



public works  
& infrastructure

Department:  
Public Works and Infrastructure  
REPUBLIC OF SOUTH AFRICA

## TERMS OF REFERENCE:

### APPOINTMENT OF SERVICE PROVIDER TO DELIVER A TRAINING INTERVENTION IN LEADERSHIP, COACHING, MENTORING AND STAFF MOTIVATION

#### 1. Purpose

This exercise is aimed at implementing the **2023/2024** Departmental Workplace Skills Plan (WSP) as mandated by the Skills Development Act 9 of 1998 and the National Skills Development Strategy to address the Departmental skills gaps.

Directorate: Human Resource Development has planned to arrange in-house trainings for efficient and effective coordination of training interventions at Head Office. The process will enable the department to close the identified training gaps within different units in Head Office for enhanced service delivery and optimal realization of the departmental objectives.

#### 2. Background

The Department of Public Works and Infrastructure undertook a Skills Audit exercises in 2021 which was aimed at ensuring that the Department is effectively and efficiently aligned in terms of the required generic management skills and competencies. The key aim of this project was to identify the knowledge and skills required by the Department in comparison with the knowledge and skills currently available within the Senior Management echelons of the Department in line with the DPSA generic Core Management Competencies (CMC) as well as vital competencies encompassing Senior Management Services' roles and responsibilities.

The skills audit was conducted in alignment with the DPSA Skills Audit Methodology Framework to ensure a uniformed approach to conducting skills audit in determining the skills base and developmental priorities applied across Senior Management Services in the Public Services.

**Leadership, Mentoring, Coaching and Staff Motivation** is one of the vital competence gaps identified through the skills audit exercise. HRD is in the process of implementing this training to address the identified skills gaps in the current financial year.

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### 3. Problem Statement

The Department of Public Works and Infrastructure has identified training needs for its employees for the current financial year **2023/2024** and consequently developed a training plan for effective implementation thereof and therefore requires the services of accredited training services providers to assist in delivering the identified training interventions to realise its objectives.

The training was registered to enable sms members within the Department to function to their full potential as service delivery partners.

### 4. Expected Outcomes/ Deliverables

The course aims to capacitate Senior Managers with knowledge and skills to become more effective career coaches, motivated with quality leadership skills to drive the teams to exceed the set targets.

#### 4.1 Duration of the course

The training intervention in **Leadership, Coaching, Mentoring and Staff Motivation** should be presented through a webinar platform (Zoom: interactive/Microsoft Teams) over a period of **four (04) days** and cover the following areas:

- Developing distinguished leadership potential;
- Differentiate between leadership and motivation;
- Analyse leadership theories;
- Applying the different roles and qualities of leadership in a work context;
- Self-awareness;
- Selecting a first line manager;
- Process of selecting candidates, making decisions and providing feedback to candidates;
- Planning a coaching process, the journey and the conversation;
- Coach a candidate, the relationship and ongoing mentoring;
- Monitoring and measuring the results of coaching;
- Talent management: identifying skills
  - Gaps and development needs
  - Employee Learning and Development
  - Management Development
  - Career Development
- Recording the results of the training needs
  - Training needs analysis
  - Record the developmental needs of staff
  - Relate the development needs to the career development paths
- Compiling a people development plan for proteges;
  - Finding the right course for the individual or team

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- Talent management and people development
- Establishing a knowledge base that underpins coaching and mentoring;
- Evaluating and identifying coaching needs and propose an appropriate coaching and mentoring strategy;
- Applying techniques to coach/mentor a team member effectively;
- Describing the professional environment and context in which coaching and mentoring operates;
- Evaluating the legal and ethical implications of coaching and mentoring;
- Explaining the concept of motivation and its importance in enhancing performance levels;
- Explaining and applying theories of motivation in a leadership context;
- Applying techniques to enhance self-motivation and leadership performance; and
- Applying strategies to motivate others in a leadership context.

#### **4.2 Total number to be trained**

A total number of **twenty five (25)** employees are to attend the training.

#### **4.3 Certification**

Learners should not be subjected to any form of assessment and should be awarded Certificates of Attendance on successful completion of the training.

#### **4.4 Training dates**

Training dates shall be determined collectively by both DPWI and the appointed service provider.

#### **4.5 Specific professional experience**

The course facilitator should be chosen for their training experience and have proven relevant experience in management and facilitation of **Leadership, Mentoring, Coaching and Staff Motivation**. The successful bidder must provide a competent facilitator for this skills programme and the facilitator must be competent in facilitating virtual training.

#### **4.6 Submission of post training report**

A post-course report on the training should be provided by the appointed service provider within seven (07) days after attendance of the training.

#### **4.7 Monitoring and Evaluation**

The following will be monitored and evaluated by DPWI:

- The quality of the training/facilitation as indicated by the feedback from participants
- Quality of materials and equipments utilised for the training.

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#### **4.8 Special requirements**

It is a requirements that all service providers facilitating any type of training must be registered/ accredited with the relevant Education Training Quality Assurance (ETQA) body and must be in possession of a letter confirming accreditation/decision number.

The appointed service provider should provide the Department with reference letters from three (03) companies for similar training interventions conducted in the past.

#### **4.9 Delivery of Certificates**

The appointed service provider will be responsible for the delivery of the certificates to the department's premises.

#### **4.10 Important Documents**

The following documents should be attached to the bid:

- Accreditation letter;
- Course content/outline;
- Facilitator profile; and
- Three (03) Reference letters of similar training interventions conducted in the past.

**4.11** All disbursements must be included within the cost per delegate.

#### **5. Enquiries**

All enquiries should be directed to:

**Ms Ntombifikile Likuwane**  
**Training Coordination**  
**(012) 406 1317**

DEPARTMENT OF PUBLIC WORKS AND INFRASTRUCTURE: ACTING APPOINTMENT  
OF ACTING IN THE POSITION OF DIRECTOR: HUMAN RESOURCE DEVELOPMENT

Acting appointment accepted/~~declined~~



MS FM MASEKO

DEPUTY DIRECTOR: TRAINING AND DEVELOPMENT

DATE: 10/07/2023