

UNIVERSITY OF NAMIBIA

Centre for Public Service Training

**Brochure
2007/2008**

*Programmes for Senior Management
Supervisors, staff members, and
Councillors*

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INTRODUCTION

Government initiatives towards offsetting the effects of global competition, revolutions in information technologies albeit the multi disciplinary nature of public and private administration with specific reference to management in the public and the private sector and its interaction with the micro and macro environments within which it functions, necessitates a vigorous shift in knowledge, skills, competencies, capabilities and mindset of staff members serving public, private and non governmental organisations in Namibia. It may rightly be asked what is required for a public or private sector organization to effect this shift. In response to this question, it can be said that managing the institutions and most importantly the institutions personnel, axiomatically makes a significant contribution in this regard. However, it is important to note that "management" is the most critical element in both public and private sector in that it is an essential element for improving service delivery and creation of prosperity in society.

In view of the foregoing, the University of Namibia, through the Centre for Public Service Training, should collaborate with public and private sector organisations in setting the path on which, institutions involved, need to travel in their mission towards capacity building and human resource development. In order to collectively seize the opportunity availed by science and technology in our environment, despite insufficient resources at our disposal, we need to address the management challenges of our time by driving this change process towards excellence. Requisite to this initiative is a management corps that is skillful, knowledgeable, and sensitive to issues of good governance. In the same vein, coordination and cooperation between the central government, private sector, civil society and the institutions of higher learning within the framework set by Vision 2030 should serve as guiding principles in our response to Namibia's quest for human resources development and institutional capacity building. In this connection, government of the Republic of Namibia bestows the responsibility to develop a diversified, competent and highly productive human resources and institutions, fully utilising human potential, and achieving efficient and effective delivery of customer-focused services which are competitive not only nationally, but also regionally and internationally, on institutions of higher learning. Furthermore, government seeks to transform Namibia into a knowledge-based, highly competitive, industrialised and eco-friendly nation, with sustainable economic growth and a high quality of life.

In support of the foregoing, government of the Republic of Namibia has, since independence in 1990, designed high-level initiatives aimed at changing the manner and approaches to service delivery. Such initiatives include among others, Vision 2030, Millennium Development Goals, NDPs, Public Service Charter and the SWAPO Manifesto. The high-level initiatives cited here should not be perceived as ends in themselves but as means to an end. In order to achieve the objectives set for each of these initiatives, employees serving our institutions should be adequately trained, developed and motivated. Remember, *"Nothing good can happen in any organisation or institution until an employee makes it happen"*.

In complementing government efforts towards realisation of the Vision 2030 objectives, the University of Namibia, through its Centre for Public Service Training embodies in its training, research and development strategies the following strategic elements in line with Vision 2030: (1) leveraging knowledge and technology for the benefit of the people; and (2) establishment and sustenance of business standards of competence, productivity and ethical behaviour. The Centre for Public Service (CPST) seeks to achieve this through customisation of the learning. As its strategy, CPST has chosen to deliver customised individual, team and institution wide learning initiatives, through innovative training, research and development approaches to support Offices, Ministries, Agencies, Regional councils, Local authorities, State Owned Enterprises and Private sector groups through competency based learning.

Among the core essential competencies that may render our modern institutions global competition compliant may include, but not limited to the following:

- Leadership;
- Change management;
- Diversity management;
- Performance management;
- Stress management
- Strategic planning;
- Financial management and accounting skills;
- Corporate governance;
- Project planning and management; and
- Human resource management skills

The CPST *Brochure 2007* addresses most of the foregoing issues.

CPST's *Brochure 2007* Programmes for senior management, supervisors, staff members, and councillors describes the center's training programmes for 2007. The contents of the interventions included in this *Brochure* signifies the response to the training needs identified through Vision 2030, feedback received from various training workshops and from previous course programmes. The strategic planning framework by the office of the Prime Minister for government institutions and the training needs for some of the private sector, particularly on customer care, also influenced the contents of the interventions listed herein. Broadly, the contents of the training programmes embrace the thematic areas contained in some of the high-level initiatives indicated earlier in this part of the *Brochure*.

The training programmes incorporated in this *Brochure* signify a major step in response to training needs and requirements of the Public Service, State Owned Enterprises, Civil Society and the Private Sector. Therefore, it is hoped that you will seize this opportunity to strengthen your capability and your institutional capacity to contribute to improved service delivery and achievement of Vision 2030 objectives.

You are at liberty to communicate your constructive assessment about the 2007 programmes to the University of Namibia's **Centre for Public Service Training** in that accurate mounting of quality programmes for the beneficiaries listed herein is largely depended on the support and feedback provided by past participants and their sponsors. We implicitly believe that communication is opium to our unrelenting efforts to offer responsive and competence based learning offerings. In our thrust to institutionalise customised competence based learning, we wish to enhance our partnership, communication and networking with the Public Service Institutions, Private Sector and the Civil Society Organisations. To cement this, we invite training needs for ministries, offices, agencies, regional councils, local authorities, private sector and civil society organisations for immediate customisation of competence based learning offerings and for inclusion to 2008 training programmes.

The Centre for Public Service Training exists to meet the training needs of individuals and institutions. Therefore, sponsors of our participants with training needs that may not have been covered by the programmes in our 2007 Brochure are at liberty to contact us. We shall be happy to customise and tailor-make programmes for specific organisations based on their needs.

STRATEGIC PLANNING

Aim

To improve efficiency and effectiveness in service delivery, and to enable organisations to achieve their objectives.

Learning objectives

The programme will enable participants to:

- map out the strategic directions for their organisations and to enhance management-ability towards achievement of set targets and objectives;
- to translate organisational strategies into programmes and projects;
- understand and articulate their organisational mandates;
- eliminate duplication and overlaps
- formulate business strategies essential for effective and efficient service delivery
- do more with less resources
- build teams
- improve organisational performance

Content

- Strategic planning
- Situation analysis
- Mandate, vision, mission and values
- Strategic themes
- Metrics
- Initiatives and resource requirements

Target group: Directors of planning, Directors of general services, Project Managers for NGOs and Chief Regional Officers.

Duration: 3 days

PUBLIC MANAGEMENT ENVIRONMENT

Aim

To acquaint participants with the knowledge and skills to enable them to:

- To understand the necessity of working together as an effort towards a collective, efficient and effective service delivery;
- Coordinate the activities of individuals within ministries, agencies, offices, Directorates and sections;
- Understand the nature of public management and the obligations of a public manager;
- Understand and apply effective management;
- Apply creativity in the management process
- Apply creative problem solving in the management process.

Learning objectives

The workshop will enlighten participants and orientate them on management and explain the current Namibian demands and challenges in the context of public management and relate them to different working environments within the public sector.

Content

- Public environmental issues and challenges;
- Macro and micro environmental challenges;
- Solutions to current and future issues;
- Self assessment and evaluation of the current situation.

Target group: Senior managers for government institutions and state owned enterprises.

Duration: 3 days

LEADERSHIP

Aim

To equip participants with a range of leadership skills to enable them to manage change through their leadership role.

Course objectives

To equip participants with leadership skills on how to lead effectively and to decide on how to coach subordinates towards achieving organisational objectives. It provides participants with the various leadership styles and motivational theories fundamental to achievement of organisational objectives. Participants are expected to differentiate between leadership and management, and between strategy and tact. Finally, they will also be equipped with skills in how to effectively and strategically lead organisations as well as the various leadership and management functions.

Content

- Leadership and management
- Strategy and tact
- Leadership functions
- Management functions
- Motivation
- Leadership
- Leadership styles
- Integrative approaches to management

Target group: Board members, Regional and local authority councilors, CEOs and senior management in public and private sector organisations,

Duration: 4 days

CHANGE MANAGEMENT

Aim

To equip participants with change management skills to enable them to:

- Overcome the challenges associated with various environmental changes or internal and external;
- Respond proactively to external and internal change drivers;
- Serve as shock absorbers and stabilisers during transformation;
- Change their management practices in line with changes in the political system; and
- Understand the nature and scope of change in the public sector environment.

Workshop objectives

To provide an overview of the concept “change” and to identify the impediments in the way of change in the public sector management process in Namibia. Furthermore, knowledge to be acquired following completion of this workshop will enable public managers during a period of change, to strike a balance between the strategies of managing change within their organisations and the human capital related aspect.

Content

- Understanding the concept of change and its relevance to the management process in the public sector
- Management of change
- Institutional changes
- The process of managing change
- Impediments to change in the public sector
- A guide to effective management of change
- A public manager's role in the change process
- Engineering change

Target group: Supervisors from civil society organisations and NGOs, and supervisors from government institutions

Duration: 5 days

MANAGING DIVERSITY IN THE PUBLIC SECTOR

Aim

To equip participants with diversity management skills to enable them to:

- Create unity and ensure integration of staff members at workplaces
- Design principles applicable to diversity management
- Design values that enhance workforce integration
- Formulate guidelines for dealing with political behaviour
- Identify variants to managing diversity in workplaces
- Identify and isolate the different types of discrimination at workplaces

Content

- Developing a conceptual framework for the concept "Diversity";
- Managing diversity in a workplace;
- Handling political behaviour in a workplace;
- Essential skills for diversity management;
- Principles for diversity management

Course objectives

By the end of this workshop, participants will be equipped with diversity management skills that empower them to treat this issue (diversity) with circumspection at their respective workplaces. They will be able to design principles that can be applied to manage diversity at workplaces, and formulate guidelines for dealing with the different types of discrimination. Participants will be able to explain how effective management of diversity contributes to the strategic objectives of human resource management.

Target group: Managers and supervisors from government institutions, State owned enterprises and NGOs.

Duration: 3 days

STRESS MANAGEMENT

Stress is among the serious conditions that lead to poor performance at workplaces as it affects one's emotions, thought process and physical condition. This course intends to equip students with a range of Stress Management skills that enable them to effectively integrate the impact of stress at workplaces and to put in place guidelines that deter the prevalence of stressors.

Aim

To equip participants with stress management skills to enable them to:

- Formulate guidelines aimed at preventing the prevalence of stressors at workplaces.
- Formulate and institutionalise values and principles that prevent stressors at workplaces.
- Design guidelines for managing stress at workplaces
- Handle stressed employees at workplaces

Workshop objectives

The workshop will broaden participant's knowledge, sharpen the skills and provide them with the requisite tools and techniques to enable them to design and implement effective guidelines for dealing with stress at workplaces.

Target group: Staff members from government institutions, state owned enterprises, regional councils, local authorities and private sector organisations, NGOs and civil society organisations.

Duration: 3 days

POLICY DEVELOPMENT AND IMPLEMENTATION

Aim

To equip students with the appropriate knowledge and skills to enable them to:

- Understand the structure and changing environment of the process as well as the constraints they impose;
- Describe key institutions involved in the policy process;
- Develop and present implementable policies and programmes;
- Apply the acquired knowledge and skills to develop clear policy objectives, set meaningful performance measures/ and evaluate policy outcomes.

Workshop objectives

The workshop will broaden participants' knowledge, sharpen their skills and provide them with the required tools and techniques to enable them to implement effective policies for their organisations.

Content

- The policy process and institutions in Namibia;
- The Executive; the legislature, the civil service and others
- The changing environment of the policy process;
- Formulating policies and setting policy objectives;
- Policy instruments and their relevance;
- Policy evaluation;
- Creating consensus for policy programmes
- Policy management ;
- Policy as case studies; and
- Advising and briefing techniques.

Target group: Managers in government institutions, State owned enterprises, CEOs, CROs

Duration: 4 days

POLICY MAKING IN LOCAL GOVERNMENT

Aim

To equip participants with appropriate knowledge and skills to enable them to:

- Understand the role of councillors and officials in policy making at local government level;
- Identify and isolate issues that prompt policy at local government level;
- Describe the key steps in policy making at local level;
- Describe the political/administration dichotomy in the policy making process at local level;
- Apply the acquired knowledge and skills in formulating, implementing and evaluation of policies at local level;
- Apply the acquired knowledge and skills in passing by laws for local application
- Evaluate policy outcomes at local level.

Workshop objectives

The workshop will broaden participants' knowledge, sharpen their skills and enhance their ability to understand and appreciate the roles played by the different actors at local level in the policy process. It will also enable participants to design and implement effective bylaws for their respective localities.

Content

- Stages of policy making at local level;
- The role of community members in the policy making process;
- The difference between public and private issues in policy making at local level;
- Agenda setting;
- Policy formulation;
- Policy adoption;
- Policy implementation;
- Policy evaluation;
- Bye laws (formulation, drafting, approval and implementation).

Target group: CROs, CEOs, councillors, and senior executives from regional and local authorities.

Duration: 3 days

THE BALANCED SCORE CARDS

To equip participants with the appropriate knowledge and skills to enable them to:

- Understand why it is important to measure leading indicators
- Manage with a combination of financial and non-financial information
- Determining the relevancy of performance management to the organisational strategy.
- Formulating clear organisational objectives derived from the organizational strategy.
- Identify the four perspectives of a Balanced Scorecard.

Workshop objectives

The workshop will enable participants to:

Combine lagging and leading indicators to give an understanding of where the institution is and where it is going. It will also equip participants with a range of performance management skills that enable them to effectively measure their performance (as individuals/team).

Target group: HR and industrial relations practitioners from government institutions and state owned enterprises, regional councils and local authorities, NGOs, and planners from sector ministries, regions and local authorities.

Duration: 4 days

COUNCIL INTERNAL MANAGEMENT: GOVERNANCE ISSUES AND RELATIONSHIPS

Aim

To provide participants with the knowledge and skills to enable them to identify the benefits and liabilities carried by the title of being a councillor and to identify the power relations between elected and appointed officials of council namely, councillors and staff members.

Workshop objectives

The workshop will assist participants to:

Appreciate the essential values in council leadership and will also enable them to combine such values with the modern skills in management. It will also enhance the participants' ability and willingness to learn and use information in order to improve their leadership qualities.

Content

- Becoming a councillor;
- Many roles of a councillor;
- The many hats that a councillor has to wear;
- Internal politics of local government;
- Political parties and local government;
- Areas of conflict in council;
- Councillor relationship with a party;
- Councillor-staff member relationship;
- The role of the Chief Executives in the context of the council setting and its inner environment;
- The role of heads of department;
- The role of regional and local government associations;
- Issues and challenges for an effective regional and local government in Namibia

Target group: Regional and local authority councillors, chief regional officers, town clerks and chief administration officers from ALAN and ARC

Duration: 3 days

INDUSTRIAL RELATIONS

Aim

To provide public and private sector management with the requisite knowledge and skills, essential for effective and efficient management of the Namibian labour relations.

Workshop objectives

By the end of this workshop, participants will have:

Acquired the necessary skills and techniques to manage the conflicting nature of the employer-employee relationship at their respective workplaces, and to identify the managerial prerogative in the public sector context.

Content

- An assessment of the managerial prerogative in the public sector
- Chairing disciplinary hearings
- Chairing disciplinary appeal hearings
- Shop steward- employer relationships
- Managing grievances at work places
- Discrimination, reverse discrimination and affirmative action
- Recognition agreements
- Handling striking employees
- Dispute Variants

Target group: Human resource and industrial relations personnel and members of the disciplinary committees for ministries, offices, agencies, regional and local authority councils, Private sector organisations and NGOs.

Duration: 3 days

CONDUCTING DISCIPLINARY HEARINGS

Aim

To provide knowledge and skill to public and private sector management in managing the disciplinary process.

Workshop objectives

By the end of this workshop, participants will:

Acquire knowledge and skills to conduct and chair disciplinary hearings and effectively manage discipline within their respective workplaces. Furthermore, participants will be instilled with the necessary confidence, an ingredient essential for an effective decision-making process on matters pertaining to the future and security of staff members.

Content

- Disciplinary hearing process;
- Role allocation;
- Presentation of evidence;
- Scrutiny of findings;
- Sanctioning
- Appeals
- References

Target group: Human resource and industrial relations personnel and members of the disciplinary committees for ministries, offices, agencies, regional and local authority councils, Private sector organisations and NGOs.

Duration: 2 days

CORPORATE GOVERNANCE

Aim

To provide knowledge and skill pertaining to the creation, protection and development of value for commercial and public service organisations.

Workshop objectives

By the end of this workshop, participants will:

Be able to align good governance standards for their organisations in terms of transparency, accountability and integrated stakeholder-inclusive approach to economic, social and environmental stewardship.

Contents

- Defining governance;
- The importance of governance;
- King Report and Corporate governance;
- The role of the Board/Council;
- Constitution and operations the Board/Council and its committees;
- Business ethics and organisational integrity;
- Internal audit;
- Risk management and internal control; and
- Disclosure practices.

Target group: Board members and CEOs for state owned enterprises and private sector organisations and councillors for regional and local authority councils.

Duration: 3 Days

PERFORMANCE MANAGEMENT FOR PUBLIC SECTOR ORGANISATIONS

Aim

To introduce the basic concepts of performance management, its purposes, objectives and its principles in order to allow organisations to seize the opportunities and benefits that accrue from implementation of the PMS. Furthermore, the workshop is also aimed at explaining how the system works and high light its main features.

Workshop objective

By the end of this workshop, participants will be:

Acquire knowledge and skill required to effectively implement the performance management system.

- Performance information management;
- Developing performance agreements;
- Setting performance indicators;
- Setting targets and standards;
- Dealing with poor performance;
- Communication skills;
- Planning and problem solving skills; and
- Maintaining information systems.

Target group: Human resource officers from line ministries, offices, agencies, regional and local authorities.

Duration: 3 days

SERVICE EXCELLENCE FOR PRIVATE SECTOR ORGANISATIONS

Aim

To equip participants with skills in building a customer centered approach adding value to their business.

Workshop objectives

By the end of this workshop, participants will:

Envision towards customer centered approaches, set standards and establish customer needs and how to add value to the business as a whole. They also acquire skills in building relationships with customers.

Content

- Envisioning and setting goals of standards;
- Client centered processes;
- Talent management;
- Monitoring standards and ensuring feedback;
- Establishing customer needs.

Target group: Front line, support staff, and supervisory management

Duration: 2 days

FINANCIAL CONTROLS

Aim

This is an intensive, practical public sector management development workshop aimed at equipping senior public managers with the relevant tools they require to ensure successful utilisation of financial resources in line with the enabling legislation.

Workshop objectives

By the end of this workshop, participants will:

- Adopt the language of accounting, budgets and finance;
- Develop sound understanding of the State Finance Act and Treasury instructions and their impact on reporting responsibilities;
- Master a step by step approach to controlling cash flow;
- Understand the basic principles of preparing State accounts;
- Effectively manage working capital;
- Demystify the interpretation of Appropriation Accounts and Reports;
- Participate in a formative assessment that will evaluate participants' current skills and knowledge level against the learning outcomes of the course.

Content

- Public sector financial management;
- Budgeting: forms and process;
- Accounting and Appropriation Accounts;
- Managerial control and controllership;
- Expenditure and Cash Management; and
- Reporting and Accountability.

Duration: 3 days

Target group: Permanent Secretaries and Deputy Permanent Secretaries for ministries, offices, and Agencies.

CAPACITY DEVELOPMENT FOR PUBLIC SERVICE AND STATE OWNED ENTERPRISES HUMAN RESOURCE MANAGEMENT

Aim

To provide participants with the appropriate knowledge and skills to enable them to: Identify and understand the techniques and critical success factors in developing capacity for human resource management.

Workshop objectives

- To link good governance, public sector reform initiatives and democracy; and
- To improve the management of the systems of governance in the public sector and state owned enterprises in Namibia and identify the political and economic obstacles to introducing incentives in the improvement of these systems.

Content

- Good governance, democracy and the capacity needs of the State in Namibia;
- Strategies for sustainable capacity development in Namibia;
- Human resources focused and incentive driven capacity retention strategies for Namibian public sector organisations and state owned enterprises.

Target group: Permanent Secretaries, Deputy Permanent Secretaries and CEOs of State Owned Enterprises

Duration: 2 days

CENTRE FOR PUBLIC SERVICE TRAINING

2007 TRAINING CALENDAR & PROGRAMMES

	Programme	Programme Date	Deadline for Nominations	Venue	Cost per person N\$
1.	Conducting disciplinary hearings	19-20 April 2007	10 April 2007	Safari Hotel	N\$3000.00
2.	Financial controls	2-4 May 2007	27 April 2007	Windhoek Country club	N\$3000.00
3.	Public management environment	21-23 May 2007	11 May 2007	Safari Hotel	N\$3000.00
4.	Leadership	4-7 June 2007	24 May 2007	Windhoek Country club	N\$4000.00
5.	Change management	18-22 June 2007	8 June 2007	Windhoek Country club	N\$4000.00
6.	Managing diversity in the public sector	4-6 July 2007	23 June 2007	Safari Hotel	N\$3000.00
7.	Stress management	25-27 July 2007	13 July 2007	Safari Hotel	N\$3000.00
8.	Policy development and implementation	6-9 August 2007	24 July 2007	Safari Hotel	N\$3000.00
9.	Policy-making in local government	3-5 September 2007	24 August 2007	Safari Hotel	N\$3000.00
10.	Balanced scorecard	25-28 September 2007	14 September 2007	Windhoek Country club	N\$4000.00
11.	Council internal management: governance issues and relationships	1-3 October 2007	21 September 2007	Safari Hotel	N\$3000.00
12	Capacity development for public service and state owned enterprises human resource management	15-17 October 2007	28 September 2007	Windhoek Country club	N\$4000.00
13.	Industrial relations	29-31 October 2007	19 October 2007	Safari Hotel	N\$3000.00
14.	Corporate governance	5-7 November 2007	26 October 2007	Safari Hotel	N\$3000.00

15.	Performance management for public sector organisations	21-23 November 2007	9 November 2007	Safari Hotel	N\$3000.00
16.	Service excellence for private sector organisations	3-4 December 2007	23 November 2007	Safari Hotel	N\$3000.00
17.	Strategic planning	10-12 December 2007	23 November 2007	Safari Hotel	N\$3000.00

CENTRE FOR PUBLIC SERVICE TRAINING

REGISTRATION FORM

YES! Please register the following delegates(s)

Course Title

Mr/Mrs/Ms/Dr

(First name in full)

(Surname)

Position

Department or Division

Direct phone number

Approving Manager

Position

Organisation

Postal Address

Postal Code

Switchboard Phone Fax no.:

Method of payment (payment is required with registration)

Crossed Cheque made payable to: University of Namibia (CPST)

Fax Registration form to:

Office Administrator

Fax: 061 – 2063455

Tel: 061 – 2063454

Name (Print)

Signature:

Date / /