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PRESENTATION TO THE PORTFOLIO COMMITTEE ON DEFENCE AND MILITARY VETERANS

DEVELOPED BY D HR STRAT & PLAN

SCOPE

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- Military Skills Development System
- Skills Development and Retention Strategy
- National Youth Service

AIM

The aim of the presentation is to provide an overview wrt the:


- ❖ Military Skills Development System
- ❖ Skills Development and Retention Strategy
- ❖ National Youth Service

MILITARY SKILLS DEVELOPMENT SYSTEM

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SCOPE

- Aim of the MSDS
- Main Design considerations
- Goals of the MSDS
- Overview of the MSDS
- Achievements into the Main Considerations and Goals of the MSDS



Aim of the Military Skills Development System

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- The MSDS was implemented in 2003 as part of the DOD's HR renewal strategy to provide sufficient **young, fit and trained members** for force employment, especially during peace missions

Main Design considerations for the MSDS

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- ❖ System must be more affordable and allow higher deliverables for less HR Expenditure
- ❖ The system must be **voluntary** in its design, although it must ensure that the individual has an obligation to serve in the Reserves
- ❖ The system must feed the Reserves
- ❖ The system requires a higher and quicker throughput in the Regulars to ensure youthful and fit members

Goals of the MSDS

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- Induct members into the SANDF
- Equips members with basic military skills and functional training
- Evaluate members development potential and suitability for continued service in the Regulars and Reserves
- Test members so that the organisation can choose individuals for a possible future career in the Military
- Ensure a sufficient trained pool of young and fit members to fulfil SANDF deployment needs
- Feed the Reserves with trained troops and junior leaders

Overview of the MSDS

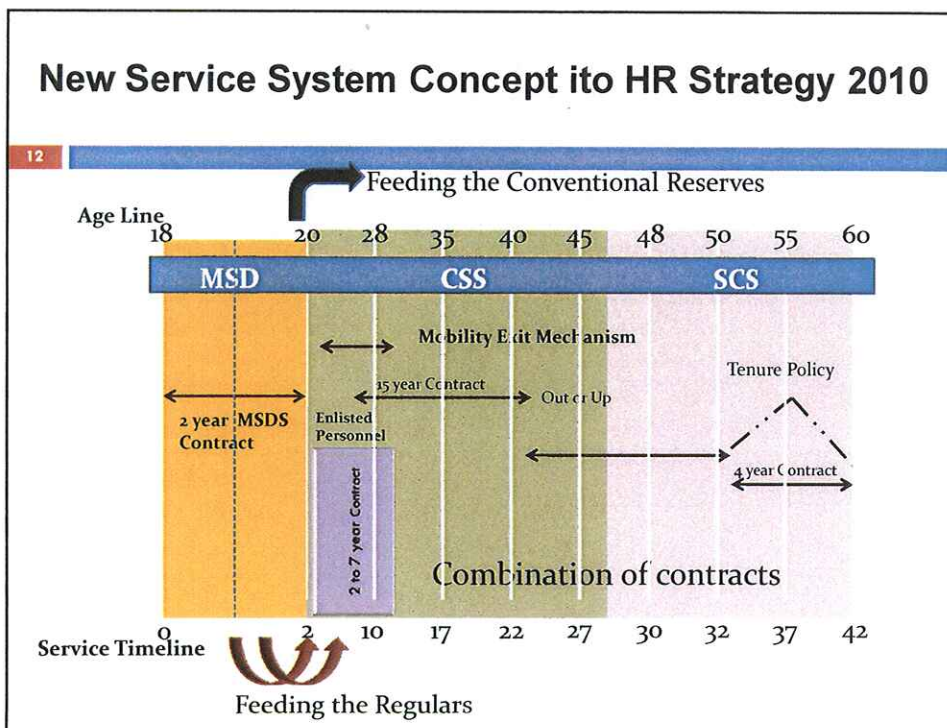
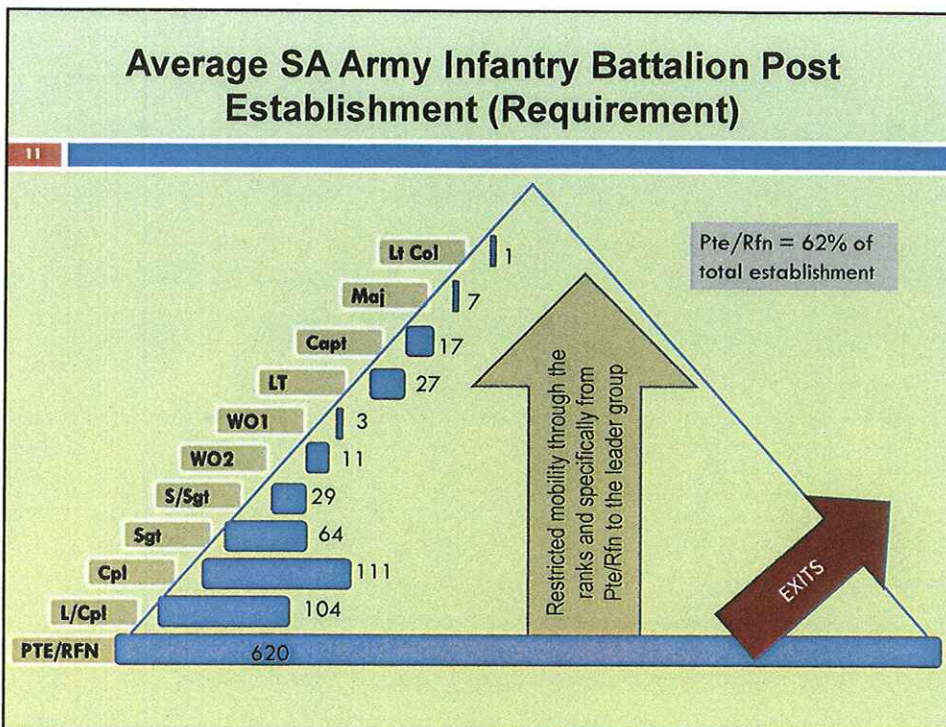
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- ❖ The MSDS is **one of several Service/Contract Systems** in the SANDF
- ❖ It essentially serves as a **probationary period** during which the SANDF assesses new recruits for their performance, discipline, conduct and development potential for continued military service
- ❖ **The MSDS is not a separate system or project** that stands apart from the mainstream recruitment for the SANDF – it is the mainstream recruitment process and entry service system for the SANDF
- ❖ The **“Skills” part of the term MSDS refers to basic and fundamental MILITARY skills** which are imparted to new recruits to lay the foundation for their further advanced training, utilisation and rank progression as career Military Practitioners (soldiers, airmen, sailors, medics) or as Reserves

Overview of the MSDS (con)

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- ❖ Post MSDS Employment
 - ❑ The envisaged end state for post-MSDS employment entails
 - “The seamless migration of former MSDS Reserve-stream members to receiving employers (Govt depts and private sector) and the effective, efficient and economical utilisation of such Reserve members into their contractual obligations”



MSDS Strength since Implementation in 2003

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	Strength	%
Total of Intakes	39,053	-
Currently in the System	4,362	11%
Contract renewal before or at 2 years service	24,586	63%
Exited within 1 month	253	-
Exited the MSDS after two years	8,286	21%
Resignation before MSDS completion	1,566	4%
MTEF FY14/15 planning (MSDS in system)	4,961	-

Total Intake wef 2003 as at 30 September 2013

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INTAKE YEAR	EXITED GROUP			TOTAL	CONTRACT RENEWAL GROUP TO STS/MTS/CSS		TOTAL	STILL SERVING	TOTAL	TOTAL INTAKE
	EXITED WITHIN 1 MONTH	EXITED BEFORE 2 YRS	EXITED AFTER COMPLETING 2 YEARS		RENEWED BEFORE 2 YRS	RENEWED AFTER COMPLETING 2 YRS MSD				
2003	37	184	260	481	95	1,599	1,694	0	0	2,175
2004	19	168	153	340	116	1,509	1,625	0	0	1,965
2005	12	171	622	805	202	3,314	3,516	0	0	4,321
2006	35	288	1,931	2,254	235	2,245	2,480	0	0	4,734
2007	22	212	1,205	1,439	276	2,986	3,262	0	0	4,701
2008	14	112	288	414	280	2,684	2,964	0	0	3,378
2009	33	157	947	1,137	298	3,100	3,398	0	0	4,535
2010	23	89	1,552	1,664	298	2,445	2,743	1	1	4,408
2011	28	114	1,328	1,470	133	2,752	2,885	3	3	4,358
2012	26	53	0	79	19	0	19	1,958	1,958	2,056
2013	4	18	0	22	0	0	0	2,400	2,400	2,422
TOTAL INTAKE	253	1,566	8,286	10,105	1,952	22,634	24,586	4,362	4,362	39,053
		4%	21%				63%	11%		

MSDS Contract Renewal to CSS per Mustering (still serving)

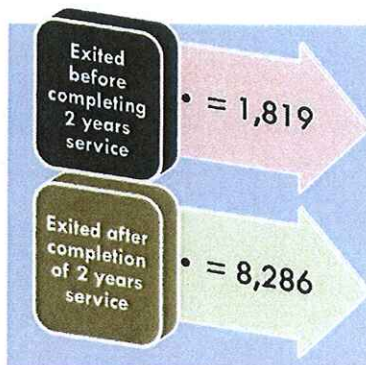
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MUST_GPX	MAJ	CAPT	LT	2 LT	S SGT	SGT	CPL	L CPL	PTE	CO	PSAP	TOTAL
AIR SPACE CONTROL	-	6	24	1	-	28	131	24	5	-	-	219
AIRCREW	-	74	90	8	-	6	28	3	15	-	-	224
ANTI-AIRCRAFT	1	17	21	8	-	27	21	43	286	-	-	424
ARMOUR	-	19	31	5	-	8	35	66	349	1	-	604
ARTILLIARY	-	43	47	7	3	14	102	264	339	-	-	819
CATERING	6	11	12	2	1	30	196	260	607	-	1	1,015
COMBAT NAVY	-	26	40	61	2	118	376	738	1	-	-	1,351
COMMUNICATION OPERATIONAL	-	5	10	-	1	4	8	14	1	-	-	43
DRIVER	-	-	-	-	-	1	4	2	-	-	-	8
ENGINEER	-	4	27	19	-	-	29	26	-	-	-	105
FIELD ENGINEER	1	53	49	1	2	20	84	111	677	-	-	898
FINANCIAL	-	-	-	-	-	-	-	-	-	-	-	7
FIREMEN	-	-	1	-	-	45	185	121	76	-	-	428
INFANTRY	6	161	222	29	8	93	347	467	4,735	-	-	6,058
INTELLIGENCE	4	105	72	10	2	42	89	112	185	-	1	622
GENERAL WORKERS	-	-	-	-	-	-	-	-	-	-	-	15
LOGISTICS	20	99	81	12	4	242	716	655	447	1	7	2,184
MEDICAL PROFESSIONAL	-	25	54	14	-	-	-	1	32	-	4	130
MEDICAL SUPPORT PERSONNEL	6	15	66	3	2	29	383	228	272	3	-	987
MUSICIAN	-	-	-	-	6	7	24	24	9	-	-	70
NURSING	-	39	14	3	-	2	219	126	290	32	-	723
OPERATOR	-	-	-	1	-	7	126	179	1	-	-	314
PERSONNEL	23	80	130	16	11	131	481	280	68	-	38	1,268
POLICE	-	7	16	1	1	15	111	84	75	-	-	320
PROFESSIONAL	-	5	9	-	-	3	-	-	-	-	-	19
PROTECTION SERVICES	-	4	4	-	2	31	884	497	78	-	-	1,500
SPORT	-	-	-	-	-	12	19	10	1	-	-	47
TECHNICAL	6	46	64	45	64	416	1,003	238	62	-	-	1,936
TECHNICAL AIR	-	1	7	-	4	280	645	101	66	-	-	1,104
TELECOMMUNICATIONS	7	46	61	2	1	38	762	176	12	-	-	1,105
TYPIST	-	-	-	-	-	-	-	-	-	-	15	15
(blank)	-	-	1	-	-	-	1	-	1	-	-	3
TOTAL	80	894	1,146	238	104	1,649	6,998	4,758	8,590	37	92	24,686

Total Exited Group per Rank and Mustering

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MUST_GPX	CPL	L CPL	PTE	CO	TOTAL
AIR SPACE CONTROL	-	-	45	-	45
AIRCREW	-	-	22	-	22
ANTI-AIRCRAFT	-	4	284	-	288
ARMOUR	-	9	643	2	654
ARTILLIARY	-	22	611	1	634
CATERING	-	3	85	2	90
COMBAT NAVY	-	80	947	-	1,027
COMMUNICATION OPERATIONAL	-	-	1	-	1
ENGINEER	-	2	13	-	15
FIELD ENGINEER	-	15	595	-	610
FIREMEN	-	-	71	-	71
INFANTRY	-	35	3,329	4	3,368
INTELLIGENCE	-	10	293	-	303
LOGISTICS	-	8	394	1	403
MEDICAL SUPPORT PERSONNEL	-	6	1,581	-	1,587
MUSICIAN	-	-	1	-	1
NURSING	-	-	36	-	36
OPERATOR	-	-	8	-	8
PERSONNEL	-	1	159	5	165
POLICE	6	1	125	-	132
PROTECTION SERVICES	-	-	243	-	243
SPORT	-	-	33	-	33
TECHNICAL	-	4	58	-	62
TECHNICAL AIR	-	-	71	-	71
TELECOMMUNICATIONS	2	2	232	-	236
TOTAL	8	202	9,880	15	10,105

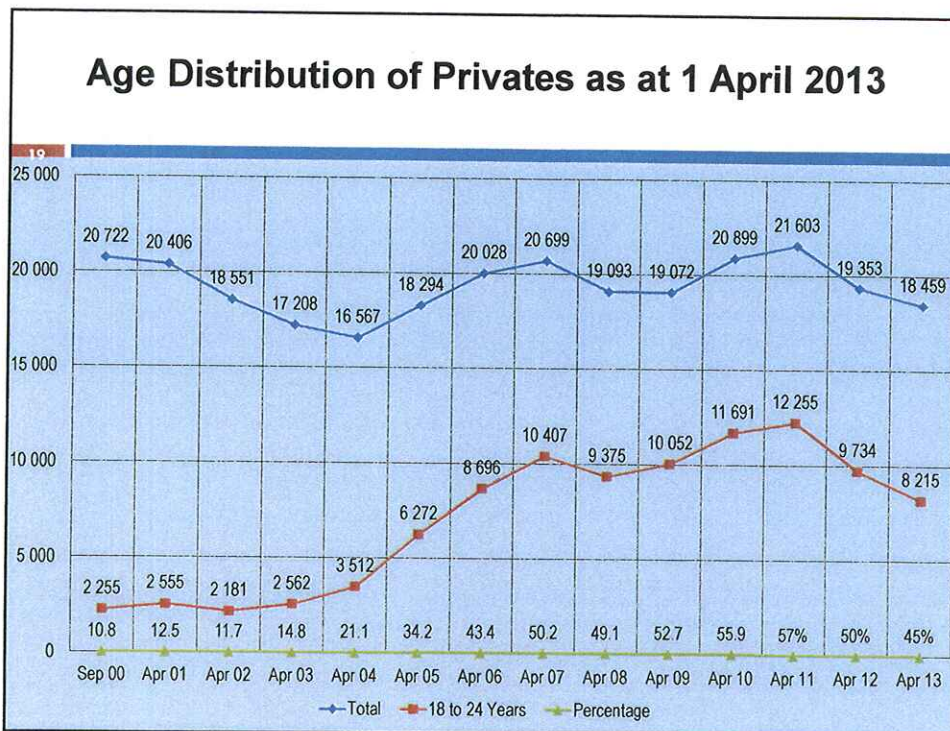


• 6,861 Joined the Reserves
• 3,627 utilised as Reserves (52,86%)

Achievements in terms of the Main Considerations and Goals of the MSDS

Achievements Measured Against Main Considerations and Goals of the MSDS

Main Consideration	Outcome
More affordable system	On average the HR costs for the MSDS is 67,8% cheaper than the CSS prior to the Dec Mil Disp and 46% for 1 st year and 18% for 2 nd year cheaper respectively after the Dec 2009 Mil Disp
Voluntary in its design and obligation to serve	<ul style="list-style-type: none"> ❖ It is a voluntary system ❖ Obligation to service depending on the new Defence Amendment Bill ❖ A total intake of 39,053 since 2003
Feed the Reserves	<ul style="list-style-type: none"> ❖ The size of the intake determines the feeding potential ❖ 6,861 members from a total intake of 39,053 members joined the Reserves (17,56%)
Youthful and fit members	<ul style="list-style-type: none"> ❖ 24,586 members feeding the Regulars ❖ Rank age of privates improved by 34% since 2000 but due to reduced intakes the average age of privates are again increasing (**see next slide)




Achievements Measured Against Main Considerations and Goals of the MSDS

GOAL	OUTCOME
Induct Members in the SANDF	<ul style="list-style-type: none"> • 39,053 joined the system • Provided opportunities to the youth • Reduced unemployment
Equip members with basic military and functional skills and suitability for continued service in the Regulars and Reserves	<ul style="list-style-type: none"> • 24,586 members still serves in the Regulars (highest Officer's rank = Maj and highest NCO's rank = SSgt) • 6,861 members serves in the Reserves


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SKILLS DEVELOPMENT AND RETENTION STRATEGY



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EMPLOYEE RETENTION MEASURES IN THE DOD



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SCOPE

- Introduction
- Retention Measures
- Attrition figures
- Conclusion



INTRODUCTION

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- Employee retention is arguably one of the most challenging human resource factors of any organisation.
- Hence, the inherent need to institute retention strategies to curtail or reduce the numbers of personnel living an organisation to 'acceptable' levels.
- Generally, employees exit organisations for better opportunities.

INTRODUCTION CONT

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- During financial year 2009/2010, the DOD introduced key remunerative retention strategies to curtail the number of personnel leaving the DOD. On the other hand, the DOD kept improving other already existing retention measures for Aviation and technical personnel.
- Over the last two years the attrition rate in the DOD declined to below 2%.

RETENTION MEASURES

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- These are some of the non-remunerative employee retention measures which are universally known to be very effective in retaining and attracting employees.
- Enhanced Service Benefits
 - Recognition of Long Service – payment of a proportionate amount for long service from 20 years-40 years service.
 - Increase in vacation leave days – vacation leave days increased from 26 days to 30 days.
 - Increase in Family Responsibility leave days – increased from three to five.

RETENTION MEASURES CONT

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DOD HR Strategic documents supporting employee retention

- Over the years, the DOD responded both directly and indirectly to the risk of loss of skills by developing various strategies intended to aid retention and attraction of employees.

RETENTION MEASURES CONT

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These strategies are articulated in the following documents:

- DOD Overarching strategy – Promulgated in 2009 and articulates non-remunerative measures that the DOD should pursue to retain employees.
- Human Resource Development Strategy – Articulates non-remunerative measures aimed at developing DOD members and employees.
- DOD Career Model – The introduction of this model is aimed at developing and enhancing the current DOD Career management, which received a negative rating during the DOD Morale Survey of 2011.
- The Planning instruction 13/2009 – Issued in 2009 to advocate non-remunerative measures for employee retention.

RETENTION MEASURES CONT

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- The following are initiatives the DOD implemented to retain scarce skills in the department:
 - ▣ Technical Allowance
 - ▣ Military Aviation Career Incentive Pay (MACIP)
 - ▣ Occupation Specific Dispensation(OSD)
 - ▣ Policy on Transformation Management in the Defence Force
- The DOD is currently busy investigation the possible implementation of an OSD for engineers. They currently receive an allowance.

ATTRITION

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- All attrition types (all) for the last 3 years, including FY13/14

PER TERMINATION_TYPENAME	2010/11	2011/12	2012/13	2013/14
Death	587	637	551	262
Resignation	425	461	458	294
Contract Expiry	1,013	1,877	1,674	586
Transfer	73	258	73	112
Dismiss - Ops Req	1	3	1	1
Dismiss- Ill Health	105	73	53	28
Dismiss - Misconduct	159	195	200	107
Discharge - Incapacity	3	1	8	1
Retirement	481	533	574	301
MEM/EISP/VSP	190	106	41	5
GRAND TOTAL	3,037	4,144	3,633	1,697
DOD END STRENGTH	79,045	78,744	78,725	77,815
ATTRITION AS A % OF TOTAL STRENGTH	3.8%	5.2%	4.6%	2.1%

ATTRITION

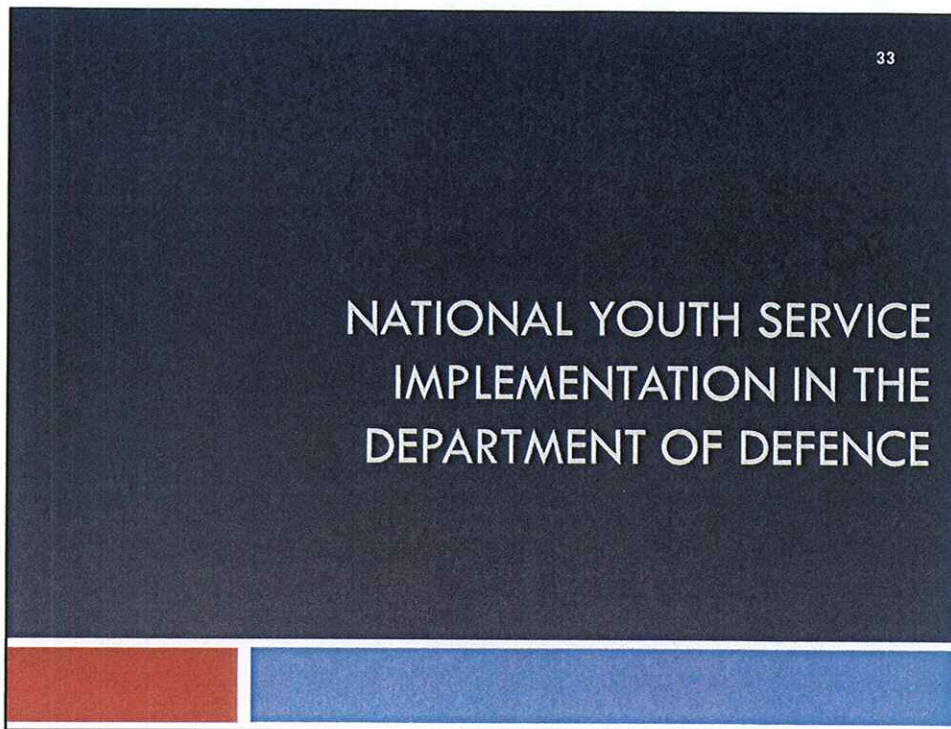
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- All attrition types for critical musterings for the last 3 years, including FY13/14

PER_TERMINATION_TYPE_SNAME	2010/11	2011/12	2012/13	2013/14
Death	63	53	64	30
Resignation	204	203	230	122
Contract Expiry	338	273	271	36
Transfer	20	32	14	7
Dismiss- Ill Health	8	12	6	7
Dismiss - Misconduct	32	40	34	16
Retirement	82	66	105	39
MEM/EISP/VSP	19	9	2	1
GRAND TOTAL	766	688	726	258
DOD END STRENGTH	79,045	78,744	78,725	77,815
ATTRITION AS A % OF TOTAL STRENGTH	0.96%	0.87%	0.92%	0.33%

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NATIONAL YOUTH SERVICE



AIM

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- To present an overview of the current implementation of National Youth Service (NYS) in the DOD and the concept developed for the National Youth Leadership Development Programme

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SCOPE

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- Regulating Framework
 - Government Intent with the National Youth Service: MoD & MV
 - End State: C SANDF
 - Instructions & Premises
- Current Implementation
 - Department of Rural Development and Land Reform (DRDLR) – National Rural Youth Service Corps (NARYSEC)

INTENT: MINISTER OF DEFENCE AND MILITARY VETERANS

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- Government seeks to integrate unemployed youth into the economy, through NYS, by providing them with appropriate and targeted skills in four developmental domains of:
 - Youth Leadership Development (Discipline) - DOD
 - Provision of Basic Hard Skills – participating departments
 - Entrepreneurial & Vocational skills – participating departments
 - Social Development and Upliftment – participating departments
- All appropriate state departments are involved as partners in implementation
- Recruitment from most areas of the country to assembly points
- Integration of youth into economy by providing appropriate and targeted skills

YOUTH LEADERSHIP DEVELOPMENT PROGRAMME - CONTENT

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- In the domain of leadership development, character building and discipline
- Standardised to a 14 week programme
- All instructors subjected to NYS Cadre Training to ensure alignment to NYS objectives and outcomes
- Programme content include:
 - ▣ Leadership training
 - ▣ Transformation Management
 - ▣ Ethical Behaviour
 - ▣ Youth Regeneration
 - ▣ Civic Education
 - ▣ Introduction to the Public Service

YOUTH LEADERSHIP DEVELOPMENT PROGRAMME - CONTENT

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- Programme content, cont...
 - ▣ Effective communication
 - ▣ Management of Personal Finances
 - ▣ Occupational Health and Safety
 - ▣ Introduction to Sport
 - ▣ Hygiene
 - ▣ Fire Fighting
 - ▣ AIDS awareness programme
 - ▣ Community projects
 - ▣ Drill and sport as a platform to foster discipline
 - ▣ Self-Defence Skills

CURRENT NYS IMPLEMENTATION

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- The Department of Defence has successfully instituted a National Youth Service (NYS) Training Programme since January 2011 in collaboration with participating state departments
- The DOD is primarily responsible for the domain of leadership development, character building and discipline where it provides leadership- and character building skills

CURRENT NYS IMPLEMENTATION, CONT...

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- Altogether a total of 5365 youth graduated from the programme:
 - ▣ **Intake 1**, 2011 – Pilot programme, DRDLR, 500
 - ▣ **Intake 2**, 2011 – KZN Provincial Government, 1000
 - ▣ **Intake 3**, 2012 – DRDLR, 973
 - ▣ **Intake 4**, 2012 – DRDLR, 903
 - ▣ **Intake 5**, 2012 – DRDLR, 1015
 - ▣ **Intake 6**, 2013 – DRDLR, 974

CURRENT NYS IMPLEMENTATION, CONT...

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- Current intakes:
 - ▣ **Intake 7**, for DRDLR, hosted by 3 SAI Kimberley - 600 participants currently on the programme, graduating on 7 Nov 2013
 - ▣ **Intake 8**, for DRDLR, hosted by SAS Saldanha - 595 participants currently on the programme, graduating on 5 December 2013

CURRENT NYS IMPLEMENTATION – MEDIUM TERM PLANNING

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- Medium Term 2014 and beyond
- DRDLR (NARYSEC) as main client
- 3 Intakes planned for 2014 with a target of 3400 participants :
 - ▣ 10 Feb to 15 May 2014, 3 SAI Kimberley
 - ▣ 4 Aug to 6 Nov 2014 , 3 SAI Kimberley
 - ▣ 1 Sep to 4 Dec 2014, SAS Saldanha

PROGRESS SINCE PILOTING NYS TRAINING

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- Assembly, selection and orientation of youths and the coordination between DOD and client department running smoothly
- Excellent cadre management and a very high esprit de corps amongst military instructors and support staffs presenting the programmes
- Youth Leadership Development Training proven over three years to be an essential cornerstone for the rest of the four developmental domains of the NARYSEC programme

OUTCOMES, BENEFITS AND IMPACT

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- Given the limited spare capacity of the SA Army and SA Navy to present and the SA Military Health Service to support the broader NYS programme, only a small number of youth may have been reached, but significant citizen building is offered, with significant impact on the broader community
- Graduation ceremony became a significant show case for DOD participation in NYS
- Graduation became a validation experience and a sense of achievement in the presence of political leadership and high ranking officials

OUTCOMES, BENEFITS AND IMPACT – QUOTES FROM DRDLR

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- Minister of DRDLR – all participants in the NARYSEC programme must go through the Youth Leadership Development Programme
- NARYSEC leaders – All participant in the NARYSEC programme must undergo the AIDS awareness programme
- The academic performance of NARYSEC participants who went through the Youth Leadership Development Programme are much better than those who did not go through the programme

OUTCOMES, BENEFITS AND IMPACT – QUOTES FROM FET COLLEGES, CONT...

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- Cape Town and Southern Cape (George) FET Colleges - NARYSEC participants who went through the Youth Leadership Development in the DOD are the most disciplined, most dedicated and most focused students on the campus, demonstrating leadership and setting the example to other students

