Conceptualising a Personal Capacity Development Framework for Senior Management Service in the Department of Defence

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Abstract: The recognition of processes for military professionalism and the public service professionalism through capacity development for senior management services (SMS) by means of education, training, and development (ETD) opportunities that satisfy the competencies required in the South African (SA) Department of Defence (DOD) cannot be overemphasised. The study aims to propose a development framework that can be unique to the DOD for personal capacity development of SMS and to analyse the current governance status. The qualitative research method was employed with an open-ended questionnaire as the primary source of data and the DOD accountability documents (Quarterly Performance Reports, Annual Reports, and End/Mid-Term Performance Reviews) were analysed to validate and triangulate the findings. The DOD SMS is a unit of analysis with 270 SMS members, inclusive of Defence Act Personnel (DAP) and Public Service Act Personnel (PSAP) designated in the Services and Divisions. Purposive sampling was utilised to select seventeen participants in Human Resource (HR) environment that voluntarily completed the questionnaire. Furthermore, the DOD accountability documents were sampled to determine their balance and evenness in answering the research questions. This study was underpinned by systems theory as a theoretical lens which is illustrative of identified HR processes working together effectively as a whole. The findings revealed that capacity development is a continuous process that changes overtime influenced by three capacity levels (environmental, organisational, and individual). These capacity levels interact to impact the capacity development framework relevant to enhance HR competencies, particularly for SMS. In concluding the study, recommendations were made for further studies to understand the improvement of pedagogy and the incorporation of ethics and gender considerations into officer professional military education (PME) curriculum. The recommended framework underpins leadership, management, and governance processes commanded by strategists who embrace the African philosophy in context with the DOD's one-force concept. However, the study limitation is in the DOD SMS, even though SMS is also instituted in other state entities.

Keywords: Capacity Development, Compulsory Training Programmes, Competencies, Senior Management Service

1. Introduction

The SMS came to South Africa because of a need for improved service delivery which remains a fundamental priority of government to bring stability and adaptability. The inception of the SMS concept was adopted from the Canadian Public Service where it was utilised on application of the key leadership profile competencies for public service leadership up to the level of Deputy Minister since the late nineties (Forgues-Savage & Wong, 2010:1). According to Penceliah (2012:1), the SMS was established in SA to incorporate levels from Director to Director-General aimed at recruiting and retaining senior managers of high calibre aligning to international trends. The execution of the adopted SMS was preceded by the assessment of readiness of the government departments through a skills audit system, known as the project HR Connect (Erasmus & van Zyl, 2009:5). Furthermore, the SMS included a flexible remuneration package and the competency framework where management competencies were assessed and developed as outlined in the SMS Handbook (DPSA, 2003:3).

The SMS Handbook provides guidelines in the utilisation of SMS in state departments and plays a critical role in effective and efficient management of the public service. The DPSA further outlined the SMS competency framework that is utilised to identify the competencies essential for effective and efficient job performance. The DPSA has developed

a Batho Pele Handbook on Service Delivery (DPSA, 2011:1) that guides managers in the democratic public service to address existing challenges of implementing policies effectively and efficiently. The DPSA through the National School of Government (NSG) has developed a Leadership Development Management Strategic Framework (LDMSF) which includes junior and middle managers to address challenges of developing managers to leaders. The LDMSF provides leadership development programmes (LDPs) in conjunction with public service Integrated Management Development Programmes (IMDPs) meant to address individual and organisational development needs of the junior-, middle-, and senior management levels which include programmes for executive coaching and mentoring.

However, this approach does not exclude the DOD from implementing the SMS programmes that address such competencies in developing the capacity for SMS members and to prepare the deployment of military members to civilian life. The study aims to develop and propose a generic development framework for personal capacity development of SMS that incorporates the PSAP and the DAP in the DOD. To achieve this aim, three objectives have been outlined: 1) To analyse the current governance status for management of capacity development of SMS members in the DOD; 2) To establish how development needs of SMS members can be pro-actively made visible for planning, monitoring and evaluation; 3) To develop a framework with unique elements to manage personal capacity development of SMS members in the DOD.

The research problem for this study relates to the fact that the South African National Defence Force (SANDF) lacks a uniform comprehensive framework for personal capacity development of the two groups of SMS members in the DOD. The study investigated whether the training needs of the SMS in the DOD are addressed by the opportunities provided to develop the SMS leadership, managerial, and technical competencies. It is therefore critical to look at processes for military professionalism and the public service professionalism realised through ETD opportunities to satisfy competencies required in the DOD (Moorhouse, 2019:16). Thus, the DOD performance might deteriorate soon due to the shortfall in capacity development of the SMS members, especially the participation in ETD opportunities, as training and education has direct impact on organisation performance (Rossouw, 2004:11).

It has been observed that there is limited participation by SMS members on compulsory training programmes. The problem was predictable when consolidating annual reports over the period 2016 to 2019, where only over 10% participation was reported for three consecutive years. This was at the time when the DPSA started monitoring the implementation of the directive on capacity development of SMS and compulsory development and mandatory training days. The identified gap seemed to relate to management accountability in recognition and instilling values and ethics as a leadership function found in generic competencies for SMS at the time for transforming the DOD (DOD MTT, 2020:17). The challenge is related to training and development activities that must equip members with the required competencies to perform and prepare them for their jobs and future responsibilities, complementing the long-term investment expected through education and learning for sustainable development outcomes (UNDP, 2008:4). Due to lack of monitoring and evaluation, there is low participation that is not addressed which could lead to negative impact on the members' competencies and affect service delivery. It is therefore crucial to note that there is a clear difference between DAP and PSAP when it comes to training and development of SMS members in the DOD which exist between their generic competences and cannot be compromised.

In answering the research questions, the research design is expressed as a plan for data collection in three processes that include: 1) the process of collecting data; 2) the development process instrument; and 3) the process of sampling (Bhattacherjee, 2012:35). The research design was based on SMS capacity development that was tested through the research question, derived to investigate a gap that exist in the management and leadership skills acquired by DAP and PSAP from the competence development programmes provided by the DOD and the DPSA. Therefore, the study indicated that such programmes target generic and technical competences that promote and uphold the DOD mandate, including maintaining regional security-need strategies flexible to integrate the complex culture beyond SA and regional politics. Among the theories available in the research world, the systems theory (Babbie & Mouton, 2001:284) was employed to focus on areas that impact on the DOD organisational decision-making and functioning. The reason for selecting this theory is that it simplifies the

complex dynamic of human socio-cultural variation that impacts capacity development of SMS in the DOD, hence providing an appropriate and relevant scientific basis in studying the phenomenon under investigation. In the process, the study revealed three interrelated levels of capacity that encompassed enabling environment, organisational, and individual levels where capacity development is enhanced (Wignaraja, 2009:11). The paper is subsequently divided into three sections, viz, capacity development elements of a transformed DOD; the SMS in the DOD; SMS capacity development in the DOD, all will be dealt with under literature.

2. Literature

Below follows a brief discussion of the relevant literature as it relates to the SMS grouping in the military environment.

2.1 Capacity Development Elements of a Transformed DOD

The directive on professionalising the public service talks to the need for the NSG to design and facilitate appropriate training programmes that address the competency gaps identified in the SMS group (National School of Government, 2020:67). The implementation of such programmes to one group of the SMS members may result in continuous gaps and serious challenges in addressing competence limitations. The lack of uniformity in the application of the legislation and other mandatory directives to all personnel in the DOD brings a huge gap between the two categories of SMS when developing capacities in compliance with the Constitution and the NDP. The need to align the DOD policies with the regulatory framework will accelerate transformation of the department (Lamb, 2004:2; Esterhuyse, 2011:13; Veldtman 2018:iii).

Subsequently, the view by Esterhuyse (2011:13) is based on the lack of interest for education by the senior management in the DOD, referred to as anti-intellectualism that hinders the SANDF from transforming into a learning organisation. On the other hand, Veldtman (2018) based his view on transformation of the SANDF over a twenty-year period between 1994 and 2014, which did not progress due to the strategic change management approach of the DOD that preserved the transactional leadership status quo that existed pre-1994. Furthermore, the transactional leadership status quo did not consider

the integration of different forces that were amalgamated during democracy which came with different cultural backgrounds that demanded a new institutional culture all together. Lamb (2004:2) points out critical areas, such as cultural, human, political, and organisational transformation that must be consider in the HR system. The cultural transformation affects the change in leadership, management, administrative ethos, various traditions, and value systems. However, the human transformation impacts racial, ethnic, regional and gender composition, including HR practises. While political transformation ensures that the conduct and posture of the DOD conforms to the political feature of democracy which is civil supremacy (Lamb, 2004:2).

The White Paper on Defence (Department of Defence, 1996) provides the challenges related to the transformation of defence in context with the Constitution, National Security Policy, Reconstruction and Development Programme (RDP), and international law on armed conflict. The context civil-military relations refer to constitutional provisions on defence, transparency and freedom of information, defence intelligence, the structure of the DOD, military professionalism, civic education, the responsibilities of government towards the SANDF, and the rights and duties of military personnel. The areas addressed in the white paper in context with SMS capacity development demand a mind shift to the DOD senior management in crafting policies that support democracy and civil supremacy. Hence a need to define SMS in the DOD in the next topic.

2.2 The Senior Management Services in the Department of Defence

SMS is defined as a senior management concept adopted for a critical role in the effective and efficient functioning of the Public Service (DPSA, 2003: no page number). The SMS discussed in this paper encompasses the senior management in the DOD and incorporates managers in salary levels 13-17 without excluding the head of department (DPSA, 2001:43). This study included the military senior managers that are in the ranks remunerated on grade 13 and higher, comprising of Brigadier-General/ Rear-Admiral (Junior Grade), Major-General/ Rear-Admiral, Lieutenant-General/ Vice-Admiral; and the General as a highest commanding officer in the SANDF (DOD, 2019:159). Furthermore, the SMS Public Service Handbook (DPSA, 2003:1) identifies such an individual as,

"*a leader with an array of skills, both hard and soft, in order to manage competing policy priorities and mandates, in complex organisational environments inhabited by people who bring with them a wide range of backgrounds, cultures and experiences.*"

The recent growing interest in public service senior management reflects leadership, management, professionalism, ethics, gender disparities, governance, and accountability. As a result, several reports were generated by the Public Service Commission (PSC) (2008, 2018, 2019) since the first report on SMS in 2008. The first PSC report provided guidelines on the necessity for SMS members to develop their managerial and technical competencies. These guidelines do not only encourage personal growth from the baseline of the Core Management Criteria (CMC) but also enhance effective delivery for the departments on their mandates (Public Service Commission, 2008:ix). Consequently, the second report provides guidelines on professionalisation of the public service and the elements of meritocracy that encompass fairness and equal opportunity to be included in professionalising government institutions (Public Service Commission, 2018:7). The latest report provides guidelines on alignment of values, principles, and common purposes; stable, capable, and credible leadership; skilled, ethical, and professional staff; direction and accountability; and mechanisms for reinforcing values in the public service. This report therefore talks directly to the attributes enshrined in Chapter 10 of the RSA Constitution to address the challenges of the SA state departments in relation to lack of professional ethics and integrity that lead to a need for building a values-driven public sector (Public Service Commission, 2019:2).

The SMS was introduced in the DOD to preserve the expertise in leadership within the DOD and the SANDF by retaining horizontal mobility within the SANDF and maintaining compliance to internal and external equity (Department of Defence, 2002b:1). In so doing the DOD adopted the SMS from the DPSA to suit the distinct needs of the DOD and the SANDF based on the cost-to-employer (CTE) principle. The CTE principle allowed for a total remuneration package for the SMS that the members are structured according to their needs and circumstances, even though the benefits differed between the two categories of SMS in the DOD. The SMS members in the DOD are appointed in posts carrying defined job weight designated by the Secretary for Defence (Sec Def) for civilians/PSAP or Chief SANDF (C SANDF)

for military officials/DAP (Department of Defence, 2002c:2). The system works very well for the department as these two groups of officials must comply with different aspects that guide their development and career endeavours. However, the system brings a challenge when it comes to monitoring and reporting capacity development of SMS members as it is only one sided to PSAP only. To bring a closer look to who the SMS in the DOD are, we investigated their attributes.

2.3 The Senior Management Service Attributes

The attributes of the SMS members in the context of developed and developing countries, especially those that the DOD benchmark with, in the West, Africa and Southern African Development Community (SADC) region were investigated. The SMS members are to continuously update such skills and knowledge to enhance their performance in their current jobs and prepare themselves for the future jobs (DPSA, 2006:38). According to the LDMSF (DPSA, 2008:1), the SMS members as public service leaders are expected to live by high ethical standards and shared values of performing well since their role is shaping the direction, structure, systems, culture, and achievement of outcomes of the state institutions.

The DPSA distinguished the managers' attributes as motives, traits, and self-concepts which show those characteristics that are more personal to individuals in their uniqueness to differentiate individuals who are more prominent to work in more complex jobs for superior performance, like those of senior managers (DPSA, 2006:4). Archbishop Tutu (2002:622) identified leadership attributes in association with the behaviour leaders such as Nelson Mandela, Dalai Lama, and Mother Teresa displayed as authentic leaders to attract followers through goodness, credibility, solidarity, selflessness, affirming, courageous, intuition, and compromise. The public service leadership attributes are clustered into four overarching categories to demonstrate personal character through integrity and honesty; set direction and vision to attract followers; mobilise individual commitment; and engender organisational capability based on what a leader should need to be, to know, and to do, (DPSA, 2008:7).

The concept of what a leader needs to be, to know, and to do is adopted by the DOD to balance ETD

inclusive of the experience acquired from the understanding of the difference between ETD and experience, and the need for both (Department of Defence, 2014:11-5). This concept provides a balance between knowledge and skills with functional experience and sound military ethos. Through this concept, the DOD demonstrates the balance between these elements on what the leader aspires to be, to know, and to do as they are influenced by politics of the country as the DOD is governed under civil supremacy.

The three elements, "to be" is based on the history of the defence force as a recognised institution for leadership in SA where leaders are orientated on diversity management; "to do" is based on the fact that leaders are skilled to enhance their emotional, social, and cultural intelligence; and "to know" envisages that future DOD leaders are equipped to recognise their own and others' emotional responses to manage social relationships, knowing the difference of the situations for effective response. These key elements are derived from the five levels of core competences that encompass managing self, people, projects, programs, and leading organisations. This is a process that is not followed in its fullness in the DOD except for the PSAP SMS but shows to be successfully utilised in America by the US National Oceanic and Atmospheric Administration (NOAA) for leadership officers to meet the standard set for NOAA Senior Executive Service (SES)(Bailey, 2008:3). In line with these leadership attributes, the DOD value systems which are the beliefs, traits and behavioural norms must come out from the individuals when performing the DOD functions in pursuing the DOD strategic vision. The DOD's value systems are submerged on organisational values that are rooted in individual values, separate codes of conduct, code of ethics, and unit cohesion as a strength of the DOD (Department of Defence, 2012:17). We can therefore attest to the SMS attributes that constitute leader's inner personal qualities enshrined in the RSA Constitution, the DPSA generic competencies for all SMS members that communicate government expectations from the SMS echelons.

2.4 SMS Capacity Development in the DOD

The study investigated the impact Competency-Based Management has in capacity development of SMS members through the academic research conducted in countries listed for benchmarking

in the DOD. Such areas in capacity development of the SMS are also investigated in relation to the impact they have in defence force, especially those that have undergone regime change in Africa and the SADC region. The observation made in Human Resource (HR) practices as the backbone of every organisation in ensuring that good legislation and national prescripts are followed and conform to the transformation of recruiting, staffing procedures, including training, education, and development of SMS members is vital in this study.

It was critical to determine the role played by the competency profile as the process utilised to identify the knowledge, skills, abilities, attitudes and judgement required for effective performance in a particular occupation or profession, and to reflect accurately a current practice in the DOD and the DPSA (DPSA, 2006:4). The competency profile utilised in the South African public service much as in Canada (Forgues-Savage & Wong, 2010:2) synthesise knowledge, skills, attributes, and values of individuals, while assisting employees and managers to focus on identifying, clarifying individual learning needs, and developing approaches to fulfil those individual learning needs. The competency profiling in the DOD therefore brings compliance to the Public Service Act of 1994 as amended, which requires that the appointment of a person in the public service should be complete only when the candidate is evaluated on training, skills, competence, knowledge, and the need to redress the past imbalances (DPSA, 2014:no page number).

A competence is defined as a blend of knowledge, skills, behaviour, and attitude that the person utilizes in performing the duties and managing self-development (Department of Public Service and Administration, 2019:no page number). From this definition one depicts underlying characteristics that show competence as part of a person's personality which helps predict a person's behaviour in a job. The DOD demonstrates a unique kind of leadership that interlinks with management and command through a clover model, even though the DOD advocates for transformation leadership (Bester & du Plessis, 2014:146). Based on the principles of command, leadership, and management, the interlink is revealed between these concepts with public administration at the centre. However, the transformational leadership together with transactional leadership are advocated by many scholars (Pietersen, 2015:no page number; Roshanzamir,

2019:3; Garba & Akuva, 2020:61), since they are well-matched to democratic practices, good governance, and political stability to fit well in Africa.

3. Methodology

This study applied the interpretivist paradigm (Bhattacherjee, 2012:106) where the researcher studied the relevant literature (secondary data) and engaged the respondents (primary data) as part of the process of contracting the meaning of reality for them (Chowdhury, 2019:105). In support of the epistemology and ontology of interpretivist paradigm, the study followed a qualitative approach as proposed by Babbie and Mouton (2001:270). The resultant design was an intrinsic case study as proposed by Stake (2005:444). In this way, large amounts of data were collected after reviewing relevant literature, that were then forwarded to the participants in the DOD HR environment and the ETD sections of Services and Divisions. The research setting was thus the DOD and the data collection was done through the questionnaires mentioned above and through document analysis.

The population was from the DOD and therefore purposive sampling (Babbie & Mouton, 2001:73) was utilised to select only respondents from the DOD HR environment and the Services and Division's ETD sections as stated above. After getting ethical clearance from the University of Stellenbosch research Ethics Committee and getting institutional clearance from the DOD, the researcher collected the data from the participants. The researcher applied thematic content analysis as described by Gillham (2003:59). Due to the researcher's embeddedness in the DOD as a PSAP member, she had to control the risk of possible bias from her side. In support certain strategies such as credibility, transferability, dependability, and confirmability were utilised to ensure quality data (Korstjens & Moser, 2018:120). The findings of the study are described in the next section.

4. Results and Discussion

The analysis of the data obtained from the questionnaire and triangulated with the content from the DOD accountability documents revealed three themes, viz, 1) no clear development plan, 2) leadership behaviour, and 3) need for common code of ethics which became the statements that interpret what the data meant in relation to the SMS phenomenon in the DOD. The first theme transpired from several ideas from the participants leading to the cluster of codes that were categorised to service delivery regarded as a key component in the PAs of SMS members. This was evident when participants spoke of the policies that do not enforce mandatory or compulsory participation of SMS members in the development courses which result to some SMS members not participating nor attending development courses at all (ETD 4, 2020). In addition, participants indicated that SMS members do not attend courses at all, with the few exceptions of SMS officers on SDSP because of promotions and appointment before completing the SDSP (HR1, 2020).

The second theme transpired from the codes that form the values and the performance categories, mostly coded from both the DOD reports and the participants' responses. This theme addressed the observations made by participants in relation to the leadership behaviours that exist between subordinates, peers, and supervisors of the SMS in the DOD. In this regard the codes from the categories for values, service delivery, governance, and performance revealed certain behaviours from the DOD SMS members that are of interest in the study. Some of the extremely unexpected behaviours led to the establishment of the Ministerial Task Team (MTT) by the Minister of Defence which was observed during investigation together with accountability documents to establish the root cause of such behaviours together with mechanisms to alleviate such behaviours. The MTT report showed evidence on instances of sexual harassment, sexual exploitation, and sexual abuse within regular force, reserves, and PSAP influenced by a loose reference to culture which the officials refer to when they perform such practices (DOD MTT, 2020:17).

The third theme transpired from the participants' responses leading to codes that formed the category on values which the participants explored extensively when addressing all the questions. This was evident when the participants showed support to the common code of conduct indicating reasons that, for the DOD to become more efficient, it is critical for DAP and PSAP officials to have a common understanding and approach to the work environment (ETD5, 2020). Also, the fact that both DAP and PSAP work for the DOD towards achieving the same goals according to the DOD mandate with different approaches and expertise, the common code of ethics will substantiate that when the SMS' knowledge, skills, and

competences are pulled together they can bring efficiency to the DOD (HR3, 2020). To address issues of generalisation, findings were tested by comparing them with knowledge from previous researches and theories, viz, leadership theories and the systems theory (Babbie & Mouton, 2001:283).

Furthermore, to address the issues related to ethics, the DOD annual report for FY 2019/20 specified the incomplete institutionalization of DOD Ethics Management Policy in the interest of structured ethical environment to provide guidelines for ethical conduct and consequence management. The report also emphasised the non-compliances that may result in the DAP being charged in terms of the Military Disciplinary Supplementary Measures Act whilst the PSAP may be subjected to the Public Service Coordinating Bargaining Council Resolution (PSCBCR) 1/2003 and together the SMS members may be disciplined in terms of Chapter 7 of the SMS Handbook (DOD, 2020:179). The MTT report then, indicated the urgency for the promulgation of such a policy and other related policies and structures to be modified, viz, to finalise draft Sexual Harassment Policy and Ethics Strategy, Military Discipline Bill redrafted, and lastly to develop a comprehensive and appropriate education and training curricula that addresses these challenges (DOD MTT, 2020:14).

Document analysis revealed understanding of the strength of the SMS as it is the result of recruitment, training, and development, including turnover. Together, these areas reflected the systems theory regarded as a broader theoretical perspective compared to the narrow-minded view that focuses only on internal factors such as those related to training design, delivery, and implementation (Diaz, 2016:no page number). This brings a theoretical understanding of a view that an organisation is a type of systems where managers provide a human action in an organisational system to produce planned outcomes according to the stakeholders' desire. The role of management therefore in an organisation brings an understanding that managers design an organisation's structure and determine how different aspects of the organisation interact to fulfil the processes in a system approach.

The adoption of this process in the study helps focus on a variety of issues that impact overall organisational decision-making and functioning in the DOD, especially in HR. The systems theory, therefore, has an adaptation principle utilised by organisations, reference to training by adapting to changing internal and external factors that influence effectiveness (Garavan et al., 2020:3). The systems approach is followed in the DOD ETD processes where the need, design, and development of learning opportunities is developed, implemented and evaluated, while defining the central process reflected in the proposed capacity development framework. Forgues-Savage and Wong (2010:7) supports the principle of adaptation in systems theory which encourages the use of HR system that is competency-based training that adapt to changing internal and external factors that influence effectiveness. The recruitment and appointment of PSAP SMS indicated only 8 SMS member appointments at 10% over the period 2016 to 2019 depicting a low turnaround time when it is checked against the time of the availability of vacancies from the annual reports (DOD 2017b:174; 2018:159; 2019:168). Consequently, the long vetting process for prospective candidates prescribed by the DPSA delays the recruitment process and makes it impossible for appointments within the prescribed period of 12 months. Moreover, the DOD profile is affected by the turnover whereby an evidence indicates that there was only 1 transfer into the DOD when there were 3 transfers from the DOD to other government departments, among which was one of the eight appointments indicated earlier (DOD, 2020:174).

Furthermore, the confirmation of SMS not participating in training and development was visible in the accountability documents where zero participation was recorded for all the years under investigation, hence the need for a clear development plan for SMS is recommended. To apply learning and improvement in the performance management system, the Mid-Term Review addressed the areas of concern which indicated that proper utilisation of the PMDS does not mean it will develop SMS members to be leaders with a character of transformational leadership style expected of efficient and effective leaders in the DOD (DOD, 2020b: no page number). Relevant interventions that address the development needs of SMS are critical based on the Personal Development Plans (PDPs) that provide the areas of development in the PMDS including the outcome of competence assessment for the newly appointed SMS members. Finally, the Parliamentary Monitoring Group (PMG) report (Parliamentary Monitoring Group, 2019:4) addressed the change of roles of the DOD and the SANDF which demand a changed strategy and transformation policies to accommodate,

among other demands, command and control structure, and performance management to be implemented. Hence the demonstration of a systems theory from the DOD Strategic Plan Framework through the alignment of the two complementary agendas, the DOD agenda and the sustained agenda to ensure attainment of the Defence Mandate while ensuring support to government MTSF priorities (Department of Defence, 2012:7).

5. Conclusion

In conclusion, several recommendations that address policy prescripts, ETD doctrine, personnel profiles, and HR Functions were crafted for consideration together with a proposed capacity development framework in line with new developments during transformation. Furthermore, the proposed cyclic capacity development framework with five phases that encompass engaging stakeholders, assessment of needs, capacity development design, implementation that involves planning, budgeting, including monitoring and evaluation of the project.

The study limitation is in the DOD SMS concept which contributed positively to the study from the participants' views, even though the system in other government departments was not involved. It was therefore not possible to separate the DAP from the PSAP SMS members as the outcome of the study is meant to benefit all of them during the transformation era for the efficiency of the DOD HR systems. Furthermore, among the areas that could not be explored by the study is the inclusion of andragogy and development of the recently established military academy senior staff and the incorporation of ethics and gender considerations into officer professional military education (PME) curriculum.

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