



higher education
& training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

SAPCO Leadership Conference

Human Capital and Leadership Development in Colleges

31 March 2026 – Cape Town

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ADDG: CS



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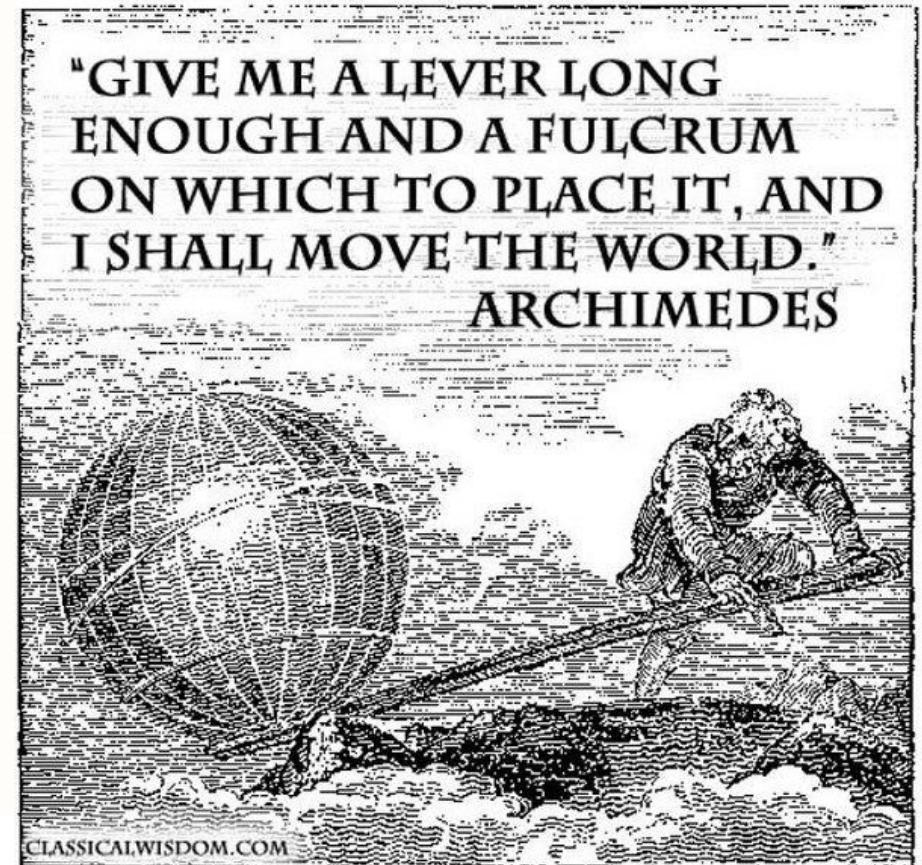
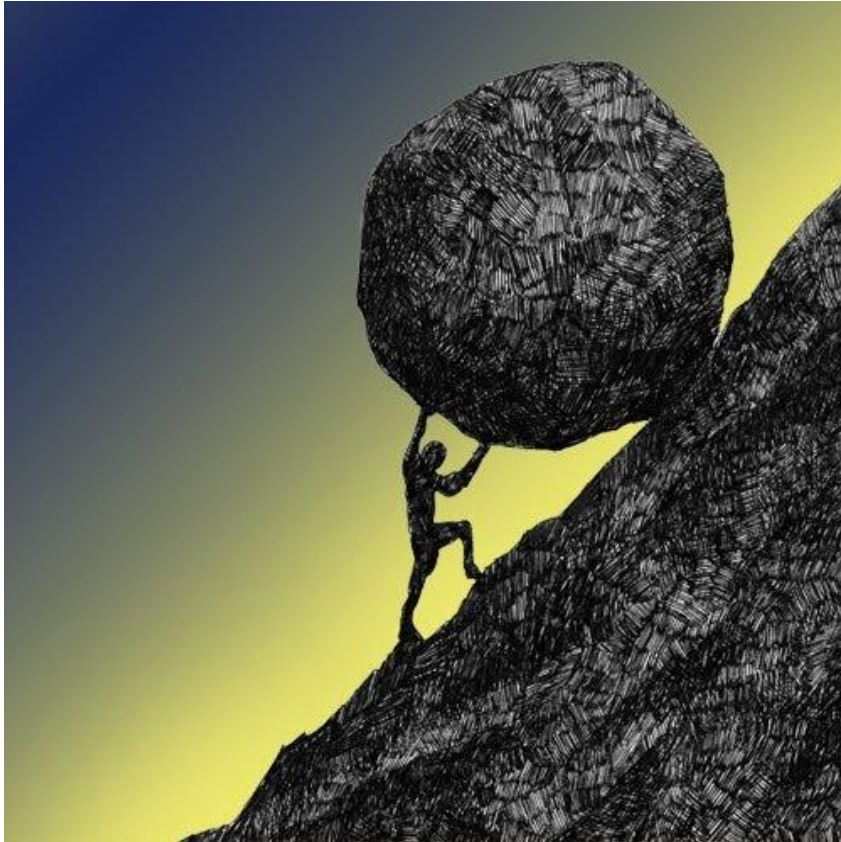
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Presentation Outline

- 1) Introduction
- 2) State of HCLD
- 3) Redefining Human Capital
- 4) College Leadership Context
- 5)

1) Introduction

- Sisyphus vs Archimedes



1) Introduction

- Human Capital and Leadership Development in TVET Colleges
 - Building Capable Institutions for a Responsive and Inclusive PSET System
- Why it matters
 - TVET Colleges should drive employment and growth
 - Technology is reshaping jobs
 - Africa's workforce growth raises urgency

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2) Current Reality in TVET Colleges - HCLD



- Capable leadership
- Resilience
- Ethical leadership
- Student success
- Adaptability
- Change management
- Improving compliance

- Leadership instability
- Varying middle management
- Lecturer capability gaps
- Operational inefficiencies
- Competing interests
- Critical vacancies
- Fiscal constraints
- Varying execution

3) Redefining Human Capital

- Beyond HR: capability + leadership + culture
 - Focus on outcomes, not posts
 - Fill posts → Build pipelines
 - Compliance → Performance
 - Training → Continuous development
 - Individuals → Systems
- Pillars of Human Capital
 - Strategic recruitment
 - Continuous development
 - Performance management
 - Leadership pipeline
 - Accountability

4) College Leadership Context

- Human-centred leadership
- Digital & AI readiness
- Adaptability
- Soft skills drive performance
- Human-centred Leadership
 - Empathy and emotional intelligence
 - Inclusion and communication
 - Conflict management
 - Trust building
- Focus on Middle Management
 - Campus Managers, HoDs, Programme Heads
 - Strong strategy, weak execution
 - Critical for student outcomes
- Stakeholders/partners
 - Unions
 - Students
 - Council
 - Community
 - Industry
 - DHET
 - AGSA
 - Parliament
 - Alumni

5) Leadership in the Age of AI

- Use data (set baseline and targets)
- Lead digital transformation
- Maintain human judgment
- Industry partnerships
 - Work-integrated learning
 - Lecturer industry exposure
 - Curriculum alignment
 - Improved employability
- Ethical leadership
- Accountability
- Data-driven decisions
- Student-centred culture
- Audit leadership capacity
- Stabilise key posts
- Develop middle management
- Strengthen lecturers
- Enforce accountability

6) Measuring Success

- Student success and throughput (of skills in demand)
 - Students placement and graduate employment
 - Employee satisfaction
 - Staff performance
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- Human capital drives performance
 - Leadership multiplies impact
 - Get leadership right → change lives

Thank You!

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