory targeted training was identified as a key area for developing SMS members;
- 1.3.2 Major identified areas for development were the core competencies for SMS as well as a targeted orientation and induction course
- 1.4 Following the significant research above, which provided sufficient information to acknowledge the need for Employers to vigorously lead the continuous development of their senior management employees; the Leadership Development Management Strategic (LDMS) Framework was developed in order to create a culture of continuous training and development within the Senior Management Service (SMS) Cadre. The framework emphasizes that:
- 1.4.1 Targeted training and development remains an imperative to improve the level of competence of members of the SMS.
- 1.4.2 Creating an environment that is structured towards the promotion of training and development, which is broadly the intention of the Directive.
- 1.5 In recognizing the importance of promoting professionalization in the Public Service and regularizing the quality of individuals who enter the SMS, it is imperative that the Public Service creates minimum standards of entry.
- 1.5.1 An empirical mechanism to improve the quality of leadership within the Public Service is to promote stricter conditions associated to entry
- 1.5.2 The Public Service, as an employer, when taking this approach shows intent to advance professionalism by creating the opportunity for individuals who are interested in joining or advancing in the Public Service with the necessary path and pre-conditions to follow.
- 2. Purpose**
- 2.1 The purpose of this Directive is to instill a culture of continuous development and to promote professionalism in senior managers through compulsory capacity development

Directive on compulsory capacity development mandatory training days and minimum entry requirements for SMS

2.2 This Directive also provides for pre-entry requirements for entry and movement within the SMS.

3. Objectives

3.1 To promote continuous professional development of members of the SMS.

3.2 To ensure that training on identified skills gaps is implemented in departments

3.3 To ensure that compulsory training programmes aimed at addressing the developmental needs of senior managers within the Public Service have been identified.

3.4 To promote and encourage SMS members to be trained in a structured manner.

3.5 To provide minimum entry requirements for appointment into the SMS through obtaining a compulsory Public Service specific qualification.

3.6 To achieve a highly competent SMS cadre.

3.7 To strengthen the recruitment process at SMS level.

4. Scope of Application

4.1 This Directive is applicable to all members of the Senior Management Service of the Public Service. A Department's training and development policy must be aligned to the requirements as stipulated in this Directive.

5. Performance Management and Development System:

5.1 Following the identification of developmental needs, such needs must be incorporated into the Performance Agreement and PDP under the PMDS, the supervisor and manager must agree on the content thereof.

5.2 PDP must include areas of compulsory training for SMS. Compulsory training must be considered over 3 performance cycles

6. Competency Based Management

6.1 The Competency Framework for SMS provides an indication of the generic managerial competencies required for SMS members to effectively perform their duties.

6.2 The competency assessment tools are used to conduct competency assessments in order to determine:

6.2.1 Strengths

6.2.2 Weaknesses

6.2.3 Learning potential

6.2.4 Current level of work

6.2.5 Developmental gaps

Directive on compulsory capacity development mandatory training days and minimum entry requirements for SMS

6.2.6 Identified training and development in the form of a Personal Development Plan

6.3 The CORE and Process Competencies measured are

| | |
|---|---|
| CORE COMPETENCIES: <i>Presents the idea behind the competency, succinctly defines what that idea means; and proposes typical behaviours which illustrate the competency.</i> | PROCESS COMPETENCIES¹: <i>Explains how the function is performed by employing these competency techniques</i> |
| Strategic Capability and Leadership; | Knowledge Management |
| People Management and Empowerment; | Service Delivery Innovation (SDI); |
| Programs and Project Management; | Problem Solving and Analysis; |
| Financial Management | Client Orientation and Customer Focus; |
| Change Management; | Communication; |

6.4 The competency assessment determines an individual's training and development gaps and expected interventions are reflected in a competency Personal Development Plan (PDP)

6.5 The details of competency PDP must be incorporated into the Performance Agreement and PDP for purposes of training and development in respect to the Performance Management and Development System (PMDS) for the SMS. This promotes a link between Competency Based Assessments, PMDS and training and development.

7. Compulsory capacity development.

7.1 All SMS members must undergo relevant training to close identified development gaps as determined by a competency assessment and/or a performance assessment at a specific performer level. Such training must be in generic managerial competencies and/or technical skills. From a generic training perspective, an SMS member is required to complete related courses over a 3 year performance cycle. Technical training which is departmental specific must be included.

7.2 It remains the relevant department's prerogative to determine how prioritization is managed considering aspects like financial and operational implications. It is however important that all SMS members are provided with a fair opportunity for training, noting the need to address deficient skills as a priority.

7.3 Competency based training (comprises of the generic managerial competencies as stipulated in the Competency Framework for SMS). The following provides an understanding of the constitution of training based on the core competencies as listed in paragraph 6:

¹ A depiction of how the process competency is covered within the core competency, which form part of training on each core competency.

Directive on compulsory capacity development mandatory training days and minimum entry requirements for SMS

7.3.1 Strategic Capability and Leadership:

Strategic Leadership Capability involves building and sustaining relationships, and managing in the political-cultural context. Leaders and managers create and drive the vision, the strategy and lead people to execute the mandate of government. The following figure illustrates how the core competency is integrated with the process competency and the three dimensions

Strategic Planning Frameworks: Organisational Performance: Programme Performance, Financial Performance
Leading People and Task Execution Management: Organisational Management Systems and Individual Performance Management Systems.
Annual Performance Reporting: Responsive to MDGs, Macro/ micro economics, Globalisation

7.3.2 People Management and Empowerment:

Managers achieve goals through others therefore they must ensure that people perform and are managed and developed in order to achieve the desired results. The following represent the dimensions that form modules for training and development should a gap in this competency be identified

HR Planning; HR Management and HR Development: Planning, Recruitment, Selection, Career management (Leadership Pipeline), Talent and retention management; Job evaluation.
Employee Health and Wellness and Diversity Management
Transformation management.
Performance Management and Development
Employee Relations Management: Labour relations management

7.3.3 Programme and Project Management:

Departmental mandates are achieved through programmes and projects designed to address needs of society/citizenry. The assumption is that the manager's work entails managing programmes or projects which are strategic in nature and involves both the management of people, finance/budget and expenditure of the project/programme. The following dimensions are what will constitute the modules within the core competency

Programme and Project Planning
Programme and Project Execution.
Programme and Project Performance: Monitoring and Evaluation.

Directive on compulsory capacity development mandatory training days and minimum entry requirements for SMS

7.3.4 Financial Management:

The management role includes budgeting and spending and the success of all programmes and projects of government rely on the extent of financial management of those programmes. The following dimensions are what will constitute the modules within the core competency

Financial Planning and Performance: (PFMA, MTSF, MTEF, Treasury regulations)

Financial Execution and Budgeting: (Assets Management, financial accounting, Supply Chain management and procurement, Risk Management)

Financial Reporting: In Year Monitoring, Auditor General's Report.

7.3.5 Change management:

The diverse nature of the transformation agenda of the South African Public service requires expertise in change management and therefore the expectation from managers to develop and implement turn around strategies to accelerate transformation and positively change the lives of South Africans. The following dimensions are what will constitute the modules within the core competency

Envision Change Strategy, Plans Change and Executes Planned Changes: Transformation management.

Organisational Design, Structural Changes and Change Management: Practical change models.

Change Impact: Results have positive impact on the lives of citizens.

7.4 Computer Literacy:

Computer literacy is articulated as the knowledge and ability to use computers and related technology efficiently, which includes a range of skills covering levels from basic use to programming and advanced use. Computers are continuing to grow at a rapid rate. As the Public Service become more dependent on technology (eg Integrated Financial Management System- IFMS), the value an SMS member has may be measured in terms of his or her technological competency and ability to harness and utilize technology to improve performance

Directive on compulsory capacity development mandatory training days and minimum entry requirements for SMS

8. Technical / Professional Capacity Development

- 8.1. SMS members who have a dual career path must ensure that skills related to their occupational classifications are updated within a three (3) year performance cycle. SMS members who require continuous professional development as obliged by their respective professional body must update their skills accordingly.
- 8.2. Supervisors must ensure that technical/professional training needs and requirements are also captured in the PDP.
- 8.3. This Directive identifies generic managerial training as outlined in the SMS Competency Framework. Technical/professional training and the identification thereof remains the responsibility of the relevant supervisor and employee.

9. Mandatory training days:

- 9.1. Every SMS member must spend a minimum of 18 days on a combination of generic and technical/professional training over a 3 year performance cycle. Training must be appropriately prioritized for all SMS members

10. Minimum entry requirements into SMS and movement within the SMS²:

10.1 Minimum qualifications for entry into SMS positions shall be:

- 10.1.1 For a Director and Chief Director – an undergraduate qualification (NQF level 7) as recognized by SAQA
- 10.1.2 For a Deputy Director-General and Head of Department – an undergraduate qualification and a post graduate qualification (NQF level 8) as recognized by SAQA

10.2 Minimum years of service:

Good human resource practice shows that in order for individuals to be operationally successful, it is imperative to consider the length of time necessary for an individual to spend in a position together with the type of exposure in respect to development. Time spent in a post before movement is not the only measure that may be considered to determine whether a person has the necessary requirements.

It is however prudent to have best practice in place to ensure consistency in appointing SMS members in the Public Service. The time an individual spends in a post must be coupled with appropriate developmental opportunities in order to assess an individual's capability to successfully deliver from an operational perspective

² Paragraph 10 shall be also be dependent on the approved Job Evaluation and Grading system for the SMS over and above the set minimum qualification requirements.

Directive on compulsory capacity development mandatory training days and minimum entry requirements for SMS

An SMS member must demonstrate that she/he has validated her/his competencies at their current performer level before progressing to a higher level of SMS.

The table below reflects minimum years of experience as an entry requirement into the SMS

| SMS Level | Relevant experience (wef 1 April 2015) |
|------------------|---|
| Entry (level 13) | 5 years of experience at a middle/senior managerial level |
| Level 14 | 5 years of experience at a senior managerial level |
| Level 15 | 8-10 years of experience at a senior managerial level * |
| Level 16 | 8-10 years of experience at a senior managerial level (5 years of which must be with any organ of State as defined in the Constitution, Act 108 of 1996)* |

*Noting that Heads of Department in Provinces are remunerated at different salary level within the SMS, the years of experience for an individual who is expected to be functioning as an HoD will be 8-10 years of experience at a senior managerial level (5 years of which must be with any organ of State as defined in the Constitution, Act 108 of 1996).

10.3 Pre-entry certificate into the Senior Management Service

10.3.1 In order to ensure that potential SMS members have a background on processes and procedures linked to the SMS, a further requirement to enter into the SMS will be the successful completion of the Senior Management Pre-entry Programme with a HEI partnering with the National School of Government. This is a Public Service specific training programme which will be applicable for all applicants who aspire to join the SMS.

10.3.2 With effect from 1 April 2020, an individual may only qualify to enter, if they have successfully completed a Public Service Senior Management Leadership Programme at the required performer level.

10.3.3 The content of the Public Service Senior Management Leadership Programme pre-entry will be determined by the NSG in conjunction with the DPSA.

10.4 Strengthening recruitment at SMS level

10.4.1 In order to improve the quality of appointments made at the SMS level, all shortlisted candidates for SMS posts must undertake a pre-entry practical exercise as part of the interview process based on the technical and generic requirements³ of the post.

³ Generic requirements as stipulated in the competency framework for the SMS.

Directive on compulsory capacity development mandatory training days and minimum entry requirements for SMS

- 10.4.2 The practical exercise may take the form of a formal presentation on a topical issue that tests the candidate's ability in successfully performing in the post and/or a written practical exercise. Departments are required to score the practical exercise as another criterion in the interview process.
- 10.4.3 Departments must practice competency based interviewing and competency assessments as prescribed
- 10.5 **Existing SMS members:**
- 10.5.1 Existing SMS members will be required to comply with all minimum requirements in order to progress to higher levels within the SMS.
- 11 **Specific Training for Heads of Department:**
- 11.1 Compulsory training for HoDs should constitute the following
- 11.1.1 Executive Induction Programme for HoDs
- 11.1.2 Structured exchange/coaching programme
12. **Financial Implications**
- 12.1 Departments must ensure that sufficient funding is made available for the application of this Directive. Departments shall apply the requirements of personnel budget for training and development in the Public Service
13. **Monitoring, Evaluation, Reporting.**
- 13.1 DPSA shall monitor the implementation of this Directive through the annual reporting processes.
- 13.2 A Template for reporting on the implementation of this Directive will be provided to Departments.
- 13.3 Departments will be required to report on the implementation of this Directive on 1 June of every year, wef from 2016
14. **Compliance**
- 14.1 This Directive is issued in terms of the Public Service Act and as such an Executive Authority shall immediately take appropriate disciplinary steps against a Head of Department who does not comply with the provisions of this Directive and report to the Minister for Public Service and Administration the particulars of the disciplinary steps taken.
- 14.2 A Head of Department shall:-
- 14.2.1 immediately take appropriate disciplinary steps against an employee of the department who does not comply with the provisions of this Directive.

Directive on compulsory capacity development mandatory training days and minimum entry requirements for SMS

- 14.2.2 immediately report to the Director General Department of Public Service and Administration the particulars of such non-compliance, and
- 14.2.3 as soon as possible report to the Director General Department of Public Service and Administration the particulars of the disciplinary steps taken

15. Date of implementation

This Directive shall be implemented as follows:

- 15.1 The compulsory training and mandatory training days as identified in this directive shall be implemented wef 01 April 2016.
- 15.2 The pre-entry certification for SMS shall commence wef 01 April 2020.
- 15.3 All other aspects of this Directive shall commence wef date of approval by the MPSA.
- 15.4 Any post advertised on or after the date of approval, must comply with all the requirements of the Directive.
- 15.5 The amendments to this Directive become effective on the date of approval.

16. General

Request for deviation in respect to any part of this Directive may only be considered by the Minister for Public Service and Administration provided that such a request, citing the reasons therein, is in writing and signed by the relevant Executive Authority

Approved:



Adv. Ngoako Ramatlhodi, MP
Minister for Public Service and Administration
Date: 08-04-2016