



# higher education & training

Department:  
Higher Education and Training  
REPUBLIC OF SOUTH AFRICA

## THE DEPARTMENT OF HIGHER EDUCATION AND TRAINING CHANGE MANAGEMENT GUIDELINE

### 1. Background and Introduction

The Department of Higher Education and Training (DHET) is mandated to lead Post-School Education and Training (PSET). In pursuit of this mandate, the Department developed its strategic objectives in line with the 2019 Medium Term Strategic Framework, which is structured around fourteen priority outcomes comprised of the focal points of the National Development Plan. Of the fourteen outcomes, the Department is responsible for Outcome 5, which is to *“build a skilled and capable workforce to support an inclusive growth path”*. To achieve this outcome, the Department has to align itself with the relevant sub – outcomes towards achieving its primary mandate.

Whilst in the process of implementing its primary mandate, many changes ranging from strategic re-positioning of the Department, where some institutions and branches have had to be positioned differently and assume a new identity, structural reforms that covers the reviewal of the organisational structure and radical transformation and improvement of systems in order to achieve maximum efficiencies and effectiveness, change management processes were not initiated. Change management is defined as the application of a structural process and set of tools for leading the people side of change to achieve a desired outcome. As such the success and failure of various change initiatives within the Department is dependend largely on the extent to which people have been taken on board in the process. It is against this background that this guideline in developed.

## 2. Glossary of Terms

TERMS	DEFINITION
<b>COLLEGE</b>	A Public College as defined in terms of the Continuing Education and Training Act No. 16 of 2006, as amended.
<b>DEPARTMENT</b>	The Department of Higher Education and Training and all its components.
<b>EMPLOYEE</b>	<p>A person appointed in terms of the Public Service Act, 1994 as amended, excluding an independent contractor, who works for another person or for the State and receives, or is entitled to receive remuneration.</p> <p>A person appointed directly by the Public College Council.</p>
<b>EMPLOYER</b>	<p>DHET for employees that are employed in terms to the Public Service Act.</p> <p>Public College Council for College Council Employees.</p>
<b>MEDIUM TERM STRATEGIC FRAMEWORK</b>	Government's strategic plan for the electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan.
<b>CHANGE MANAGEMENT</b>	A collective term for all approaches to prepare, support, and help individuals, teams, and organisations in making organisational changes.
<b>CHANGE AGENTS</b>	A person from inside or outside an organisation who helps an organisation, or part of an organisation, to transform how it operates.
<b>RESPONSIBLE HR UNIT</b>	An HR Unit that may be based either at Head Office, Regional Office or a Public College depending on the authority given in terms of the Departmental delegations from time to time.

### **3. Scope of Application**

3.1 The guideline is applicable to all employees of the Department.

### **4. Objectives**

4.1 This guideline serves the following objectives:

- 4.1.1 To ensure that the triggers of change, the nature of change and the magnitude of change, whether transitional or transformational in nature, are determined beforehand in order to ensure that the proposed interventions are proportionate to the nature of the changes required.
- 4.1.2 To provide a structured way and tools that can be applied by leaders, line managers, project managers and subject matter experts to help those impacted to successfully navigate change.
- 4.1.3 To offer ways to communicate and engage with all the relevant parties in a consistent and meaningful way.
- 4.1.4 To ensure that not only is the transition achieved but that changes are embedded into the organisation.

### **5. Departmental Change Management Process**

#### **5.1 Change Initiation Process**

- 5.1.1 All the branches shall ensure that Corporate Services through the sub-Directorate: Change Management and Transformation is involved in all the changes in the Department which are impacting on employees e.g people, systems and processes.
- 5.1.2 All change projects at the conceptualisation stage shall include the sub-Directorate Change Management to ensure alignment with the change management guideline.
- 5.1.3 A change strategy or plan for each change initiative should be developed and approved by the delegated official.
- 5.1.4 All projects in the Department which might affect staff should include a change management process.

## **5.2 Change Authorisation**

- 5.2.2 All change initiations in the Department shall be authorised before implementation and no change initiative shall be implemented without endorsement by Corporate Services.
- 5.2.3 The Director-General through Executive Committee (Exco) consist of Branch Heads shall authorise departmental changes.
- 5.2.4 Branch Heads shall authorise changes affecting a branch or chief directorate or directorate within a branch.
- 5.2.5 Regional Managers shall authorise changes affecting regional offices.
- 5.2.6 Principals shall authorise changes affecting colleges.
- 5.2.7 Deputy Principals shall authorise changes affecting their area of operation.

## **5.3 Appointment of Change Agents**

- 5.3.1 In cases of departmental changes, branches, regional offices and colleges shall appoint change agents not exceeding 5.
- 5.3.2 In cases of changes in a branch, each chief directorate shall appoint a change agent.
- 5.3.3 In cases of the changes in regions, each sub-directorate shall appoint a change agent.
- 5.3.4 In cases of changes in a college, each sub-directorate and campus shall appoint a change agent.

## **5.4 Change Implementation**

- 5.4.1 All the change initiatives shall be implemented after a change strategy and business case is approved as follows:
  - 5.4.1.1 the Director-General after endorsement by Exco in case of departmental changes;
  - 5.4.1.2 the branch head after endorsement by branch management meetings in case of changes in the branch;
  - 5.4.1.3 the regional manager after endorsement by the regional management team in case of changes in the region; and
  - 5.4.1.4 the Principal after endorsement by the college council in case of changes in a college.

## **5.5 Change Communication**

- 5.5.1 Employees, stakeholders and clients shall be informed of changes in the Department, regional offices and colleges.
- 5.5.2 Employees shall receive regular updates before and during the implementation of a change project.

## **5.6 Change Consultation**

- 5.6.1 Trade unions as stakeholders, shall be consulted in case of changes which affect employees; and
- 5.6.2 Any other stakeholders like college councils shall be consulted in case of changes affecting a college.

## **5.7 Change Monitoring and Evaluation**

- 5.7.1 Change implementation shall be monitored through the submission of monthly and quarterly reports as follows:
  - 5.7.1.1 quarterly reports to Exco in cases of departmental changes;
  - 5.7.1.2 monthly reports to the branch head in cases of changes within a branch;
  - 5.7.1.3 monthly reports to the regional manager in cases of changes in the regional office; and
  - 5.7.1.4 monthly reports to the college management team and quarterly to a college council.
- 5.7.2 The report timelines shall be flexible and adjusted based on the duration of a change project.

## **6. Roles and Responsibilities**

### **6.1 The Change Management Unit shall:**

- 6.1.1 Drive and lead departmental change initiative projects;
- 6.1.2 Induct change agents and managers on how to deal with changes in the department;
- 6.1.3 Assist and guide branches and institutions with change management process;
- 6.1.4 Induct staff on change initiatives across the Department;
- 6.1.5 Prepare staff on change initiatives in the Department to minimise anxiety through change awareness sessions or engagements;

- 6.1.6 Initiate departmental change engagement sessions on areas that require changes i.e organisational culture, work ethics, disasters or pandemics etc.
- 6.1.7 Empower or train change agents and change sponsors as soon as they are appointed;
- 6.1.8 Together with Internal Communication update employees from change initiation to completion stages; and
- 6.1.9 Generate and provide reports to EXCO on departmental changes.

**6.1.2 HR Units in the colleges shall:**

- 6.1.1.1 Ensure that the change agent are appointed in the college;
- 6.1.1.2 Provide change report to the Change management unit at head office;
- 6.1.1.3 Liase with the communication and training unit to ensure effective change implementation.

**6.2 Branch Heads, Regional Managers and Principals shall:**

- 6.2.1 Approve change initiatives in a branch or regional office or college;
- 6.2.2 Inform EXCO or college council on change initiatives in a branch or regional office or college;
- 6.2.3 Inform Corporate Service about the change initiatives in a branch or regional office or college at an initiation stage;
- 6.2.4 Appoint change agents for changes in his or her area of operation;
- 6.2.5 Nominate change agents in case of departmental changes;
- 6.2.6 Ensure continous communication on change projects in the department in his or her area of operation;
- 6.2.7 Provide reports to EXCO or college council on the implementation of a change project in his or her area of operation.
- 6.2.8 Consult the unions about any changes in the Department that impact the employees.

**6.3 The Director General shall:**

- 6.3.1 Approve change projects plans, proposals and strategies;
- 6.3.2 Not approve any change project without the inclusion of Corporate Services in the process ;
- 6.3.3 Provide support to the change projects in the Department; and

6.3.4 Report to the Minister on progress on the implementation of change projects in the Department.

**6.4 Communications shall:**

6.4.1 Assist with the development of change communication plans; and

6.4.2 Release change communiques throughout the implementation of a change project.

**6.5 Recognised trade unions shall:**

6.5.1 Represent members in change processes affecting employees; and

6.5.2 Report to their structures on progress on change processes.

**7. Approval**

The change management Framework has been approved by the Director-General with effect from date of approval.



**Mr GF Qonde**

**Director-General: Higher Education and Training**

**Date:** 04/12/2020