

***HUMAN RESOURCE PLANNING  
STRATEGY***

***FOR THE PUBLIC SERVICE***

***STRATEGIC FRAMEWORK***

***VISION 2015***



**the dpsa**

---

Department:  
Public Service and Administration  
**REPUBLIC OF SOUTH AFRICA**

## TABLE OF CONTENT

1.	<b>FOREWORD</b>	4
2.	<b>OVERVIEW OF THE HR PLANNING STRATEGIC FRAMEWORK</b>	6
2.1	<i>INTRODUCTION AND BACKGROUND</i>	6
2.2	<i>DEFINITION OF HR PLANNING</i>	8
2.3	<i>PURPOSE OF THE STRATEGIC FRAMEWORK</i>	8
2.4	<i>OBJECTIVES OF THE STRATEGIC FRAMEWORK</i>	9
3.	<b>HR PLANNING IN THE GLOBAL CONTEXT</b>	9
3.1	<i>US GENERAL ACCOUNTING OFFICE (GAO)</i>	9
3.2	<i>CANADA PUBLIC SERVICE AGENCY</i>	11
4.	<b>HR PLANNING IN THE SA PUBLIC SERVICE CONTEXT</b>	13
5.	<b>A PUBLIC SERVICE HUMAN RESOURCES CONCEPTUAL FRAMEWORK</b>	15
5.1	<i>ELEMENTS OF THE FRAMEWORK</i>	18
6.	<b>HR PLANNING LEGISLATIVE AND REGULATORY FRAMEWORK</b>	20
7.	<b>HR PLANNING CHALLENGES IN THE PUBLIC SERVICE</b>	21
7.1	<i>CAPACITY</i>	21
7.2	<i>ORGANISATIONAL STRUCTURES</i>	21
7.3	<i>RESTRUCTURING</i>	22
7.4	<i>LEADERSHIP AND ACCOUNTABILITY</i>	22
7.5	<i>ROLE DEFINITION OF THE HUMAN RESOURCE FUNCTION</i>	23
7.6	<i>PROCESS AND DESIGN</i>	24
7.7	<i>INFORMATION MANAGEMENT</i>	24
7.8	<i>TRAINING AND DEVELOPMENT</i>	25
7.9	<i>MONITORING AND EVALUATION</i>	26
8.	<b>CONCEPTUAL MODEL FOR THE HR PLANNING STRATEGIC FRAMEWORK</b>	28
8.1	<i>PARTHENON HOUSE</i>	28
8.2	<i>VISION FOR HUMAN RESOURCE PLANNING</i>	29
8.3	<i>MISSION FOR HUMAN RESOURCE PLANNING</i>	30
8.4	<i>CORE PRINCIPLES UNDERPINNING HR PLANNING</i>	30
9.	<b>RATIONALE FOR THE STRATEGIC FUNCTIONAL AREAS</b>	32
9.1	<i>HUMAN RESOURCE POLICY AND PLANNING</i>	33
9.2	<i>ELECTRONIC HUMAN RESOURCE MANAGEMENT (E-HRM)</i>	35
9.3	<i>DEFINITION OF E-HRM:</i>	36
9.4	<i>DRIVERS OF E-HRM</i>	37
9.5	<i>GOALS OF E-HRM</i>	37
9.6	<i>E-HRM OUTCOMES</i>	38
9.7	<i>TYPES OF E-HRM</i>	39
10.	<b>THE HUMAN RESOURCE INFORMATION SYSTEM (HRIS)</b>	41
11.	<b>HR ANALYTICS AND METRICS</b>	44
11.1	<i>HR METRICS</i>	45
11.2	<i>HR TARGETING:</i>	45
11.3	<i>HR ANALYTICS CHALLENGE FOR ORGANISATION EFFECTIVENESS</i>	48
11.4	<i>THE RELATIONSHIPS BETWEEN REPORTING, ANALYSIS, &amp; ANALYTICS</i>	48
11.4.1	<i>Workforce Reporting:</i>	48
11.4.2	<i>Workforce Analysis:</i>	48
11.4.3	<i>Workforce Analytics:</i>	49
11.5	<i>HR REPORTING</i>	50

11.5.1	<i>Administrative Reports</i> .....	50
11.5.2	<i>Professional and Managerial</i> .....	50
11.5.3	<i>Strategic Reports</i> .....	50
<b>12</b>	<b>TRANSVERSAL LEVERS OF ACTION: KEY GOVERNMENTAL INITIATIVES</b> .....	<b>51</b>
12.1	<i>CAPACITY-DEVELOPMENT INITIATIVES</i> .....	51
12.2	<i>ORGANISATIONAL SUPPORT INITIATIVES</i> .....	52
12.3	<i>GOVERNANCE INITIATIVES</i> .....	53
12.4	<i>ECONOMIC GROWTH AND DEVELOPMENT INITIATIVES</i> .....	53
<b>13</b>	<b>PROGRAMME PERFORMANCE</b> .....	<b>54</b>
13.1	<i>STRATEGIC HR PLANNING CYCLE PROCESS</i> .....	56
13.2	<i>PROGRAMME OF ACTION (POA)</i> .....	57
13.3	<i>RESPONSIVENESS TO MILLENNIUM DEVELOPMENT GOALS (MDGs)</i> .....	58
<b>14</b>	<b>HR PLANNING PROCESS METHODOLOGY</b> .....	<b>59</b>
<b>15</b>	<b>CAPACITY-DEVELOPMENT FOR THE HR PLANNING FRAMEWORK</b> .....	<b>61</b>
<b>16.</b>	<b>OUTLINE OF THE GENERIC IMPLEMENTATION PLAN FOR HR PLANNING STRATEGIC FRAMEWORK</b> .....	<b>63</b>
16.1	<i>OUTLINING CONTENT STRUCTURE FOR THE HR PLANNING STRATEGY</i> .....	65
<b>16.2</b>	<b>IMPLEMENTATION PLAN</b> .....	<b>66</b>

**LIST OF FIGURES**

<b>FIG</b>	<b>SUBJECT</b>	<b>PAGE</b>
1	<i>GAO's WORKFORCE PLANNING PROCESS</i>	10
2	<i>CPSA's INTEGRATED HR PLANNING PROCESS</i>	12
3	<i>A SIMPLIFIED PS HR MODEL</i>	16
4	<i>PUBLIC SERVICE HUMAN RESOURCES CONCEPTUAL FRAMEWORK</i>	17
5	<i>LEGISLATIVE AND REGULATORY FRAMEWORK</i>	20
6	<i>PARTHENON HOUSE FOR HR PLANNING</i>	28
7	<i>CORE HR PLANNING PRINCIPLES</i>	31
8	<i>e-HRM MODEL</i>	40
9	<i>NO CHANGE FUTURE STATE</i>	46
10	<i>TARGETED FUTURE STATE</i>	47
11	<i>HUMAN RESOURCE PLANNING PROCESS CYCLE</i>	57
12	<i>CABINET SUPPORT STRUCTURE</i>	59
13	<i>HR PLANNING PROCESS METHODOLOGY</i>	60

## 1. FOREWORD

This Framework has been developed in response to the need identified by government for a systematic and innovative approach to Human Resource Planning at an individual departmental level. The document is *in draft for consultation* with a range of public service departments

The Human Resource Planning Strategic Framework is underpinned by Government's priorities to provide tangible improvements in services to citizens and to build strong, interconnected and sustainable communities. A systematic approach to human resource planning is needed to ensure that the public service is made up of the right people, in the right place, at the right time to deliver high quality, value for money services in partnership with our communities, all the time.

Like many other parts of the world, we in South Africa are also face a looming challenge to ensure that we attract and retain skilled and valuable employees to meet changing service delivery needs. As a country, we are living longer and getting older. Together with rapid advances in communication technology, these factors are already having a profound impact on what and how services are provided, to whom, and at what cost. At the same time, the labour market is tightening with labour shortages already emerging in certain occupations. This trend is expected to become more critical as baby boomers reach retirement age.

It is imperative that our public service is prepared, well ahead of time, in order to manage the impact of these changing demographics. This document outlines the issues which make HR planning an imperative for all public service organisations. It provides a framework for integrating HR planning into the high level results Government wants to achieve.

DRAFT

## **2. OVERVIEW OF THE HR PLANNING STRATEGIC FRAMEWORK**

### **2.1 Introduction and background**

Support for the requirements of Human Resource Planning emerged in the White Paper on Human Resource Management in the Public Service which was published on 3 December 1997. The rationale for this requirement was to strongly promote the development of departmental policies within the parameters defined by national norms and standards, which strongly affects the notion of managerial autonomy. It further set out the following:

- a policy framework to accomplish the shift from personnel administration to human resource management; and
- the mandatory requirements and steps that national departments and provincial administration should take to develop and implement their human resource management programmes.

This White Paper ensured that human resource management should result in a diverse, competent, and well-managed workforce, capable of and committed to delivering high quality service to the people of South Africa. Furthermore, human resource management in the public service should become a model of excellence in which service to society stems from individual commitment instead of compulsion. The management of people should be regarded as a significant task for those who have been charged with that responsibility and should be conducted in a professional manner.

Chapter 4, Section 4.2 of The White Paper on Human Resource Management in the Public Service makes specific reference to Human Resource Planning in terms of what it should accomplish, steps involved, human requirements, human resource capacity, succession planning, and human resource strategy.

Subsequent to that, the Public Service Regulations of 2001, Chapter 1, Part III B.2 (d) compelled departments to engage in Human Resource Planning with a view to meeting the resulting departmental human resource needs. Part III D.1 of the Regulations requires Executing Authorities to:

- assess the human resources necessary to perform departmental functions;
- assess existing human resources by race, gender, and disability, as well as by occupational categories, organisational components, and grade;
- plan within available budgeted funds for the recruitment, retention, deployment, and development of human resources according to departmental requirements; and
- address the position of employees affected by the abolition of unnecessary posts.

The Executing Authority is also required to make the outcome of planning referred to in regulation III D.1 known within the department.

The reference to these regulatory frameworks is made to give a clear indication as to where the HR Planning mandate is derived from. This Strategic Framework represents the continued efforts by the dpsa to build HR Planning capacity to enhance performance and service delivery at departmental level.

It is envisaged that this strategic framework will assist departments in carrying out their HR Planning activities to ensure that there is capacity to match and accomplish the agenda set out by Government as a developmental state. The linkage between Strategic Planning and HR Planning cannot be overemphasized as it is the driver of this planning process. Without this synergy, each can never be a success on its own, and this strategic framework seeks to highlight this importance thereof.

## **2.2 Definition of HR Planning**

There are a number of definitions that can be used to explain what HR Planning really entails. To ensure alignment with international norms and standards, the following definition has been identified as most appropriate for the South African Public Service. ***“HR Planning can be defined as an inclusive and dynamic process that involves the identification of both current and future human resource needs as well as potential challenges in order for the department to consistently achieve its organisational objectives. It is also the two-way operational link between high level strategy and action-orientated implementation that can be regularly monitored and evaluated. Therefore, HR Planning aims to ensure that an organisation has the right people at the right place at the right time, all the time”.***

## **2.3 Purpose of the strategic framework**

The purpose of this Strategic Framework is to provide guidance and a holistic approach to HR Planning in the Public Service. Its intent is to create an integrated strategic approach to HR Planning that will facilitate the development and implementation of strategies, tools, and interventions to achieve departmental strategic objectives and the Government Programme of Action.

This Strategic Framework is premised on the promotion of an integrated strategic approach for the development and implementation of HR Planning initiatives and on building HR Planning capacity within the Public Service. Furthermore, it is based on Government's Programme of Action, National priority areas and integrated strategic HR Planning interventions to achieve departmental strategic objectives.



## **2.4 Objectives of the strategic framework**

The objectives for this Strategic Framework are to assist departments in understanding their roles and responsibilities with regard to the development and implementation of their HR Plans. It will further assist departments in terms of understanding the linkage between departmental strategic objectives and human resource planning.

Of critical importance is that this strategic framework is a service delivery model for departments to adapt during their HR Planning processes.

## **3. HR PLANNING IN THE GLOBAL CONTEXT**

Various approaches to HR Planning are being used globally by various institutions in conducting their human resource planning processes. For this particular strategic framework, our focus will be on two international institutions, i.e. the **United States General Accounting Office (GAO) and the Canada Public Service Agency (CPSA)**.

### **3.1 US General Accounting Office (GAO)**

According to **GAO**, the strategic workforce planning addresses two critical needs:

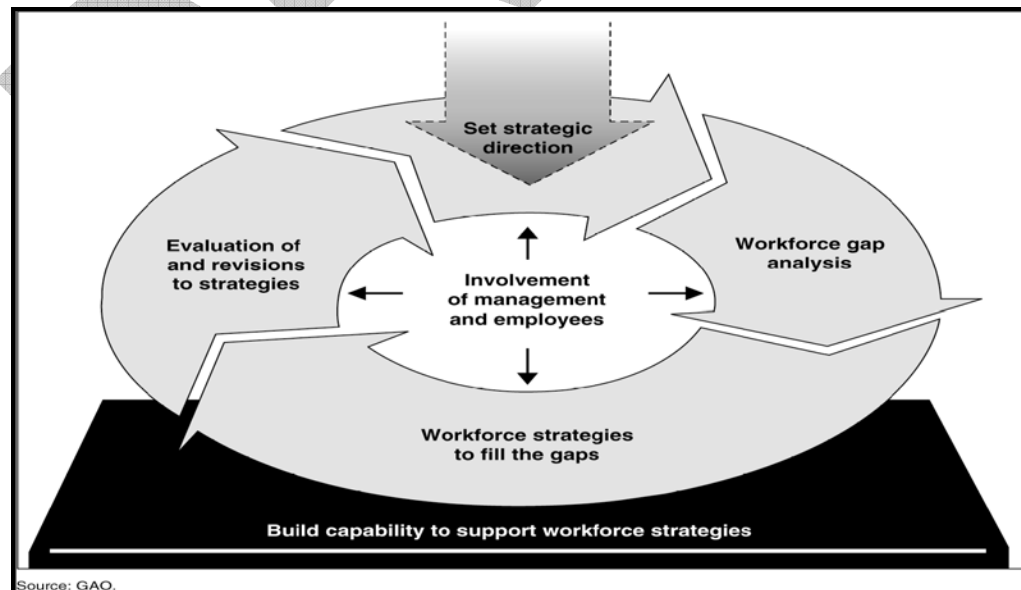
- Aligning an organisation's human capital program with its current and emerging mission and programmatic goals; and
- Developing long-term strategies for acquiring, developing, and retaining staff to achieve programmatic goals.

While agencies' approaches to workforce planning will vary, GAO identified five key principles that strategic workforce planning should address irrespective of the context in which planning is done:

- Involve top management, employees, and other stakeholders in developing, communicating, and implementing the strategic workforce plan.
- Determine the critical skills and competencies that will be needed to achieve current and future programmatic results.
- Develop strategies that are tailored to address gaps in number, deployment, and alignment of human capital approaches for enabling and sustaining the contributions of all critical skills and competencies.
- Build the capacity needed to address administrative, educational, and other requirements important to support workforce planning strategies.
- Monitor and evaluate the agency's progress towards its human capital goals and the contribution that human capital results have made towards achieving programmatic results.

The **GAO** uses the following strategic workforce planning process:

**Fig 1: GAO workforce planning process**



### 3.2 *Canada Public Service Agency*

According to the **CPSA**, Integrated HR and Business Planning is the foundation for assessing and understanding the current and future needs of departments, agencies, and the public service as a whole. It is central to the successful implementation of the *Public Service Modernisation Act (PSMA)* and to the promotion of healthy organisations that retain competent, committed, and engaged employees across the PS. Further it is a building block in continuously improving and building the human capacity of the PS to deliver services to Canadians.

Integrated, rigorous planning can mitigate risks associated with aging workforces, tight labour markets, technological changes, and so on. Integrated HR and Business Planning also help identify optimal strategies and activities for such important HR management components as recruitment, retention, learning, development, employee engagement, promotion, succession, and employment equity.

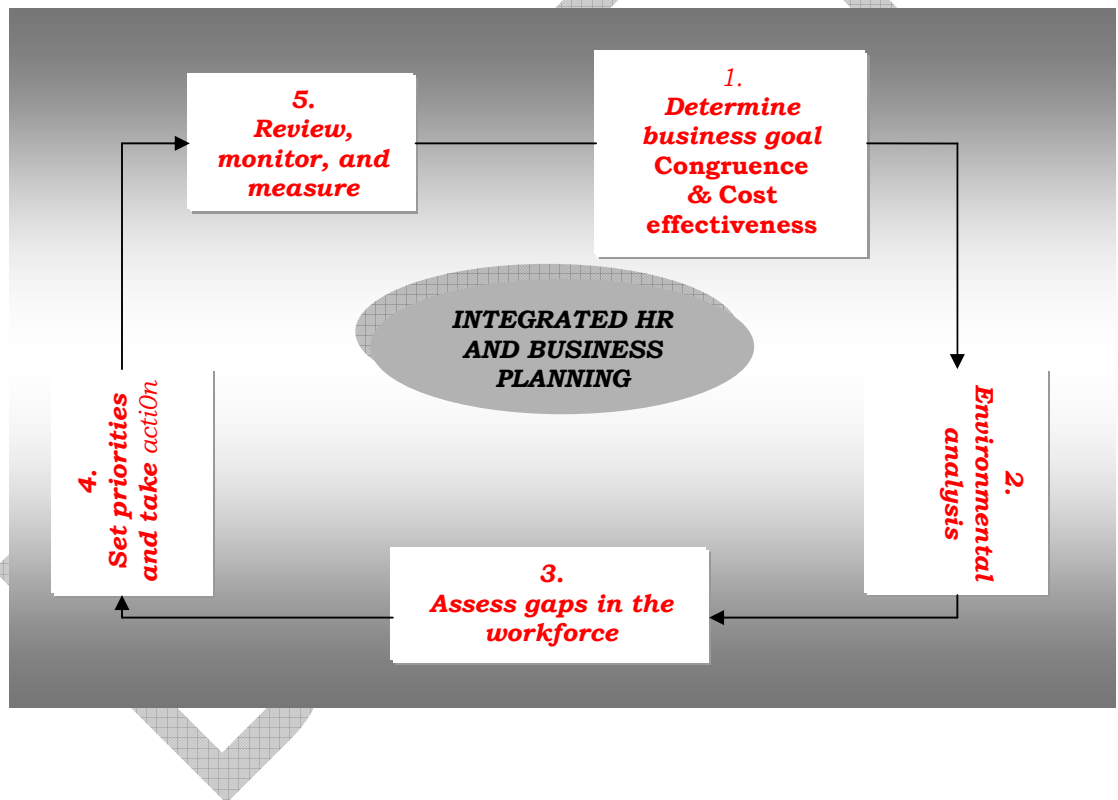
**CPSA** identified the following six key principles of Integrated HR and Business Planning:

- ***Planning takes place at all levels:*** Reflecting business needs and strong people management practices, integrated planning takes place in all organisations and at all levels across the PS.
- ***Planning is information driven:*** planning processes and decisions are based on factual and timely information on current and future needs (demographic data, environmental scans, employee feedback, labour market information, etc.)
- ***Planning identifies risks and challenges:*** Planning processes identify challenges and key risks in delivering on priorities, and outlines options to mitigate critical issues.
- ***Planning is transparent, value-based and well communicated:*** Plans are communicated to employees and stakeholders.

- **Regular reporting on integrated planning takes place:** Planning efforts and results are reported on annually by all organisations.
- **Planning efforts are monitored, measured, and evaluated:** Processes are established in all organisations to monitor performance and progress in achieving HR objectives outlined in the integrated plan.

The following five steps to Integrated HR and Business Planning process are used by the **CPSA**:

**Fig 2: CPSA's Integrated HR Planning process**



## 4. HR PLANNING IN THE SA PUBLIC SERVICE CONTEXT

One of the original public service reforms involved the decentralisation of the human resource framework as articulated in the White Paper on Human Resource Management in the Public Service, 1997. This move was seen as a progressive step away from the centralised control of the apartheid state and was intended to empower managers to take the critical decisions that would lead to efficiency and effectiveness by unlocking rule-bound bureaucratic culture inherited.

With the benefit of hindsight, it has been discovered that decentralisation results in discrepancies in the application and co-ordination of human resource management functions in the public service. The absence of proper norms and standards across the public service has emerged due to the decentralisation of the human resource function with fragmented co-ordination and inconsistent application.

Departments were required to develop their own human resource management policies and strategies, whilst the national policy development role was restored within the dpsa. This meant that the dpsa would develop human resource management policies and then provide technical assistance and support on the implementation thereof.

With these developments, the need for HR Planning in the public service emerged with the intention to ensure that departments are appropriately resourced to continuously enhance service delivery. Since HR Planning was a new concept in the public service, the dpsa developed tools to assist departments with the development and implementation of their own HR Plans. This culminated in the *Guidelines on Integrated Human Resource Planning in the Public Service* in 2002.

Even with the availability of these guidelines, departments still had difficulties in applying them in practice. This was partly due to lack of adequate capacity in terms of knowledge and skills to embark on this process. From the time of their introduction in 2002, departments relied almost exclusively on service providers with little or no skills transfer and capacity building.

In 2005, the dpsa conducted a feasibility study on the use of the HR Planning Guidelines and challenges experienced by departments. The findings from this survey revealed that departments have problems with the implementation of these guidelines and required additional and more user-friendly tools to comply with this regulatory framework. Subsequently, the process on interventions to improve the quality of HR Planning in the public service was initiated by the dpsa.

This process involved the review of the previous guidelines, development of activities to be carried in this process, and the development of a standard reporting tool to be used throughout the public service. It was also informed by the Cabinet decision that HR Planning must be conducted at a macro level in the public service where a National Human Resource Plan will be developed. A standard reporting format was developed to assist the dpsa in consolidating departmental HR Plans into the National Human Resource Plan.

The South African Management Development Institute (SAMDI) also came on board by designing a Human Resource Planning Course. A course manual to this effect is available in SAMDI. This training initiative was embarked upon by SAMDI to support the implementation of the dpsa tools and to assist departments to comply with the regulatory framework on HR Planning.

In February 2006, Government introduced ASGISA whose objectives are to address scarce and critical skills facing the country. Subsequent to that, JIPSA was established to address scarce and critical skills needed to meet ASGISA goals and objectives. This is a high level initiative of government,

business, and labour which is led by the Deputy Presidency of the country. Its reason for existence is to acquire priority skills needed to achieve ASGISA goals of accelerated and shared economic growth and has identified the following five high profile skills areas:

- High-level, world class engineering and planning skills for the network industries, i.e. transport, communications, energy.
- City, urban and regional planning and engineering skills.
- Artisan and technical skills, with priority attention to infrastructure development, housing, and energy.
- Management and planning skills in education and health.
- Mathematics, science, ICT and language competence.
- Cross-cutting skills in project management, ICT, finance, and ABET.

With the aforementioned interventions in place, the dpsa is convinced that the standard of HR Planning in the public service will improve and contribute to the achievements of departmental strategic objectives and Government's Programme of Action, especially in terms of addressing skills shortages.

## **5. A Public Service Human Resources Conceptual Framework**

In the face of growing expectations and technological innovations in service delivery, and an aging population with varying and different needs than previous generations, decision makers are increasingly challenged to improve efficiency in the use of public service resources. Part of this is done by changing the level and mix of public service staff delivering services and by ensuring there is an adequate number of staff to meet the needs of citizens.

Decisions about the level and deployment of public service human resources are often made in response to short-term financial pressures as opposed to evidence of the effect public service staff have on service delivery outcomes.

There are three general approaches to determining staff levels and mix:

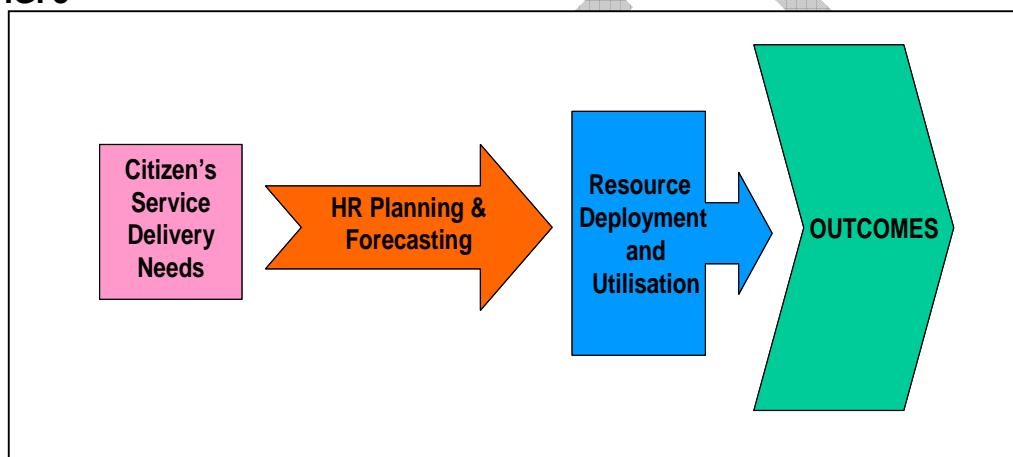
- a. **use-based** (how many public servants are required to maintain current service levels?);

- b. **needs-based** (how many public servants are required to meet the service delivery needs of the population?); and,
- c. **Effective demand-based** (how many public servants are required to meet society's commitment to service delivery?)<sup>1 2</sup>.

While, as Lavis and Birch<sup>1</sup> have suggested, there is no unambiguous "right" way to model human resources, there is growing consensus that in order to be effective, morally justifiable, and politically defensible, public service human resource planning must be matched as closely as possible with citizen's service delivery needs. Unless we understand the needs of the population, it is difficult to plan for a workforce and system to meet those needs.

A simplified model is presented below:

**FIG. 3**



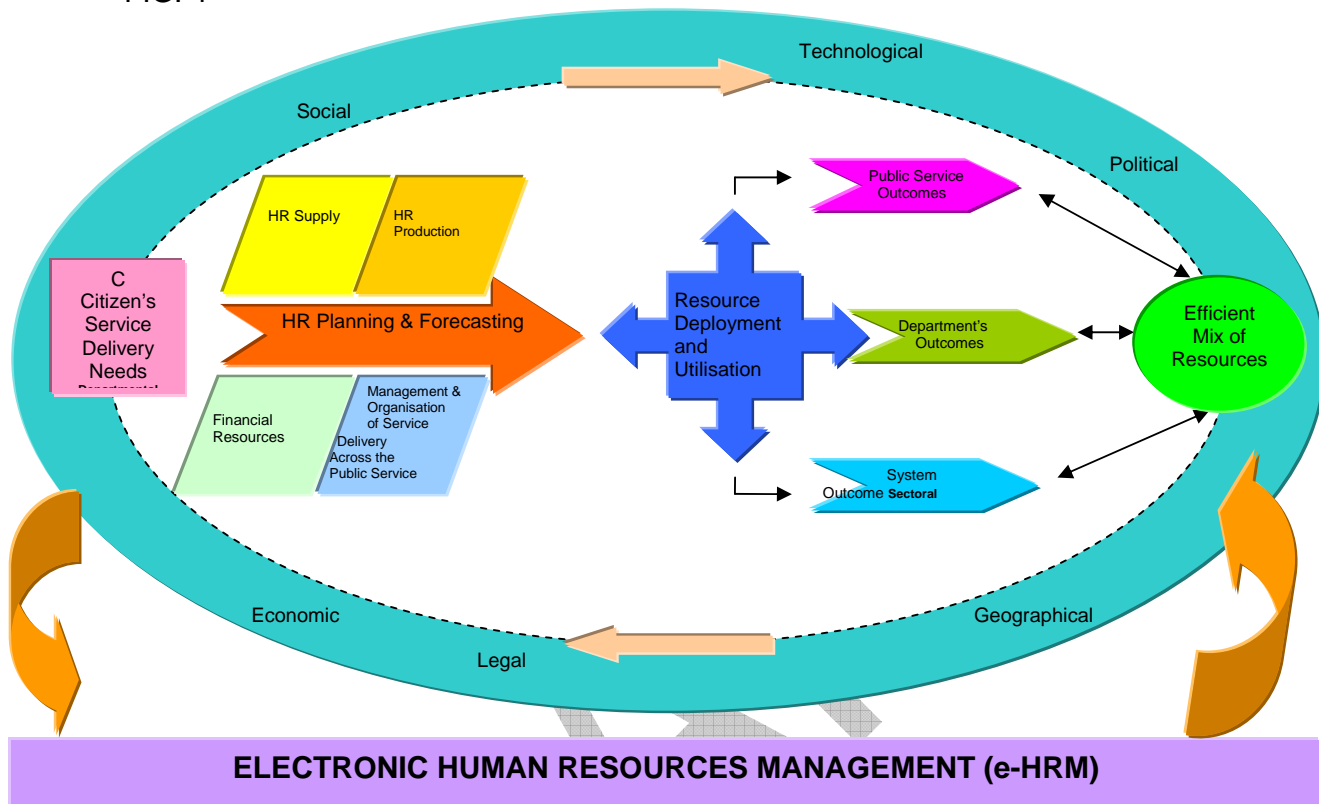
However, the recurrent cycles of over- and undersupply of public servants that continue to plague most countries can in part be traced to the fact that while the stated goal of Public service human resources planning is to match human resources to *need* for services, decisions on how to allocate public servants are primarily based on *demand* for services. It is being increasingly acknowledged that the factors which affect the matching of supply to need are many and varied. This suggests the need for the development, testing, and uses by decision makers of a dynamic model that adequately accounts for both the number of influencing factors and how each factor is likely to influence the others.

<sup>1</sup> Lavis, J. N., and S. Birch. 1997. The answer is ..., now what was the question? Applying alternative approaches to estimating nurse requirements. Canadian Journal of Nursing Administration, 10(1), 24-44.

<sup>2</sup> O'Brien-Pallas, L. Baumann, A., Birch, S., and Tomblin Murphy, G. (2000). Health human resource planning in home care: How to approach it - that is the question. Healthcare Papers, 1 (4), 53-59.



**Public Service Human Resources Conceptual Framework**  
**FIG. 4**



The above Framework is informed by, and adapted in part from a Theoretical Framework developed by Tomblin, O'Brien-Pallas, Alksnis, Birch, Kephart, Pennock, Pringle, Rootman and Wang<sup>3</sup>, which was based on elements of, a conceptual framework developed by O'Brien-Pallas, Tomblin Murphy, Baumann, and Birch<sup>4</sup>. The framework was adapted from earlier work by O'Brien-Pallas and Baumann<sup>5</sup>, and builds upon earlier work including Anderson's<sup>6</sup> service utilization model, Donabedian's<sup>7</sup> quality of care

<sup>3</sup> Tomblin Murphy, G. and O'Brien-Pallas, L., et al. 2003. Health Human Resources Planning: an examination of relationships among nursing service utilization, an estimate of population health and overall health status outcomes in the province of Ontario. Canadian Health Services Research Foundation

<sup>4</sup> O'Brien-Pallas, L., et al. 2001. Framework for analyzing health human resources (p.6). In Canadian Institute for Health Information. Future development of information to support the management of nursing resources: Recommendations. Ottawa: CIHI.

<sup>5</sup> O'Brien-Pallas, L.L. & Baumann, A. (1992). Quality of nursing worklife issues - A unifying framework. Canadian Journal of Nursing Administration, 5(2), 12-16.

Andersen, R.M. (1995). Revisiting the behavioral model and access to medical care: Does it matter? Journal of Health and Social Behavior, 36(1), 1-10.

Donabedian, A. (1966). Evaluating the quality of medical care (Review). Milbank Memorial Fund Quarterly, 44(3 Suppl.), 166-206.

framework, Leatt and Schneck's<sup>8</sup> conceptualization of technology in human services organisations, and the work of a Canadian think-tank summarized by Kazanjian, Pulcins, and Kerluke<sup>9</sup>.

The framework is designed to include the essential elements of public service human resource planning in a manner that captures the way factors interact. The framework provides planners with a guide to decision-making that takes account of current circumstances (such as supply of workers) as well as those factors which need to be accounted for in making predictions about future requirements (for example, fiscal resources, changes in worker education and training). This open-system framework considers factors that have not always been part of the planning process. These include social, political, geographical, economic, and technological factors. At the core of the framework is the recognition that public service human resources must be matched as closely as possible to the service delivery needs of the population.

Some of the key elements of the framework are briefly defined below, to highlight the complex and dynamic nature of public service human resources planning.

### 5.1 Elements of the Framework

- *Citizens' Service Delivery Needs* reflect people's various needs in terms of "a better life for all" and the antecedent public services available to citizens. Addressing the service delivery needs of the population provides the motive, context, and justification for public service human resources planning practices.
- The *HR production* element of the framework highlights the fact that future population service delivery needs must be considered when setting targets for public service education and training programs.
- The *HR supply* element reflects the actual number, type, and geographic distribution of Public Service provision. It recognizes that supply is fluid and is related to production elements, as well as to factors such as recruitment/retention, licensing, regulation, and scope of practice, where applicable.
- *Planning and forecasting* reflects the varieties of available public service human resources planning practices and models, their assumptions, methods, data requirements, and limitations.

---

<sup>8</sup> Leatt, P., & Schneck, R. (1981). Nursing subunit technology: A replication. *Administrative Science Quarterly*, 26, 225-236.

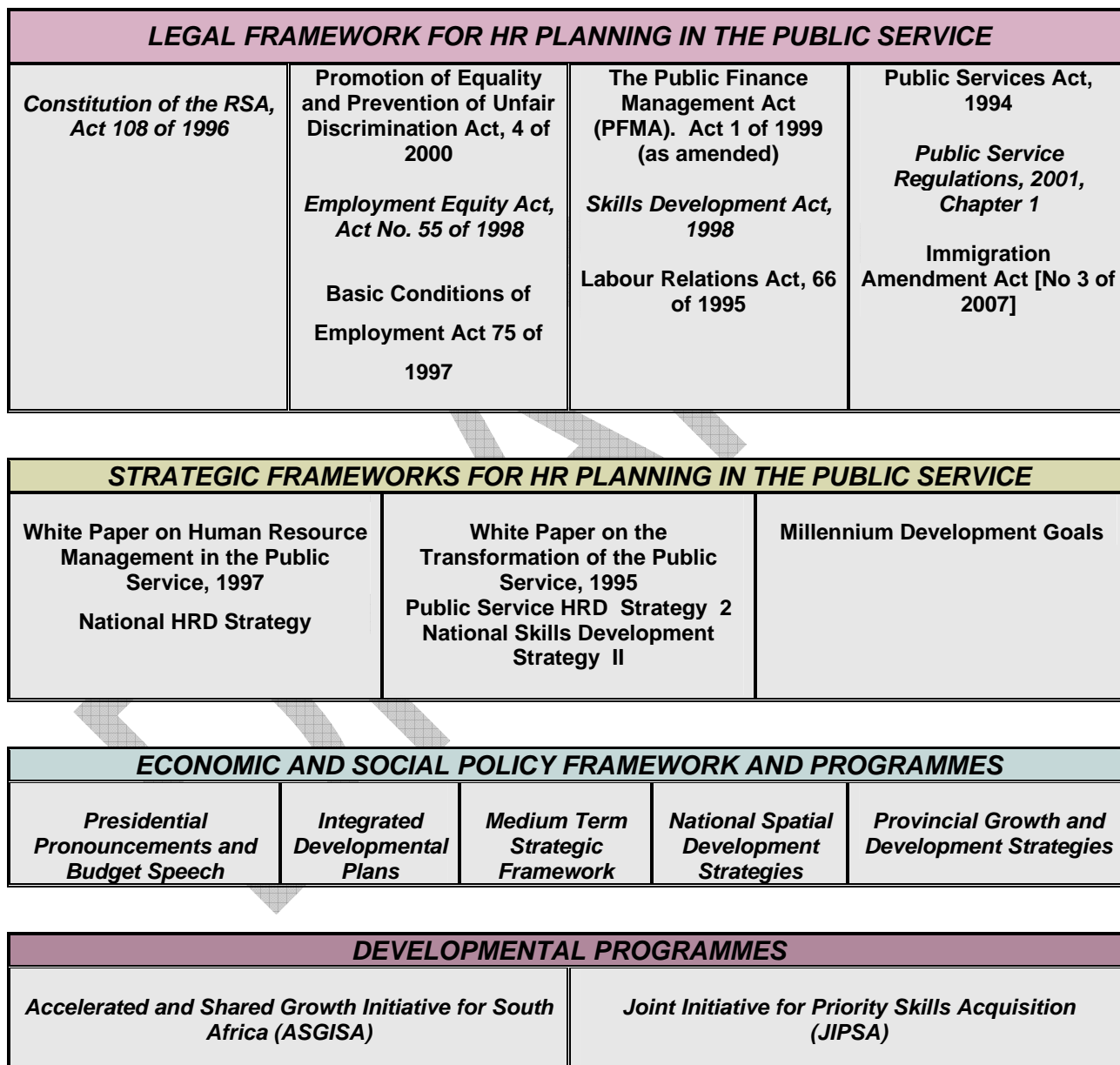
<sup>9</sup> Kazanjian, A., Pulcins, I.R., & Kerluke, K. (1992). A human resources decision support model: Nurse deployment patterns in one Canadian system. *Hospital & Health Services Administration*, 37(3), 303-319.

- *Public Service, Departmental, and system outcomes* refer to establishing the effectiveness and quality of Public service human resource practices by examining the effect on citizen's lives, job satisfaction and system costs and efficiencies.
- *Efficient mix of human and non-human resources (such as fiscal resources, physical plant, space, supplies, equipment, and technology)* reflects the number and type of resources that must be developed in order to achieve the best citizen, service delivery provision, and system outcomes.
- *Context* elements (represented in the outer broad band of the framework) speak to the need to recognize factors outside the public service delivery system that influence citizens access to service delivery, the public service system, and the public service human resource planning process.
- *Electronic Human Resource Management (e-HRM) at the base of the model represents the way of implementing HR strategies, policies, and practices in organisations through a conscious and directed support of and/or with the full use of web-technology-based channels. Supported through a Human Resource Information System (HRIS) an integrated system of hardware, software, and databases designed to provide information used in HR decision making and Human Resource Analytics and Metrics. It contributes to administrative and operational efficiency in ensuring the availability , compilation and management of HR data for effective strategic HR planning*

Such a needs-based approach to public service human resources planning gives policy makers and implementers the means to develop human resource strategies and implementation plans to meet the needs of the population and respond to changing needs of society over time.

## 6 HR PLANNING LEGISLATIVE AND REGULATORY FRAMEWORK

Fig. 5: Legislative and regulatory framework



## **7. HR PLANNING CHALLENGES IN THE PUBLIC SERVICE**

There are a number of challenges that impacts on a department's endeavours to conduct HR Planning. These stem from, among others, departmental capacity, organisational structures, restructuring, leadership and accountability, role definition of the human resource function, process and design of the HR Plan, information management, training and development.

### **7.1 Capacity**

There is acknowledgement that the capacity of the public service to deliver on its objectives is seriously under-developed and constrained by a range of factors including human resource management, human resource planning, human resource development, poor linkages and partnership between government and training providers, and an inadequate focus on norms, values, attitudes, and orientation of public officials. With regard to HR Planning capacity within the public service, it emerged departments lack knowledge, understand, and skills to develop and implement their HR Plans.

### **7.2 Organisational structures**

Another constraint on the public service capacity to deliver lies in inappropriate organisational structures. Structures are often created on the basis of the need to perform certain functions without sufficient attention being paid to service delivery processes. Many departments have not designed and documented their service delivery models which should inform their organisational structures. This is a challenge to HR Planning because employees are incorrectly placed and not appropriately utilised according to their skills and competencies.

Additional to this, organisational structures are not well maintained or rigorously managed. A common problem is that vacancies arise and new posts are created without the abolition of old posts, as a result departments end up having a number of so-called unfunded vacancies. Personnel budgets are fully expended, but the Auditor General's Reports identify high vacancy levels arising out of these so-called unfunded vacancies. This makes it impossible for departments to properly manage their vacancy rates and to conduct HR Planning demand forecasting because of uncertainty in the number of vacancies.

### **7.3 Restructuring**

At provincial level, departments are faced with the challenge of constant changes in leadership and management positions which is the most extraneous factor affecting human resource planning. These changes result in departments being in a constant state of restructuring and reorganising. This lack of stability affects service delivery and internal departmental processes because a department's strategic intents must always be aligned to the constant changes brought about.

There is a lack of finality in some departments on the decentralisation of functions, and this too makes human resource planning impossible. In some cases it is reported that new structures are not linked to the strategic intent of the department which makes human resource planning difficult because internal business process and prescripts are not complied with.

### **7.4 Leadership and accountability**

There is a tendency within departments not to involve, or provide limited involvement of, the Human Resource Component in the strategic planning processes. The human resource function is seen as transactional and operational, and not strategic.

This results in lack of appreciation of the role of the human resource function to support the core business of the department by other line managers. This lack of buy-in and support from senior management resulted in the non-approval of HR Plans and support for other key human resource functions.

Line managers do not take ownership of the HR Planning process as part of management responsibilities and this function is left to junior officials who feel disempowered and out of their depth as they cannot take strategic decisions. Departments also feel that inadequate resources are allocated to develop strong HR Planning skills, not only among HR Planners, but also among line managers.

The relationship between HR Units and line managers is weak and based on the delivery of mundane transactions and not a strategic contribution by HR.

#### **7.5 Role definition of the human resource function**

Human Resource Components are of the opinion that they are disempowered and isolated from the core business of their departments. The human resource function, in all its aspects, is not taken seriously enough by line departments. It is not seen as a strategic function, but rather a “pliable” support function. The strategic human resource functions are located in junior level of staff.

Varied difficulties are experienced with the recruitment and selection processes in the respective departments which are compounded by failure to align this process with the skills audit outcomes, as well as a shortage of HR Planning skills in the country. This has an impact on the attraction and retention of skilled and competent employees to drive departmental strategic processes.

There is the existence of silos within HR Components and the plans created to manage the Sub-Components, where each has to compete for resources

and attention within the broader framework of departmental dynamics. This view is also supported by the fact that fragmentation of human resource processes due to inherent functional silos in the way human resource organisations are designed, particularly in big departments, leads to inefficiencies and prolonged turn-around times for service delivery.

### **7.6 Process and design**

Regarding the process and design of HR Planning, departments express mixed feelings which stem from the lack of the following:

- Central support centres that provide timely advice and that collect and shares HR Planning best-practices across the public service.
- Responsive and flexible tools that have been developed and shared within the public service.
- Strategic advice and policy inputs to management as full partners in departmental and HR Planning from the dpsa.
- Inadequate and inappropriate HR Planning consulting support to departments by the dpsa.
- Independent capacity to develop own HR Plans.
- Understanding and recognition of qualitative and quantitative aspects of HR Planning and its impact on developmental outcomes.
- Communication of HR Planning processes, roles, responsibilities, and benefits to line managers, supervisors, human resource specialists, employees, and organised labour.
- Well-designed, integrated, and institutionalised processes based on good management, values, and principles.

### **7.7 Information management**

Data verification by departments has been cited as one of the challenges which stem from multiple departmental system, i.e. PERSAL, BAS, and VULINDLELA. Departmental access to VULINDLELA and PERSAL systems



does not provide adequate HR Planning data and information and cannot be relied upon as valid. This has an impact on the authenticity of the HR Planning information sourced from these systems.

Departments also feel information on HR Planning is not shared amongst departments and is also not easily accessible. This has resulted in best-practices not being shared amongst departments. Good demand and supply forecasting capacity is also not available within departments because they have no capacity to do so and to continuously improve HR Planning-related information systems and processes.

Besides the aforementioned information systems, departments need to be sensitised on other systems available to assist them with their HR Planning processes. These could be sourced from STATSSA, where demographic information is available, and the Department of Labour, where information on the labour force survey can be found.

### **7.8 Training and development**

There is a need for a major review and evaluation of the current training and development approaches, and in particular as they relate to HR Planning. Some of the training and development challenges that departments are faced with are listed below.

- There's inadequate HR Planning communication and structural mechanisms to bring together HR Practitioners as a community.
- Human resource professionals, and not only HR Planners, are unable understand and apply HR Planning concepts and practices to their work.
- Competency profiles for HR Planners are not widely used and understood.
- Adequate and practical training on HR Planning is not readily available within the public service.

- Departments do not have knowledge and dedicated human resource professionals to produce, manage, and analyse human resource data and information using standardised terminology and methodology due to lack of training.
- There's no process to follow-up on and research HR Planning practices within the public service.
- Blurred understanding of HR Planning and low priority given for planning.

Clearly, for the public service to deliver efficiently and effectively, it needs to manage its organisational structures rigorously and continue to ensure maximum alignment between structures, people, and developmental goals. Furthermore, the public service needs to enhance the capacity of the State to deliver by integrating and coordinating all its planning processes and practices.

### **7.9 Monitoring and evaluation**

HR Planning is not thoroughly reviewed on a regular basis within the public service; as a result, developed plans are not implemented. The main reason cited for this challenge is the unavailability of the monitoring and evaluation framework and lack of ownership of the HR Plans. HR Planning is seen more as compliance burden than a strategic process, and is allocated to the human resources unit for development.

This further contradicts the importance of HR Planning when seen in the context of the MTSF. Another main concern is that the section dealing with HR Planning in the annual report does not fully address HR Planning, but merely gives a high-level summary of the quantitative analysis and that cannot be as a basis for monitoring and evaluating it.

It is important that a distinction is made between monitoring and evaluation and they both should be viewed as two complimentary but separate

functions that serve distinct purposes. **Monitoring** is a routine on-going assessment of activities applied to assess inputs in a project in terms of outputs and outcomes. Whereas, **Evaluation** on the other hand is an assessment of the impact the project has on the attainment of organisational objectives. The assessment during the evaluation period is non-routine, unlike with monitoring.

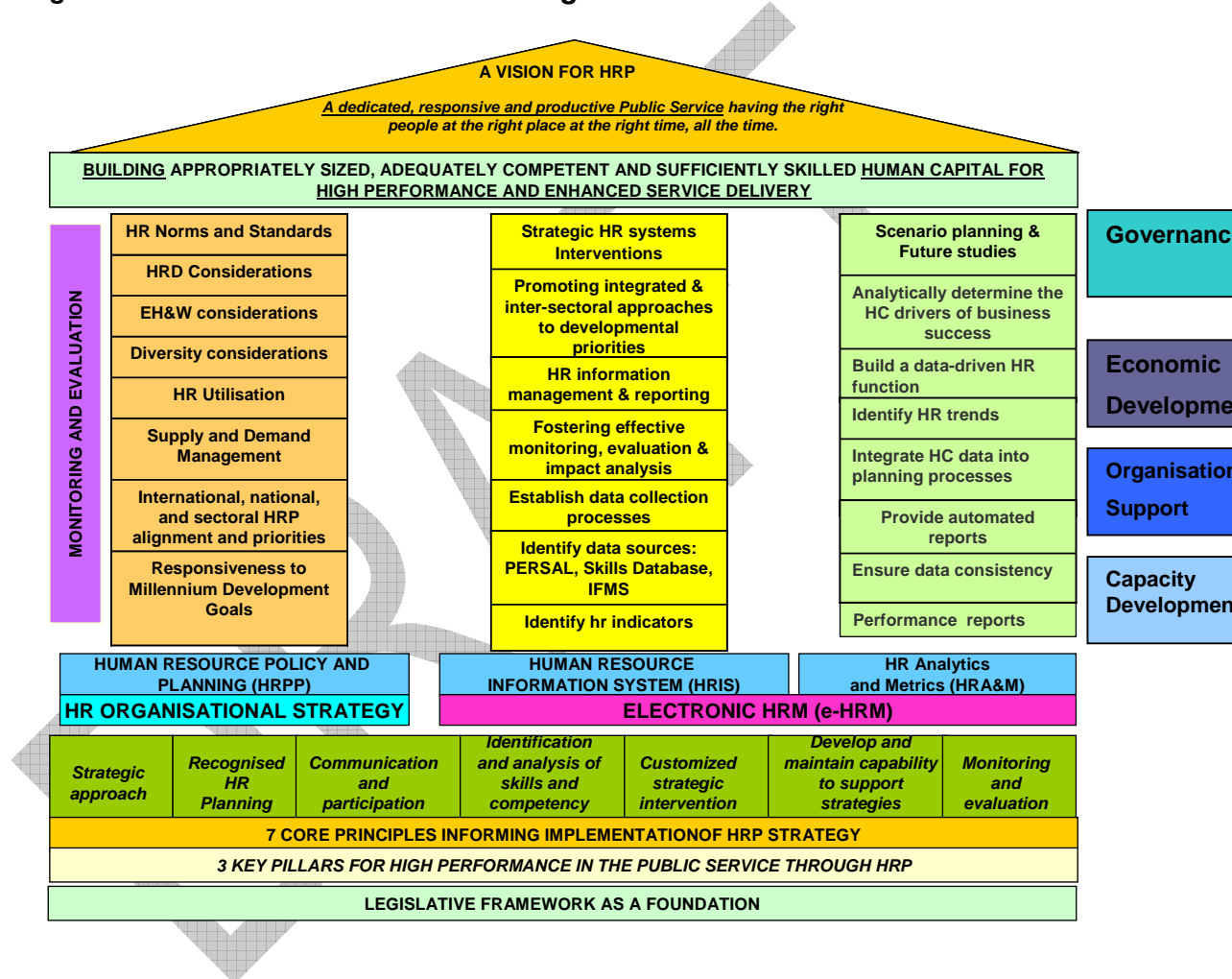
The responsibility therefore rests with the dpsa to ensure that a Monitoring and Evaluation Framework for HR Planning is developed to overcome the challenges briefly highlighted above.

DRAFT

## 8. CONCEPTUAL MODEL FOR THE HR PLANNING STRATEGIC FRAMEWORK

### 8.1 Parthenon House

Fig. 6: Parthenon House for HR Planning



The strategic framework for HR Planning in the Public Service is presented in a **“Parthenon House”** held up by four critical strategic programmes and founded on a set of values, principle and a legal framework from which the four programmes draw their mandates. The roof of this *Parthenon House* represents the *vision and mission* for this strategic framework. Supporting

the vision and mission are two strategic programmes on which are based the three pillars for the Public Service HRP Strategy. The conceptual framework in **Fig. 4 supra** is an overall representation of the strategic approach towards effective Strategic Human Resource Planning in the Public Service.

There are five critical components of this conceptual framework:

- The vision and mission for Human Resource Planning;
- The two strategic programmes through which the vision and mission is to be achieved;
- The seven core principles underpinning the strategic programmes; and
- Three key initiatives that underpins the attainment of the objectives of the two strategic areas of thrust for advancing government's priorities for the next decade.
- The four transversal levers of action for the key governmental priorities.

These two strategic programmes are converted into strategic frameworks, with each framework comprising a strategic agenda of action, and each being a source from which implementation considerations are generated. The components of this conceptual framework are discussed briefly below.

## **8.2 Vision for Human Resource Planning**

The vision for Human Resource Planning is “***to ensure a dedicated, responsive, and productive Public Service having the right people, at the right place, at the right time, all the time***”. To realise this vision, management buy-in and commitment is essential to ensure that the HR Planning process achieves its set objectives. Without building departmental capacity to develop and implement an HR Plan, this vision will not be realised.

### **8.3 Mission for Human Resource Planning**

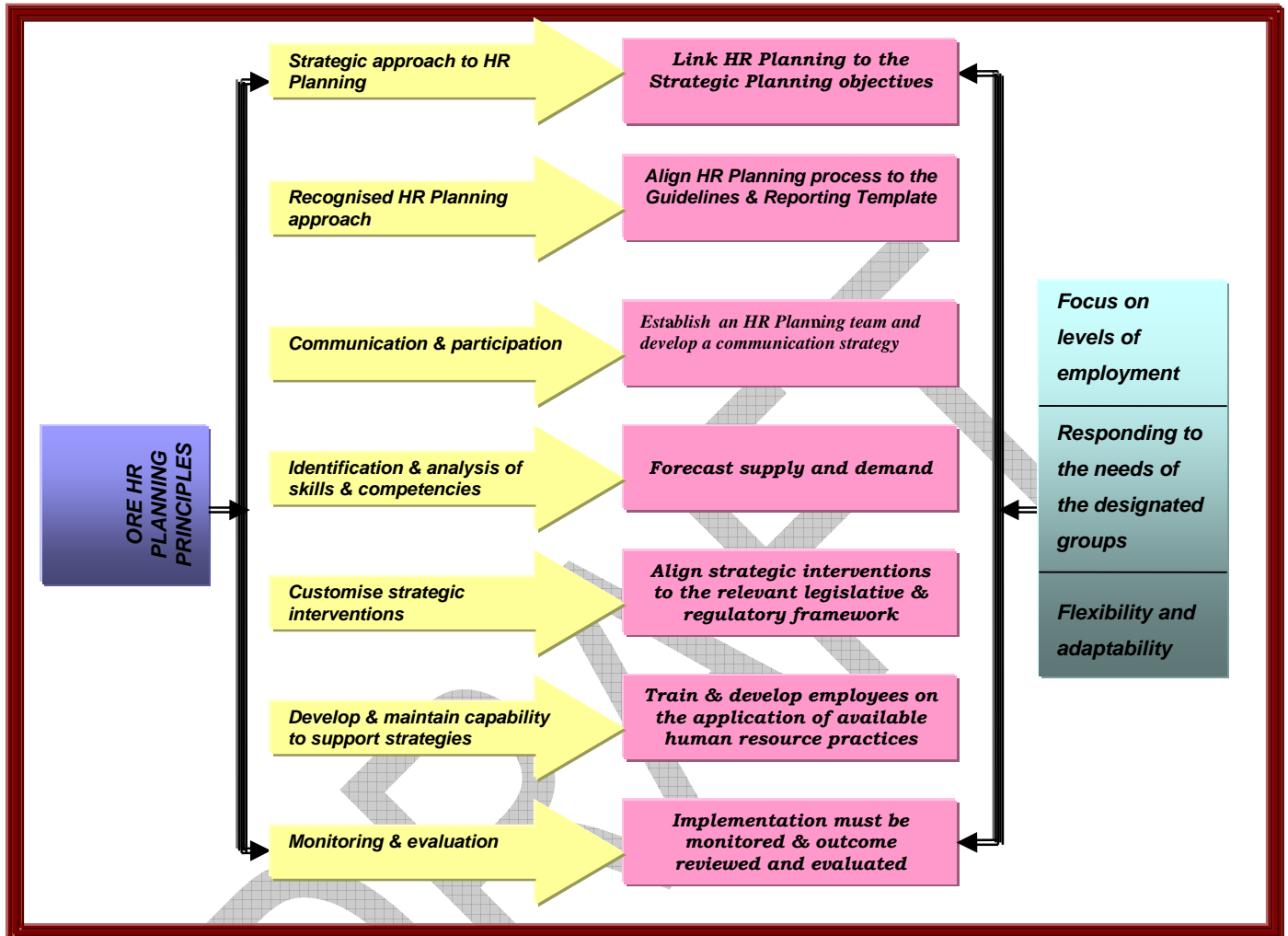
The mission for Human Resource Planning is “**building appropriately sized, adequately competent, and sufficiently skilled human capital for high performance and enhanced service delivery**”.

### **8.4 Core principles underpinning HR Planning**

The seven (7) core principles identified in **Fig. 5** below are the considerations which inform a common stance among stakeholders on how they will collectively operate. These principles are a set of values which will guide the application and implementation of the four HR Planning strategic programmes.

A common set of principles is the basis for realising an established vision and mission, and a basis upon which it is predicted that all stakeholders will act to ensure progress. These principles are by no means exhaustive. They could, however, be the basis of a process through which consensus is derived about additional principles that may be appropriate and relevant for promoting implementation success.

**Fig.7: Core HR Planning principles**



The *focus on all levels of employees* will ensure that the Human Resource Planning Strategic Framework is inclusive of all employees in the public service and will focus on all levels of employees within a department. Each employee has a role to play in the achievement of the department's service delivery mandate and its strategic objectives. Human resource planning activities and practices at the different levels of the department may require different interventions, hence the importance of role clarification at every level of engagement.

*Responding to the needs of designated groups* is part of the transformational agenda of the public service. Employment equity considerations and skills development interventions for people from designated groups are of paramount importance in driving this transformational agenda. This is of critical importance because it links to the major policy impetus of the developmental state. Employment equity prescriptions play a pivotal role in the development and implementation of a department's HR Plan, with its emphasis on the development and empowerment of people from designated groups in meeting their representation targets. People from designated group must know their responsibilities and obligations in a developmental state and the role to play in fostering their representation.

*Flexibility and adaptability* must be instilled within the culture of the public administration since we function in a dynamic environment, where department business plans and employee performance is frequently affected by changes in strategies and policies. There are also frequent changes in organisational and operational activities which require flexibility and adaptability. Its principle refers to the need to manage organisational operations in shifting sands. This form of management requires constant awareness of environmental changes and on-going interventions to maintain relevance.

## **9. RATIONALE FOR THE STRATEGIC FUNCTIONAL AREAS**

This strategic framework is based on two strategic functional areas, i.e. **Human Resource Organisational Strategy (HROS)** and **Electronic Human Resource Management (e-HRM)**. Each of these strategic functional areas is divided into the following sub-functional areas.



**Human Resource Organisational Strategy** function is sub-divided into the following:

- Human Resource Policy and Planning (HRPP)<sup>10</sup>.

**Electronic Human Resource Management** is sub-divided as follows:

- Human Resource Information Systems and,
- Human resources Analytics and Metrics

These strategic functional areas prescribe the minimum standards that HR Planning practitioners must comply with in carrying-out their roles and responsibilities. One of the objectives of these strategic programmes is to meet Government-wide goals and objectives, departmental legal mandates, executive directives and pronouncements, as well as set targets that must be achieved within given time-periods.

This strategic framework will play a key role in assisting departments in the development of their strategic frameworks which must be aligned to this strategic approach. The Human Resource Planning Guidelines and Template for the development and implementation of departmental HR Plans, is also aligned to this strategic framework.

### **9.1 *Human Resource Policy and Planning***

Policies are specific guidelines, methods, procedures, rules, forms and administrative practices that direct thinking, decisions, and actions of managers and employees in strategy implementation. They represent a general course of action that guides continuous decision-making. They include guidelines, rules and procedures for the achievement of objectives. Their development, review and promulgation should be done on a regular basis.

---

<sup>10</sup> Organisational Design is not discussed here. Please refer to the DPSA: GUIDE ON HOW TO DESIGN, IMPLEMENT AND MAINTAIN ORGANISATIONAL STRUCTURES IN THE PUBLIC SECTOR (2007)

Human resource policies signify the intent of an organisation to intervene in specific directions to ensure proper and effective human resource development and utilisation. The goal of human resource policies is to continuously develop the potential and capabilities of the workforce and to ensure it achieves set organisational strategic objectives. It should be noted that Human Resource Planning is a continuous and dynamic process which changes as priorities and content of organisational strategic objectives changes to adapt to the environment.

It is anticipated that this will be a public service-wide HR Planning policy development and implementation functionality. Currently, the public service has a Research Report, Guide, Reporting Template, and this Strategic Framework which will be the driving force or backbone of HR Planning. These four documents must be used interchangeably as they are aligned to one another.

The Guide and the Template are currently being piloted in the public service to validate its relevancy, and the response so far is very positive. It will be expected of this Unit to ensure these tools are regularly reviewed and evaluated for development in line with international standards that informed their development.

It is envisaged that the HRPP Unit will perform the following functions:

- Design and develop human resource planning knowledge framework.
- Promote human resource planning learning networks and communications.
- Foster effective monitoring, evaluation, and impact analysis.
- Strengthening and aligning governance roles in HRPP Frameworks and Guidelines.
- Implement government strategic priorities and interventions.
- Respond to millennium developmental goals.
- Forecast human resource demand and supply imperatives.

## **9.2 Electronic Human Resource Management (e-HRM).**

Technology is everywhere in our world. Organisations are also as dependent on technology as we all are for our daily activities. Organisations use technology for manufacturing, sales, production, marketing and, yes, for human resources actions and strategic as well as operational interventions.

Electronic HRM (e-HRM) is a new world order for managing human resources in organisations in order to promote the effectiveness and optimization of e-HRM technologies and services. If HR's role has always been to deliver the workforce support and management based on the needs of the department, then technology's role has been that of an enabler. Over the past years, HR processes and procedures have been supported by everything from complicated file-folder systems to automation, going from usage of multiple systems and databases to a single version of the truth with comprehensive HRMS. Now many organisations are not only leveraging technology to support the function of the HR department, but they are also leveraging human capital technologies for use by everyone. Human resources as a function has evolved into human capital management (HCM). Where HR was the responsibility of a centralized, or sometimes decentralized, department, HCM is the job of everyone in the department, from employees to executives.

From 2000 to the present, the world has seen tremendous change in a very short span of time. Continued globalization, rising citizen, customer and shareholder expectations, a volatile social and economic climate, together with the rise of corporate governance issues, have combined to create tremendous pressure on private and public sector executives to create highly flexible and innovative strategies to perform.

As HR's role transforms into a partner and player in the department, the focus has broadened and now includes, in some cases, workforce

productivity. Now when HR looks to technology to enable department business functions, it no longer looks to solutions to solely automate back-office functions, both transactional and strategic; they also want solutions that enable a more productive and focused workforce.

### **9.3 Definition of e-HRM:**

There is a fundamental difference between HRIS and e-HRM in that basically HRIS are directed towards the HR department itself. Users of these systems are mainly HR staff.

These types of systems aim to improve the processes within the HR departments itself, albeit in order to improve the service towards the organisation's goals.

With e-HRM, the target group is not the HR staff but people outside this department: the employees and management. HRM services are being offered through an intranet for use by employees. The difference between HRIS and e-HR can be identified as the switch from the automation of HR services towards technological support of information on HR services.

E-HRM is a way of implementing HR strategies, policies, and practices in organisations through a conscious and directed support of and/or with the full use of web-technology-based channels. The word 'implementing' in this context has a broad meaning, such as making something work, putting something into practice, or having something realized. E-HRM, therefore, is a concept - a way of 'doing' HRM.

The e-HRM business solution is designed for human resources professionals and executive managers who need support to manage the work force, monitor changes and gather the information needed in decision-making. At the same time it enables all employees to participate in the process and keep track of relevant information.

#### **9.4 DRIVERS of e-HRM**

The driving forces for e-HRM in both public and private sector organisations are external as well as internal. The external drivers are:

- Increasingly Intensifying competition locally and globally
- Demand for increased level of service and quality
- Aggressive and dynamic advancement in technology

The internal drivers are the ability to:

- Reduce HR services costs, improve service quality
- Build workforce with right portfolio of skills and knowledge
- Identify skill and competencies to meet vision
- Manage workforce on global basis
- Develop retention programs

Presently HR displays the following characteristics:

- HR largely operates as back room function
- Internal functions and processes not effectively managed
- No measurement of value and non-value adding functions
- Lack of technology utilization

#### **9.5 Goals of e-HRM**

There are three types of goals that are essentially the building blocks for the e-HRM model. They are:

1. Improving the strategic orientation of HRM- from transactional to strategic.
2. Cost reduction/efficiency gains – HR has more time to spend on key HR issues rather than administrative paper activities.
3. Client service improvement/facilitating management and employees – greater focus on leveraging HR services and HR value

Thus organisations that invest in e-HRM are driven by the aim of improving the strategic role of HRM, reducing administrative HR work, and improving employees' satisfaction with HRM services.

## **9.6 E-HRM Outcomes**

There are four possibilities for e- HRM outcomes<sup>11</sup>:

- i. High **commitment** means that the workforce is motivated and understanding, and that they are willing to interact with the management about changes in the organisational environment and the impact that this can have on the internal organisation. For HR itself, this means that it should be able to play the role of change agent, to use Ulrich's (1997) terminology.
- ii. High **competence** implies a high level of trust between management and workforce. High points towards the capacities of employees to learn new tasks and roles if the circumstances require it. For HR itself it means, in Ulrich's framework, playing the employee champion role.
- iii. **Cost effectiveness** refers to the competitiveness of pay levels and employee turnover rate, and to the acceptability of costs resulting from employee resistance such as strikes. As Ulrich (1997) states, HR itself has to be able to play the administrative expert role in order to contribute to an organisation's cost effectiveness.
- iv. Higher **congruence**. Refers to the internal organisation, the reward system, and the 'input, throughput, and output' of personnel, which need to be structured in the interests of all stakeholders.

---

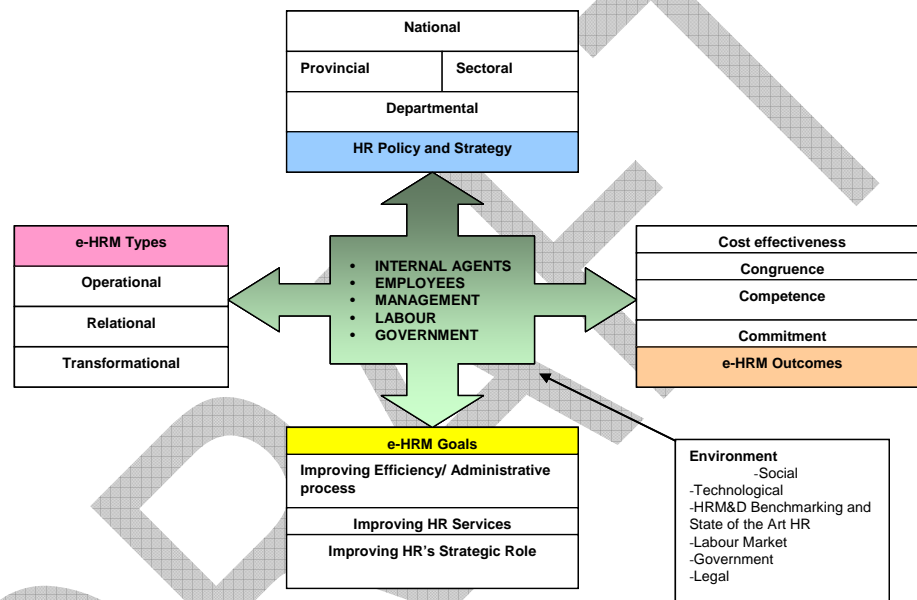
<sup>11</sup> Ruël, Huub, and Bondarouk, Tanya, E-HRM: Innovation or Irritation. An Explorative Empirical Study In Five Large Companies On Web-Based HRM

### 9.7 Types of e-HRM

- **E-HRM is not a specific stage in the development of HRM, but a choice for an approach to HRM, namely operational HRM, relational HRM and transformational HRM.**
- **Operational HRM**, concerns the basic HR activities in the administrative area. One could think of salary administration (payroll) and personnel data administration. Operational type of HRM provides the choice between asking employees to keep their own personal data up-to-date through an HR website or to have an administrative force in place to do this.
- **Relational HRM**, concerns more advanced HRM activities. The emphasis here is not on administering, but on HR tools that support basic department business processes such as recruiting and the selection of new personnel, training, performance management and appraisal, and rewards. For relational HRM there is the choice between supporting recruitment and selection through a web-based application or using a paper-based approach (through advertisements, paper-based application forms and letters etc.).
- **Transformational HRM**, the third area concerns HRM activities with a strategic character. Activities regarding organisational change processes, strategic re-orientation, strategic competence management, and strategic knowledge management. Finally, in terms of transformational HRM, it is possible to create a change-ready workforce through an integrated set of web-based tools that enables the workforce to develop in line with the company's strategic choices or to have paper-based materials.

Based on the above and depending upon the way in which individuals and parties want to be affected by e-HRM, in line with the defined goals, outcomes will to some extent emerge. These outcomes, in turn, may change the state of HRM in an organisation, or through individuals and/or groups within an organisation actually result in a new HRM state. This closes the loop. With the addition of the e-HRM outcomes, these form the building blocks for a public service e-HRM model taking into account the preconditions as described. :

**FIG 8**



The delivery of HR information and services is undergoing a radical change. It is easy to underestimate the impact of the technology on the HR field. For years, we heard about the way information systems would change HR, but we saw little real change. With the advent of the web, many of the promises of technology can be delivered. We are now free of much of the day-to-day transaction processing that used to consume us. Systems can handle most of the routine questions. The challenge today is to make the transformation from a support role for HR to that of a true business partner. It is a time of opportunity for those willing to work in new ways, and a time of risk for those mired in the past.



## 10 The Human Resource Information System (HRIS)

The history of HRIS started in the late 1950's with payroll information and moved to automated employee data. In the 1990's new technologies conquered the information and communication technology field (ICT). The focus of HRIS was more on record-keeping and organisational effectiveness. The new millennium has brought more technical solutions for information system design and also for HRIS. The purpose of the HRIS is to store, manipulate and provide data on employees: the following definitions of HRIS are available. The HRIS is:

- "A system used to acquire, store, manipulate, analyse, retrieve and distribute pertinent information about an organisations human resources" (Kavanagh, Geutal and Tannenbaum (1990)).<sup>12</sup>
- "The composite of databases, computer applications, and hardware and software that are used to collect/record, store, manage, deliver, present and manipulate data for Human resources," (Broderick and Boudreau cited by Kossek et al. (1994))<sup>12</sup>
- "a systematic procedure for collecting, storing, maintaining, retrieving and validating data needed by an organisation about its human resources, personnel activities, and organisation unit characteristics," (Walker cited by Kovach and Cathcart Jr. (1999))<sup>12</sup>

Thus the development and growth of HRM increased the need for personnel data collection. Strategies, statistics, income statements, and future planning require calculations and evaluations for investment in human resources. The HRIS enables fast and valid information processing and information receiving. Through the HRIS, for example, a properly designed and updated skills inventory will enable departments to readily identify employees with

---

<sup>12</sup> Hilka Poutanen. Research viewpoints on Human Resource Information Systems and Electronic Human Resource Management, University of Oulu. Undated

particular skills in order to satisfy their changing needs. From the HR perspective, strategically using the information assets of the organisation means that HR business processes, organisational support systems and HR information technology are aligned to continuously capture, maintain and utilise key strategic information to improve departmental performance.

The work of Mayfield, Mayfield and Lunce (2003)<sup>12</sup>, the role of the HRIS is seen as the “operational Link between strategic operational vision and human resource implementation “ Mayfield et. Al (2003). It is based on:

- Strategic integration
- Personnel development
- Communication and integration,
- Records and compliance
- Human resources analysis
- Knowledge management,
- Forecasting and planning
- Organisational vision

The labour market is a dynamic environment with labour supply and demand continuously changing in response to the technological, economical, political and social environment. To formulate labour and employment polices, it is imperative that relevant, up-to-date and timely labour market information is available. Public service labour market supply and demand database and information system is highly underdeveloped, predominantly unmanaged and relatively distorted.

The HRIS will be used to serve as a source of information for the development of the department’s Strategic Human Resource Plan. This will also ensure improved organisational effectiveness by keeping relevant records of employee details, storing and retrieving all relevant information in a most efficient and effective way, documentation of performance reviews, secure private personnel records, etc.

The dpsa and its partners are currently working on two systems that will be beneficiary to the entire public service. The *first* is the HRConnect system which deals with the incremental consolidation of information and population of the skills database through a common reference framework for skills audits, occupational and job profiling. The outcome of this process will further ensure synergising the occupational categories and standardisation thereof within the public service in line with the Organising Framework of Occupations prescribed by the Department of Labour.

The *second* is the Integrated Financial Management System (IFMS) project which led by the *DPSA and National Treasury* to review and upgrade Government's transverse information technology (IT) systems against the backdrop of new legal and departmental requirements. This Transverse Systems cover the following Government IT systems:

- Financial management systems;
- Human resource & payroll management systems; and
- Integrated supply chain management systems (including asset & procurement management).

It will provide a HR Information System functionality, among others, with regard to recruitment, assumption of duty, termination of services, career management, performance management, education, development, and training, health and safety, labour relations, human resource planning, human resource administration, salaries, benefits and allowances, etc.

As can be seen the HRIS model concentrates on the general organisational, systems theoretical and HRD functions. The HRIS model explicitly includes Information Technology and systems points of view. The e- HRM model concentrates on the benefits of the use of web-based systems

## 11. HR Analytics and Metrics

The effective use of HR information and HR Benchmarks requires a fundamental shift in how HR managers view their roles, their responsibilities and the process for determining priorities. A change in focus will be required from issues of management to a new methodology for determining their priorities based on impact on organisational effectiveness. This change is signified by how information is utilised. Information use will need to evolve from archival to decision support systems.

There greatest single challenge for HR in the public service will be to develop skills in interpreting departmental business and HR information. While some current systems have the technological capability of providing more effective reporting of HR information through the use of HR dashboards, specialised reports and data cubes, all of this will be meaningless if departments do not have both the professional competence in interpreting and using this information in decision making, and the commitment to change the nature of how the HR function works in the organisation

The rapid development and use of internet technology has also boosted the implementation of electronic Human Resource Management (e-HRM). Research in this area reveals that information technology is driver to present and upcoming changes in HRM. Beyond this practical aspect, the implementation of e-HRM reveals also new possibilities for e-HRM researchers. The use of internet technology to support HRM tasks reveals new ways of engaging with data. In addition new innovative data analysis methods, subsumed under the concept of “web mining”, are available to analyse this data. Therefore it seems to be very promising to analyse this data in order to gain insight into the usage behaviour based on objective data in contrast to subjective and perceptive data gained by polling the users.

### **11.1 HR Metrics**

A variety of indices can be used to evaluate the system. It is important to identify the metrics that will be used to judge system success early in the process. Common metrics include:

- Reductions in HR transactional / operational cycle time
- Headcount savings
- User satisfaction
- Process improvement in terms of reduction in steps
- Reductions in calls to HR or the call center
- Website hits
- Utilization of web-based training
- Cost savings per transaction
- Increase in interest by applicants (for recruitment-oriented websites)

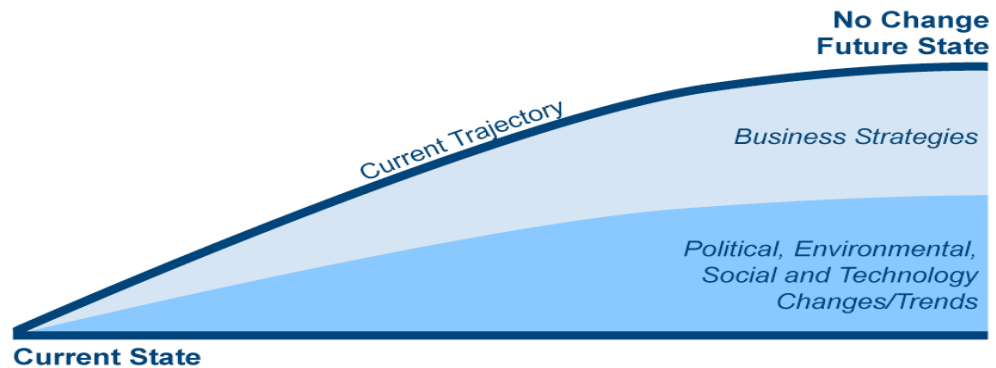
### **11.2 HR Targeting:**

Every organisation is heading towards a future determined by its current trends and practices in areas such as recruitment, turnover and promotion, and also by social trends taking place in the wider society in which the organisation operates. These trends determine what the available future workforce will look like, and how to attract and motivate the available workers. A wide range of factors including an aging population, changing education trends, outsourcing, globalization and the increased focus on work/life balance promise to pose significant future workforce challenges for the organisation, but they also present great opportunities. The challenges must be met and opportunities be taken, for the current path will often not be the one that leads the organisation to future success.

All organisations are heading towards a future influenced by their current trends and practices—but that doesn't mean that they must passively accept their current path. Organisations are equipped for, and capable of, defining

their own preferred future— and then focusing their actions and achieving that goal. This fundamentally means that the “no change future state” to which the organisation is tracking will be different to the current workforce (see diagram).<sup>13</sup>

FIG 9



Looking beyond the current state is essential for an organisation’s competitive advantage and sustainability in every field—business planning, financial management, and enhanced service delivery and customer analysis. Most organisations expend a great deal of energy to effectively plan for their future products, services, customers, citizens, competitors and finances—but very few apply strategic planning techniques to the human resource that are the real source of advantage.

HR Targeting is the people equivalent of the financial plan and is a critical component of an organisation’s business strategy. Clearly, people are needed to execute the business plan, yet most organisations have no strategic plans for their future workforce. Strategic Workforce Planning allows an organisation to swiftly and intelligently position itself for changing conditions, and to maximize options for the future, by ensuring that the right people are in place to execute the strategy. Without Planning and Targeting, a departmental strategy is just wishful thinking!

The fundamental reason for performing Human Resource Planning, is not for compliance but to ensure that the workforce departments will have in the

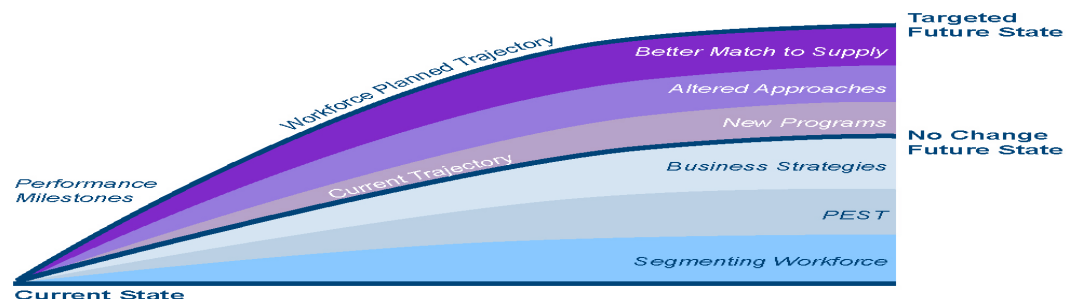
<sup>13</sup> **Stacy Chapman and Tess Walton:** A Real-World Approach to Planning the Right Workforce for Tomorrow’s Organisations, Part 1: An Introduction to Workforce Planning (25/09/2007)

future will be the workforce they require. By HR Planning departments are able to gain powerful insight into what people the organisation will need, and what people will be available to you to meet those needs. Then, because they will be able to understand the gaps between their organisation's demand and the available workforce supply, departments will be able to implement the correct talent management strategies to ensure that those gaps are closed.

As well as Human Resources expertise, Strategic Workforce Planning incorporates some key concepts, processes and analytical skills of other corporate functions, including finance, strategic planning, risk management and marketing. Strategic workforce planning enables the organisation to get to the DNA of its workforce data to discover critical issues, compare different groups, understand patterns and trends, home in on critical segments of the workforce such as mature workers and top performers, and customize its approach to managing the different segments of its workforce"1—which provides a good insight into some of the "non-HR" functions that come into play when HR planning is done well.

The illustration below depicts how the future workforce of the organisation can be impacted by things both within and beyond the organisation's control. As well as being impacted by external and internal trends, the future state that every organisation is headed for can be significantly influenced by efforts organisations make to better reach the available future workforce. By HR Planning, and implementing appropriate changes based on that planning, departments could achieve their targeted future—the workforce they need for strategic organisational success!

FIG 10



### 11.3 HR Analytics Challenge for Organisation Effectiveness

#### 11.3.1 HR Targeting and analytics significantly impacts the functional effectiveness of Organisation Effectiveness if it can

- Identify patterns in workforce data that may indicate potential business problems or opportunities
- Apply workforce and business analytics to calculate returns on investments and support decisions
- Create strategies to address changing talent requirements
- Contribute workforce analytics and judgment to guide organisation's day-to-day workflow and decisions

### 11.4 The Relationships between Reporting, Analysis, & Analytics

#### 11.4.1 Workforce Reporting:

*is largely static in that information is available and:*

- Provides input measures and metrics
- Deliverable: **Measurements** – performance monitoring
- *“We have good, trusted data”, “So what?” However this in itself is insufficient, departments need to analyse what the data means for them in that context, and what decisions need to be made.*

#### 11.4.2 Workforce Analysis:

is about analyzing the available data. Most departments undergo data overload or analysis paralysis during this process.

- *Exploring what's going on in the workforce and introducing potential causes and potential repercussions (creating informed hypotheses)*



- *Techniques used: cross-tabs, cluster analysis, bi-variate correlations, etc.*
- *Deliverable: **Awareness** – enhanced understanding of the current state*
- *“We have better knowledge of what’s happening”, “We think...”*

#### **11.4.3 Workforce Analytics:**

*is a higher level of engagement about what the data means now and in the future. This involves:*

- *Determining what’s happening (or will happen) in the workforce by measuring probable causes and likely repercussions (scenarios)*
- *Using Techniques: scenario planning, regression analysis, structural equation modeling, Markov analysis, etc.*
- *Deliverable: **Insight** – knowledge with advisable actions*
- *“We know what will likely happen and why it’ll likely happen”*

Departments need to ensure that several core practices are built on a foundation for introducing human capital measurement by proving credibility, return and internal value and interest. This may be achieved if they:

#### **Establish Data Integrity**

- *Dedicate resources to verify accuracy*
- *Specify organisational structures in the format understood by your audiences*
- *Communicate data sources and verification processes*

#### **Show Utility of Human Capital Metrics via a Case Study**

- *Create change imperative tied to business issues*
- *Present analysis of hot topics (e.g., new hire retention, absenteeism)*
- *Leverage success in one division to drive “pull” in others*

**Tailor Subsequent Waves of HR Metrics Value Roll-Out to Different Audiences**

- *Identify different user groups*
- *Explain how they will make use of measurement capabilities*
- *Address their points of potential resistance*

**11.5 HR Reporting**

*HR Reporting is central to meaningful utilisation of HR analytics and metrics. It has three dimensions which target different internal and external audiences and uses different types of information they are:*

**11.5.1 Administrative Reports**

*These are mostly one dimensional and static volume based list reports which often cannot be easily manipulated.*

**11.5.2 Professional and Managerial**

These are predominantly numerical/ quantitative type reports that are multidimensional. The report has the ability to change dimensions instantly and the ability to drill up or down organisational structures or analytical dimensions

**11.5.3 Strategic Reports**

These reports are high level reports with key recommendations in terms of skills shortages, new strategic HR direction needed by the department – based on analysis and synthesis of qualitative & quantitative data. They are impact or action- oriented often in the form of Key Performance Indicators (KPI's)

## 12 TRANSVERSAL LEVERS OF ACTION: KEY GOVERNMENTAL INITIATIVES

The HR Planning strategic framework has transversal levers of action that include key government initiatives, sub-programmes, and strategic focus areas that must be carried-out in the implementation of the framework. This section is the core of this strategic framework and consists of the following four key governmental initiatives:

- **Capacity-development**
- **Organisational support**
- **Governance**
- **Economic development**

Each of these four government initiatives and the **three** strategic programmes are outlined and discussed below.

### 12.1 *Capacity-development initiatives*

Building human capital for high performance to ensure enhanced service delivery is one of the pillars of this HR Planning Strategic Framework. Capacity-development must be seen in its variety of forms to ensure that the right set of training and development options are explored in response to the needs of the departments to drive their HR Planning processes. Within the public service, there is a critical need to develop human capital capacity and to provide the necessary infrastructure to efficiently and effectively conduct HR Planning.

It has been mentioned that cross-cutting support structures and systems are a vital core in conducting HR Planning, hence the importance of linking HR Planning and HR Development to developing capacity in people. Capacity-

development therefore remains one of the critical initiatives that underpin the achievement of objectives of all of the strategic programmes within this Conceptual Framework for HR Planning.

It is the responsibility of the Public Service to ensure that all employees are provided with access to opportunities for developing individual capacities to operate at the required level within the department. This will ensure that departments have the necessary capacity to develop and implement their respective HR Plans without relying on services provided by expensive consultants.

## **12.2 Organisational Support initiatives**

Organisational Support Initiatives, in this instance, refers to the integrated operational aspects of the departments upon which a holistic HR Planning function is dependent. While these may not necessarily be direct functions or concerns of HR Planning, they need to be integrated in all the departmental planning processes to ensure effective HR Planning. By virtue of the cross-cutting nature of the HR Planning portfolio, every other function within a department has to play its role effectively to ensure the achievement of HR Planning strategic goals.

The management and success of HR Planning in the Public Service depends on the extent to which departmental support structures and systems are applied. While the fundamental principle of HR Planning is to ensure that the required number of employees with the required competencies is available when needed, it cannot be isolated from departmental efforts to attract, recruit, and retain a competent workforce.

This will ensure proper implementation of Talent Management strategies in terms of managing employee performance and proper utilisation of their skills and competencies, hence an integrated approach. This very core element is what constitutes effective mainstreaming of departmental

planning processes and organisational support initiatives critical for ensuring that structures, systems, and processes are put in place for this to happen effectively and efficiently.

### **12.3 Governance Initiatives**

Governance refers to the processes and systems by which an organisation operates and government is established to administer these processes and systems. One of the legal mandates of the *dpsa* is to promote the transformation of the entire public service. To achieve this, it will require putting in place processes and systems which will become the norms and standards to be complied with.

This highly prioritized area of good governance should be exercised at all levels of government, both at policy and operational level, as well as at national, provincial, and local level. It should also be visible departmental within the respective branches, components, and units. While governance may be driven from the top, the successful implementation of the strategic framework must be carried-out at all levels of the department.

Governance initiatives should also be linked to interventions to be implemented to track service delivery progress, to promote accountability, quality and integrity, as well as impact assessment of services rendered. There are many focus areas of good governance in the implementation of the HR Planning Strategic Framework, and in this instance eight are being prioritised. These are considered to be the key areas of intervention which can accrue the highest added-value in strengthening national structures and performance outcomes for HR Planning.

### **12.4 Economic Growth and Development Initiatives**

*Economic Growth and Development Initiatives* seek to respond to the millennium development goals and the developmental state agenda of

government. In its overall agenda, government seeks to build an economically vibrant state and to address the many challenges that affect its people. Among the most important national goals for the next decade, within the context of HR Planning, is skills development.

Government's attempt to achieve its set objectives is hindered by the low skills level of its public service in strategic areas. This results in backlogs in service delivery initiatives. Many government programmes and initiatives are undertaken in skills development in response to the general absence of people with appropriate skills for driving the developmental state agenda. Public Service efforts that have been put in place to drive the developmental agenda of the country must be geared towards boosting employment levels, alleviating poverty, and enhancing the skills base of the population. It is within these objectives that this strategic framework can find its base and locate itself.

It is the purpose of this strategic framework to provide a collective, shared, integrated and coordinated response to HR Planning, so that public service programmes can take cognisance of the developmental priorities upon which this framework has been conceived. Collective efforts are necessary to ensure the achievement of these strategic goals. The success of these developmental initiatives depend on the clarity with which they are understood; the organisational space that is created for their implementation; the extent to which the Public Service response is sufficiently integrated and streamlined; and finally, the human resource capacity and ability in the respective departments which is needed to make a contribution to the achievement of national goals and priorities.

### **13 PROGRAMME PERFORMANCE**

Departmental strategic plans involve a process of strategic planning as required by both the Public Service Regulations and the Treasury Regulations. National Treasury also released the *Framework for Managing*

*Programme Performance Information* which departments must ensure compliance with. The aims of this framework are to:

- Clarify definitions and standards for performance information in support of regular audits of such information where appropriate.
- Improve integrated structures, systems, and processes required to manage performance information.
- Define roles and responsibilities for managing performance information.
- Promote accountability and transparency by providing Parliament, Provincial Legislatures, Municipal Councils, and the public with timely, accessible, and accurate performance information.

The Framework for Managing Programme Performance Information also ensures that departments understand;

- The importance of performance information as a management tool,
- The link between this framework and the Government-wide Monitoring and Evaluation System,
- The role of performance information in planning, budgeting, and reporting,
- The key concepts, including the criteria for good performance indicators,
- An approach to developing performance indicators,
- The capacity required to manage and use performance information,
- The role of key government institutions in performance information management, and
- The publication of performance information.

Performance information plays a growing role in budget allocations and will increasingly be used to monitor service delivery. This means the information must be accurate, appropriate, and timely.

The Public Service Regulations, 2001 and to some extent, the Treasury Regulations, determine and prescribe the content of strategic planning processes to be embarked upon by departments.

It is evident that programmes and projects are initiated and designed to address problems and challenges identified in enhancing service delivery and to fulfill the mandate of the Government. This, in the context of national and provincial departments, includes alignment of Medium-Term Strategic Framework (MTSF), Millennium Development Goals (MDGs), Strategic Planning, Business and Operational Plans, Programme of Action, Programmes and Annual Reporting. Planning in government is critical and has to take into account the reality of different cycles.

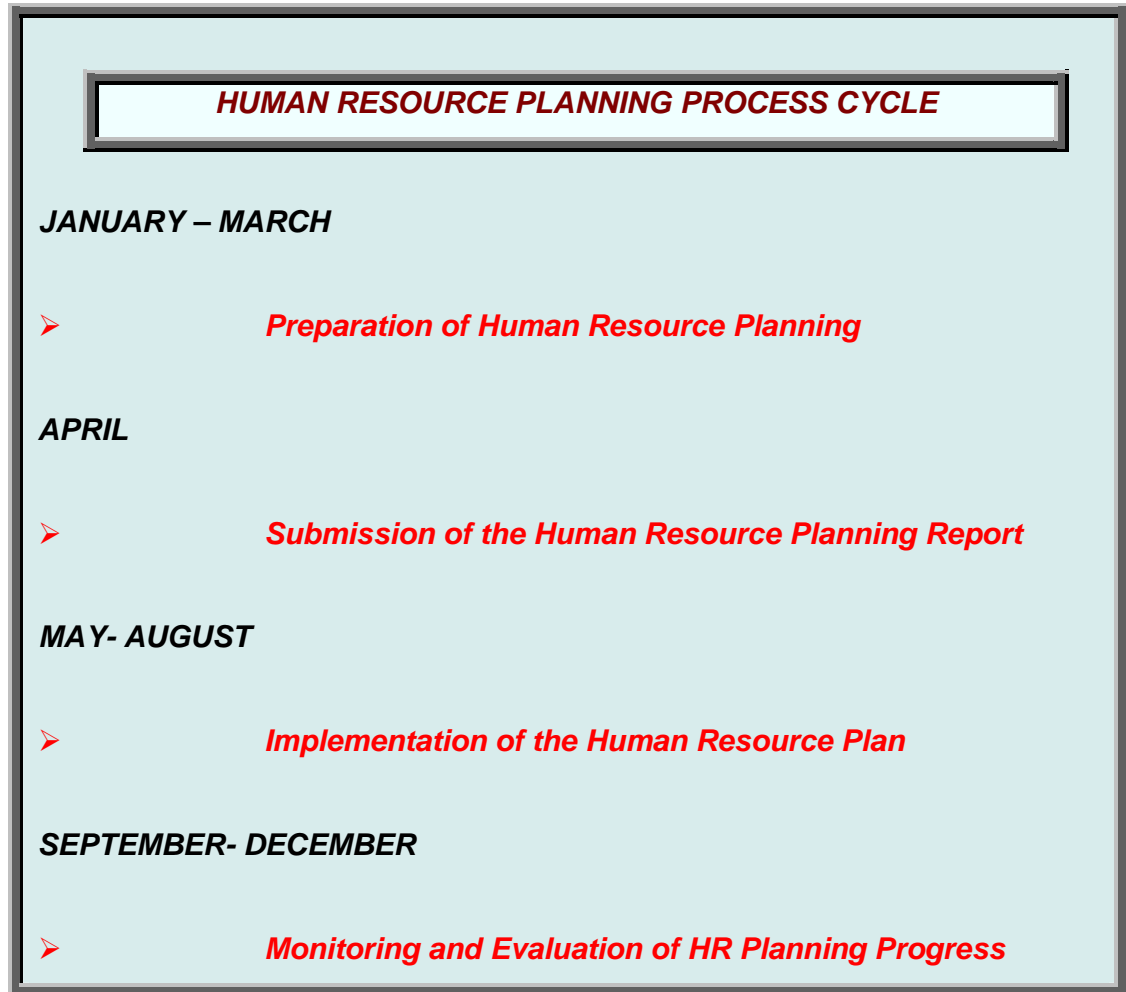
Key amongst these planning processes is the five-year MTSF and the MTEF cycle which is a three-year rolling budget that is reviewed annually. Linked to the MTEF, are the various human resource management and development interventions designed to management human capital talent and organisation performance.

### **13.1 Strategic HR Planning cycle process**

The following figure represent the proposed Human Resource Planning process cycle, which further takes into account the reporting requirements.



**Fig.11: Human Resource Planning Process Cycle**



The aforementioned proposal of the HR Planning process should as much as possible be linked to the activities on the Integrated Financial Management System (IFMS) once approval for its implementation has been obtained. This process will ensure proper monitoring and evaluation of departmental HR Planning activities on an on-going basis, which will also assist in the development of the macro HR Plan for the public service.

### **13.2 Programme of Action (PoA)**

The Programme of Action, commonly known as the POA, is a government-wide monitoring and evaluation system that has been

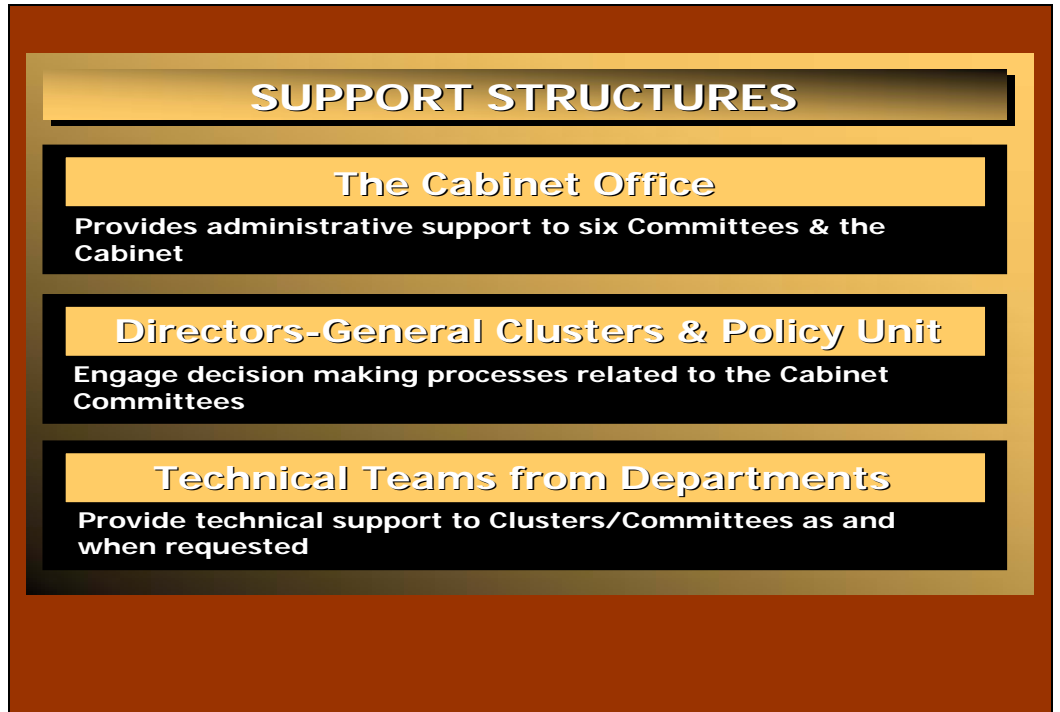
introduced to monitor the progress of programmes of all government departments and is structured in terms of the 6 clusters of government namely the Governance and Administration Cluster; Social Cluster; Justice Crime Prevention and Security Cluster; Economic Cluster; Investment and Employment and International Relations, Peace and Security Cluster. This cluster system also enables departments to deal with programmes in an integrated manner and to break any silo mentality that might exist in the public service.

### **13.3 Responsiveness to Millennium Development Goals (MDGs)**

The main goals for programme performance is to priorities, address and achieve the Government's Millennium Development Goals. It is therefore important that all HR Planning initiatives, its objectives, outcomes, and practices are geared towards responding to the MDGs. In response to the many challenges facing development programmes due to the lack of professionals trained in interdisciplinary approaches to problems solving, the programme on the MDG focuses on proposing an interdisciplinary approach in dealing with issues directly related to development.

In order to ensure that the public service responds positively to the achievement of the MDGs, it is imperative that HR Planning is effectively conducted to attract and retain the right caliber of employees to this Government intervention and other relevant initiatives for the better life of all the people of South Africa. The following figure illustrates the cabinet support structures to deal with MDGs in a holistic manner.

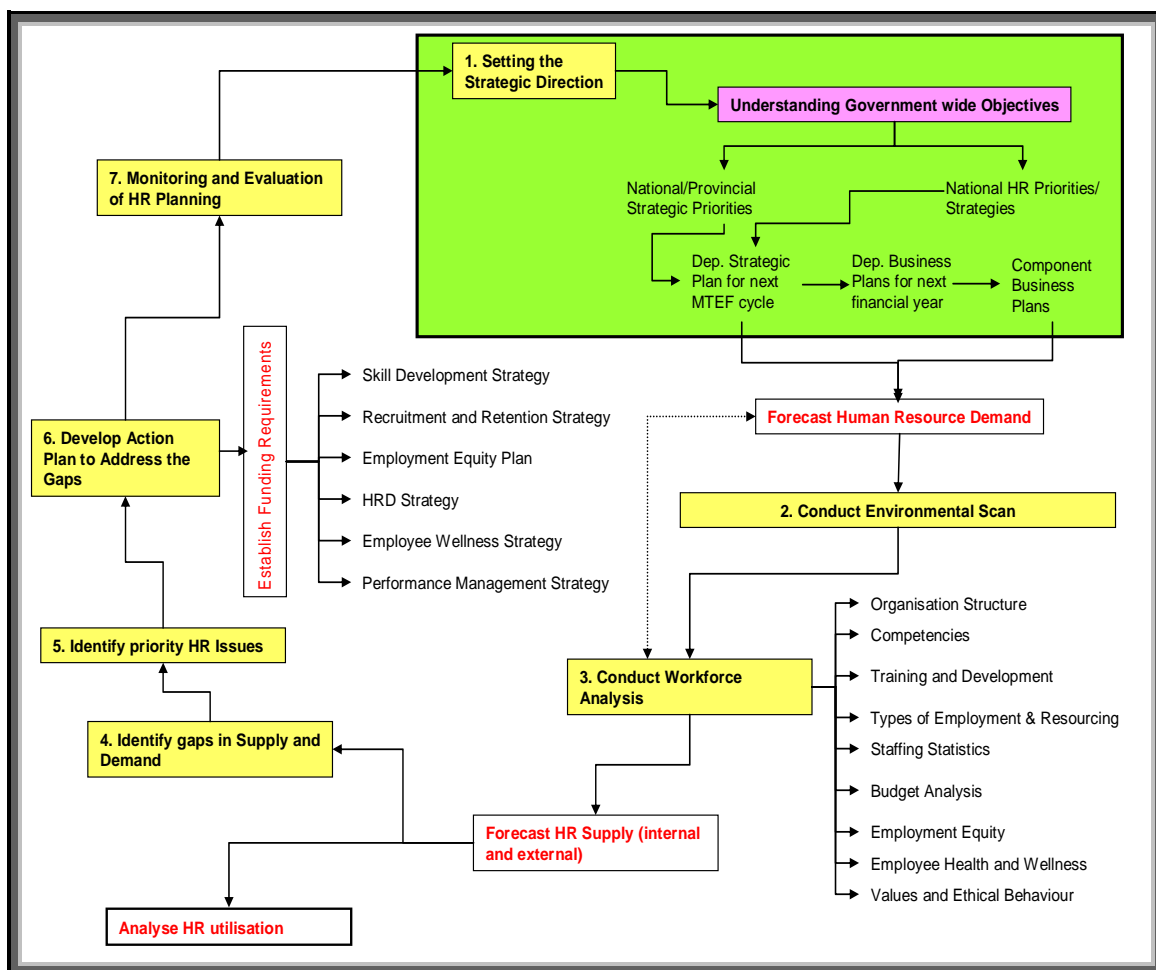
**Fig. 12: Cabinet Support Structures**



## 14 HR PLANNING PROCESS METHODOLOGY

*Fig. 13* below illustrates the methodological framework for HR Planning within the Public Service. The HR Planning process is essentially a cyclical one and involves the constant integration of departmental business and HR Planning specific activities, as well as feedback on the implementation of the HR Plan overall.

**Fig. 13: HR Planning process methodology**



The HR Plan **must be aligned** with the strategic priorities of government as well as the departmental strategic plan. The HR Planning methodology comprises of **seven major components** with additional steps aimed at assisting HR Planners to achieve the outputs for each component. **The detailed description of this process methodology is available on the HR Planning Guideline.**

## **15 CAPACITY-DEVELOPMENT FOR THE HR PLANNING FRAMEWORK**

The public service is faced with a challenge of limited capacity to understand and integrate government strategies with departmental strategic and operational plans, including the Integrated Developmental Plans (IDPs), and Provincial Growth Developmental Plans (PGDPs). This on the other hand has a major impact on the department's capabilities to develop and implement their respective HR Plans.

Departmental work-plans which are designed to translate into organisational performance and therefore performance management are not always aligned to the Government's Programme of Action. This has serious implications on the achievement of government strategies and departmental strategic objectives in enhancing service delivery. The main cause for the desegregation of activities within the public service is failure by departments to appropriately and effectively integrate their planning processes as it is a requirement with Human Resource Planning.

With the conversion of SAMDI into a Public Service Academy, a lot is expected from them to drive the training and development programmes that will ensure that organisational performance and government's Programme of Action is prioritised. Their programmes should as much as possible be outcome-based and be practical in nature so that learning and knowledge gained is transferred into the workplace.

Currently, most training and development programmes are very theoretical. By so doing, the level of proficiency in enhancing service delivery, achieving organisational performance and government's Programme of Action will be realised. It is a fact that the dpsa does not have adequate human capital capacity, and thus cannot afford the luxury of providing Human Resource Planning training throughout the public service, but on an ad-hoc basis.

The capacity-development initiatives have been included in all four strategic programmes, i.e. HRPP, HRIS, and HR Targeting focusing on the following:

- Fostering learning and innovation.
- Enhancing competency in OS.
- Human Resource Planning knowledge frameworks.
- Human Resource Information System knowledge framework.
- Human Resource Planning and Information System knowledge frameworks.

Amongst the capacity building programmes that have been initiated by government and its partners intended to assist leaders and managers are the Accelerated Development Programme and the Executive Leadership and Development Programme, to mention the few.

The curriculum for these programmes entail discussions and analysis of different processes of Strategic Planning and Management, Strategic Human Resource Management and Planning, Programme and Project Management, Leadership and Good Governance, Research Methodology for SMS in the public sector, Finance Management and Budgeting, Policy Formulation and Implementation, Communication and Customer-Focused Strategies, Change Management, and SA Economy in a Global Context.

These programmes are very much aligned to the HR Planning practices as they set the foundation for its development and implementation. This is not an exhaustive list of running government-initiated programmes; more can be accessible through institutions like sandi, etc.

## 16. OUTLINE OF THE GENERIC IMPLEMENTATION PLAN FOR HR PLANNING STRATEGIC FRAMEWORK

The objectives and sub-objectives outlined hereunder are based on the results of the review, concepts and principles set forth in the preceding sections of this document. A detailed outline of the HR Planning Strategy is presented under this section.

The strategy is presented here as a thumbnail sketch of what will be accomplished. The strategy is divided into four main objectives consistent with the four pillars depicted in the conceptual framework. For instance, *the table below* presents a description of each of the items covered in outlining each sub-objective of the strategy. For each objective, sub-objectives and activities are outlined. The sub-objectives are essentially the key focus areas that are depicted in the boxes of each pillar of the conceptual framework.

The activities, as outlined in the tables to follow, seek to elaborate on the priorities and interventions that are intended to achieve each strategic objective and its associated sub-objectives. Also described in the table for each sub-objective is the rationale for the approach to be undertaken in achieving the intended outcomes. These, together, seek to clarify the meaning, scope and reach of the sub-objective outlined. When completed, the outline for each sub-objective represents a guide or road map for implementation.

The **four objectives of the HR Planning Strategy** are as follows:

- i) *To identify and rectify pertinent HR Planning capacity building gaps.*
  
- ii) *To provide a framework for HR Planning policies and guidelines in order to ensure that the Public service is*

*able to recruit, manage and retain employees of the highest quality.*

*iii) To ensure that HR Planning processes and practices within departments are functioning effectively to enable an adequate level of planning, and compliance with HR Planning prescripts in the public service.*

*iv) To address human capital skills challenges that hampers the execution of service delivery initiatives and interventions in the public service.*

DRAFT



**16.1 Outlining content structure for the HR Planning strategy**

<b>AREA OF PRESENTATION</b>	<b>INTENT AND DESCRIPTION</b>
1. Strategic objective	The strategic objectives are the objectives noted to represent each pillar of the strategy as presented in the conceptual framework diagram. There are four strategic objectives – one to represent each pillar of the strategy. The strategic objective is identified on the outline of each sub-objective.
2. Sub-objective	Each pillar of the strategy is divided into the interventions or initiatives which are embodied in that pillar. Each intervention or initiative is presented as a sub-objective. These sub-objectives are the focal points of the strategic framework and the basis of the activities to be undertaken. The sub-objectives are analysed and presented to ensure that the practical implications of each is clear.
3. Success indicators	Success indicators are the performance expectations for each sub-objective. They seek to identify exactly what outcomes are expected as a result of the intervention made.
4. Rationale and strategic focus	The rationale and the strategic focus seek to present the justification for undertaking the initiative and the sub-objective. It presents the reason why the initiative was selected from a host of other interventions which could have been made.
5. Approach	The approach presents a brief statement about the manner in which the sub-objective will be accomplished. It is the method, the course of action or the strategy for accomplishing the sub-objective. The statement of approach is critical since it gives meaning to the sub-objective. In many cases, the objective will be unclear until the statement of approach is presented. There are many options available for undertaking the initiatives and interventions noted. The approach section seeks to sketch the manner in which the sub-objective will be accomplished. In some cases, it seeks to note the manner in which responsibilities will be allocated.
6. Activities	The activities associated with the particular sub-objective are the specific actions that will be undertaken in order to accomplish the sub-objective in reference. These activities are the items that will eventually be subjected to the timeframes, support and monitoring and evaluation. In spite of this, however, the activities noted are not exhaustive, and may not be tailored to the specific circumstances of the respective Department. In this regard, when the Department presents its plan to respond to the strategic framework it may be necessary to include activities that are not listed here. It will be noted on each sheet that the listing of activities also assists in clarifying what is intended with the sub-objective being outlined.

## 16.2 Implementation plan

<b>Strategic Objective 1:</b> <i>To identify and rectify pertinent HR Planning capacity building gaps.</i> <b>CAPACITY BUILDING</b>	
Sub-Objective 1.1	Success Indicators
<p>To ensure that the right set of training and development options are explored in response to the needs of the departments to drive their HR Planning processes.</p>	<ul style="list-style-type: none"> <li>• Each department is familiar with the guidelines and reporting template.</li> <li>• Each department follows process utilising guideline as outlined by DPSA.</li> <li>• Each department ensures enhanced service delivery in support of the pillars of HR Planning Strategic Framework</li> <li>• Each department as part of its WSP, plans for training in HRP</li> </ul>
<b>Rationale and Strategic Focus</b>	
<p><i>Currently there is a critical need to develop for departments to have the requisite capability and capacity to conduct HR Planning within the public service efficiently and effectively.</i></p> <p>The strategic focus here is the promotion of a sustainable approach to HR Planning capacity building in the Public Service.</p>	
<b>Approach</b>	
<p><b>The objective to be attained here is the independent development of HR plans by departments. Guidelines developed by DPSA. - Workshops and training through SAMDI and the Public Service Academies will contribute.</b></p>	
<b>Activities for Sub-Objective 1.1</b>	
<p><b>1.1.1 To develop specific training modules in relation to HR Planning.</b></p>	
<p><b>1.1.2 Workshops to be conducted public service wide.</b></p>	
<p><b>2.1.3 Departmental HR Planners are identified and sent for training.</b></p>	

<p>Strategic Objective 2:  <b>To provide a framework for HR Planning policies and guidelines in order to ensure that the Public service is able to recruit, manage and retain employees of the highest quality.</b></p> <p><b>ORGANISATIONAL SUPPORT</b></p>	
Sub-Objective 2.1	Success Indicators
<p><b>2.1 the supply and demand of Human Resources to the Public Service</b></p>	<ul style="list-style-type: none"> <li>• Each department has an adequate strategy for managing the supply of its scarce and critical skills</li> <li>• Departments in the respective sectors have no gaps in terms of scarce and critical skills</li> <li>• Departments in respective sectors together with the relevant SETA have collaboratively produced a strategy on the supply pipeline for relevant skills in the Sector</li> <li>• Each department has relevant MOUs in place to manage the skill supply pipeline</li> <li>• Working collaboratively with the National and Provincial Education Departments , departments use schools as the initial source in building a viable supply pipeline</li> </ul>
<p><b>2.1 To promote effective Human Resource Planning in terms of integrated HR Planning in the public service. By virtue of the cross-cutting nature of the HR Planning portfolio, every other function within a department has to play its role effectively to ensure the achievement of HR Planning strategic goals.</b></p>	<ul style="list-style-type: none"> <li>• Each department has established an HR Planning structure that reports to management</li> <li>• the departments effectively and efficiently manage:                             <ul style="list-style-type: none"> <li>- Strategic human resource decisions.</li> <li>- Competency and skill requirements.</li> <li>- Workforce demographics and projections.</li> <li>- Human resource expenditure.</li> <li>- Workforce growth and change.</li> <li>- Budget.</li> <li>- changes in programmes</li> </ul> </li> </ul>
<p>Rationale and Strategic Focus</p>	

Strategic Objective 2:  
***To provide a framework for HR Planning policies and guidelines in order to ensure that the Public service is able to recruit, manage and retain employees of the highest quality.***

**ORGANISATIONAL SUPPORT**

***To ensure that the department has the necessary structure and resources to deliver on its mandate and achieve its strategic objectives.***

The strategic focus here is the promotion of the establishment of high level structures and reporting lines for HRP

Approach

The objective to be attained here is the ***development of guidelines on HR Planning. DPSA to provide advice and guidance on specific areas of concern to the relevant stakeholders and to report on the HR Planning Capacity/capability of departments.***

Activities for Sub-Objective 2.1

***2.1.1 Interact with departments when requested for purposes of assisting them in developing their HR Planning.***

***2.1.2 Assist departments in establishing internal HRP structures***

***2.1.3 Guidelines are put in place for managing the supply of skills internally.***

<p align="center"><b>Strategic Objective 3: To strengthen &amp; support departmental HRP compliance Governance.</b></p>	
Sub-Objective 3.1	Success Indicators
<p>3.1 To ensure that the departments comply with HRP Regulatory requirements.</p>	<ul style="list-style-type: none"> <li>• All departments have submitted a HR plan and implant it</li> <li>• All departments adhere to a high standard of professional ethics.</li> <li>• All departments plan within available budgeted funds for the recruitment, retention, deployment, and development of human resources according to departmental requirements.</li> <li>• Assess the human resources necessary to perform departmental functions</li> <li>• Assess existing human resources by race, gender, and disability, as well as by occupational categories, skills levels organisational components, and grade levels.</li> </ul>
<p>Rationale and Strategic Focus</p>	
<p><b>The departments must develop and report on a HR Plan</b></p>	
<p><b>The strategic focus here is the promotion of compliance in the Public Service.</b></p>	
<p>Approach</p>	
<p><b>The dpsa will develop National and Provincial as well as cluster reports in terms of HR Plans received, in process and evaluated.</b></p> <p><b>The dpsa shall provide these reports and findings thereto to the OPSC</b></p>	
<p>Activities for Sub-Objective 3.1</p>	
<p><b>3.1.1 Departments develop plans</b></p>	
<p><b>3.1.2 departments submit plans to dpsa</b></p>	
<p><b>3.1.3 dpsa develops status reports per National, provincial and cluster</b></p>	
<p><b>3.1.4 Reports are analysed and evaluated with feedback provided to departments</b></p>	

<p>Strategic Objective 4:  <b><i>To address human capital skills challenges that hampers the execution of service delivery initiatives and interventions in the public service.</i></b></p> <p><b><i>ECONOMIC GROWTH AND DEVELOPMENT</i></b></p>	
<p>Sub-Objective 4.1</p>	<p>Success Indicators</p>
<p>4.1. To ensure that Government's attempt to achieve its objectives are hindered by the low skills level in public service in strategic areas i.e. increase HR supply</p>	<ul style="list-style-type: none"> <li>• The vacancies in departments are reduced</li> <li>• More efficient recruitment practices established</li> <li>• Departments have HR early warning systems</li> <li>• The training programmes are based on the PDPs which are in turn based on accurate competency assessment data.</li> <li>• There is a follow-through on the implementation of the PDP in relation to short, medium and long term programmes with specific focus on the competency framework.</li> <li>• All managers in the department have gone through an induction programme specific to and facilitated by the department.</li> <li>• The department/province identified a diverse pool of high –potential leaders through a fair and accurate nomination process.</li> <li>• The department/province has appropriate policies for short, medium and long term training programmes.</li> <li>• All managers entering the Public service are effectively orientated and inducted with specific training material designed by SAMDI.</li> </ul>
<p>Rationale and Strategic Focus</p>	
<p><b>The supply of skills should be more directly managed so as to enable the Public Service to maintain a sufficient and capable skills base. Initiatives and agreements must be undertaken to ensure the availability of talent to undertake the responsibilities of the respective Departments.</b></p> <p><b>The strategic focus here is the promotion of a proactive approach to recruitment and staffing in the Public Service.</b></p>	
<p>Approach</p>	

Strategic Objective 4:  
***To address human capital skills challenges that hampers the execution of service delivery initiatives and interventions in the public service.***

***ECONOMIC GROWTH AND DEVELOPMENT***

The objective to be attained here is the continuous supply of skills to the Public Service in appropriate occupational areas, and in the quality and quantity desired by various sectors of the Public Service.

Activities for Sub-Objective 2.1

***4.1.1 Design policies and guidelines to respond to orientation, induction, coaching, mentoring, sabbaticals and exchange programmes in conjunction with SAMDI***

***4.1.2 Establish partnerships with higher education institutions through SAMDI***

***4.1.3 Departments report on HR analytics and metrics.***

<p>Strategic Objective 5:  <b><i>To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&amp;D practice.</i></b></p>	
<p>Sub-Objective 5.1</p>	<p>Success Indicators</p>
<p><b>5.1 To promote effective Human Resource Planning in terms of the supply and demand of Human Resources to the Public Service</b></p>	<ul style="list-style-type: none"> <li>• Each department has an adequate strategy for managing the supply of its scarce and critical skills</li> <li>• Departments in the respective sectors have no gaps in terms of scarce and critical skills</li> <li>• Departments in respective sectors together with the relevant SETA have collaboratively produced a strategy on the supply pipeline for relevant skills in the Sector</li> <li>• Each department has relevant MOUs in place to manage the skill supply pipeline</li> <li>• Working collaboratively with the National and Provincial Education Departments , departments use schools as the initial source in building a viable supply pipeline</li> </ul>
<p>Rationale and Strategic Focus</p>	
<p><b>The supply of skills should be more directly managed so as to enable the Public Service to maintain a sufficient and capable skills base. Initiatives and agreements must be undertaken to ensure the availability of talent to undertake the responsibilities of the respective Departments.</b></p> <p><b>The strategic focus here is the promotion of a proactive and investment approach to training in the Public Service.</b></p>	
<p>Approach</p>	
<p><b>The objective to be attained here is the continuous supply of skills to the Public Service in appropriate occupational areas, and in the quality and quantity desired by various sectors of the Public Service. It is anticipated that each sector will have its unique approach to manage skills supply; but there will be generic approaches which can be generally applied. Leadership will be provided by DPSA, the respective SETAs</b></p>	



Strategic Objective 5:  
***To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&D practice.***

and by specially designated service providers and research institutions in providing sectoral assistance in skills supply management. Skills supply management activities will be identified and published for each sector of the Public Service, and general guidelines will be put in place by DPSA for managing skills supply from talent within the organisation. Skills supply management here is a multi-faceted approach which will include recruitment strategies; establishing partnerships for the continuous supply of talent; use of learnerships and internships; talent management within the organisation; creative use of scarce skills; retention programmes; marketing in educational institutions; and streamlined education and training programmes within organisation

Activities for Sub-Objective 5.1

***5.1.1 Skills supply alternatives are identified for each sector per occupational class***

***5.1.2 SETAs in the respective sectors provide support and assistance in the development and implementation of viable strategies to manage the supply pipeline in the respective sector***

***5.1.3 Guidelines are put in place for managing the supply of skills internally.***

***5.1.4 Service providers are recruited to assist in skill supply management in the various sectors of the Public Service***

<b>Strategic Objective 5: To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&amp;D practice.</b>	
<b>Sub-Objective 5.2</b>	<b>Success Indicators</b>
<b>5.2 To promote effective Human Resource Planning in terms of the demand for skills and training in Public Sector organisations</b>	<ul style="list-style-type: none"><li>• Skills audits are conducted by each department as a basis for planning HRD and attainment of strategic objectives</li><li>• Each department has succession plans for key posts</li><li>• Studies are conducted to determine the skills needs and profile of each sector</li></ul>
<b>Rationale and Strategic Focus</b>	
<p><b>Training in the Public Service should be demand-led so that there could be the highest return on investment for training.</b></p> <p><b>This must be an ongoing process.</b></p> <p><b>Available technologies must be applied to assess demand on an ongoing basis. This process must be a multi-method process to ensure the accuracy of the data outcomes.</b></p> <p><b>The strategic focus here is an investment orientation to training.</b></p>	
<b>Approach</b>	
<p><b>Assessing demand for skills is not a one time event but a routine and ongoing activity which keeps the organisation constantly aware of its skills base and skill needs. In this regard, therefore, organisational routines should be developed so that this constant awareness is maintained. Assessing skills demand will begin with skills audits, competency assessments, training needs analysis and an assessment of the factors which effect demand, e.g. attrition rates by various categories, the effect of HIV and AIDS and the age profile for critical occupational classes, among others. Initial studies are done in order to generate awareness on the demands of skills and constitute the basis of an approach to demand management. Ongoing routines are to be institutionalised and undertaken by line managers as part of their management responsibilities. While the respective SETAs and the DPISA will provide leadership and guidance in this area, the primary responsibility lies with the respective Departments.</b></p>	

<p>Strategic Objective 5: <b><i>To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&amp;D practice.</i></b></p>
<p>Activities for Sub-Objective 5.2</p>
<p><b><i>5.2.1 Studies are conducted on skills demand for departments of Government in specific sectors</i></b></p>
<p><b><i>5.2.2 Each department prepares a table and report on current and projected demand for skills</i></b></p>
<p><b><i>5.2.3 Each department reports annually on its capacity to meet the demands for critical skills</i></b></p>
<p><b><i>5.2.4 Each component of the department maintains, on a routine basis, the training needs of its employees</i></b></p>
<p><b><i>5.2.5 Skills demand considerations are addressed in the WSP</i></b></p>
<p><b><i>5.2.6 A handbook of skills demand assessment and management is developed and the respective SETA assists departments in managing skills demand</i></b></p>

<p>Strategic Objective 5:  <i>To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&amp;D practice.</i></p>	
<p>Sub-Objective 5.3</p>	<p>Success Indicators</p>
<p><b>5.3 To promote Systems for managing the skills supply pipeline and for retention and scarce skills management in order to sustain capacity in the Public Service</b></p>	<ul style="list-style-type: none"> <li>• All departments have a skills retention and scarce skills plan – even as part of an HRD and HRP Strategy.</li> <li>• All Departments in the respective sector are fully capacitated with the relevant scarce skills</li> <li>• All Departments have agreements and processed in place to manage the supply of skills</li> </ul>
<p>Rationale and Strategic Focus</p>	
<p><b>Departments must find ways to ensure a constant supply of high quality skills for their operations.</b></p> <p><b>Recruitment on the open market has become less and less viable for some occupations. In order to maintain skills retention and scarce skills policies must be put in place.</b></p> <p><b>The strategic focus here is proactive engagement to protect investments in training.</b></p>	
<p>Approach</p>	
<p><b>One aspect of skills supply management is the ability to attract, manage and retain scarce and critical skills. Because of the competition in the market place for scarce and critical skills, the Public Service must embark upon strategies to attract and retain talent. This strategy will be undertaken in three ways: knowledge dissemination and support; the adoption of skills retention and talent management strategies; and tracking of success in the maintenance of scarce and critical skills. DPSA will provide leadership through facilitating the sharing of knowledge and exemplary practices, and through the development of formats and systems within their organisations. SETAs will also provide leadership in this regard.</b></p>	

<p>Strategic Objective 5: <i>To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&amp;D practice.</i></p>
<p>Activities for Sub-Objective 5.3</p>
<p><b>5.3.1 Management policies for retention and scarce skills developed</b></p>
<p><b>5.3.2 Workshops held in each sector on the management and retention of scarce skills</b></p>
<p><b>5.3.3 Annual reports are prepared by each department on the retention and management of scarce skills</b></p>
<p><b>5.3.4 Agreements and systems developed to manage the supply and utilisation of skills</b></p>

DRAFT

<p>Strategic Objective 5:  <i>To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&amp;D practice.</i></p>	
Sub-Objective 5.4	Success Indicators
<p><b>5.4 To promote the establishment of systems and processes for the acquisition and management of knowledge and information in support of HRP in the Public Sector</b></p>	<ul style="list-style-type: none"> <li>• All Departments use HRMIS in managing data on HRP and D</li> </ul>
<p>Rationale and Strategic Focus</p> <p><b>Data is important for management and reporting in HRP&amp;D. Means must be put in place to monitor, evaluate and report. This is especially important in light of accountability systems which have been recently established in Government.</b></p> <p><b>The strategic focus here is not only accountability promotion, but also the promotion of overall awareness of HRP&amp;D operations.</b></p>	
<p>Approach</p> <p><b>A routine set of HR information is needed in order to effectively manage HRP&amp;D. Policies, systems and processes must be set up to generate this information and to facilitate its use. There must be ease of access, ongoing support, and reliable means of data collection. The HRMIS will be centrally developed and supported through DPSA. However, application of the HRMIS data to enhance performance and reporting in HRD will be undertaken by the respective Departments. While the intent is to assist each Department, the object here is to develop, eventually, a common National Information System for HR where data can be consistently aggregated on a National basis. The DPSA, in addition to developing the system, will also provide guidelines, a handbook and training on the use of the system. Departments will be able to demonstrate how use of the system has enhanced their capacity to comply and their ability to perform more efficiently.</b></p>	
<p>Activities for Sub-Objective 5.4</p>	

<p>Strategic Objective 5:  <i>To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&amp;D practice.</i></p>	
<p><b>5.4.1 HRMIS is established in each department with components that are adequate for planning and reporting in HRP&amp;D</b></p>	
<p><b>5.4.2 Guidelines and a handbook are developed on the management and use of HRMIS</b></p>	
<p><b>5.4.3 Training is provided on the use of HRMIS in the preparation of annual training reports</b></p>	
<p><b>5.4.4 Ensure effective quality management system for reporting in the Public Service</b></p>	
<p><b>5.4.5 The impact of training on the performance of departments and on the overall performance of the Public Sector is assessed annually</b></p>	
<p>Strategic Objective 5:  <i>To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&amp;D practice.</i></p>	
<p>Sub-Objective 5.5</p>	<p>Success Indicators</p>
<p><b>5.5 To strengthen structures, systems and processes for performance management and development in the Public Service</b></p>	<ul style="list-style-type: none"> <li>• All departments effectively apply PMDS</li> <li>• All employees in Government have PDPs</li> <li>• The PDPs of employees are fully achieved each year</li> <li>• All employees have performance contracts based on the strategic objectives of the respective department</li> </ul>
<p>Rationale and Strategic Focus</p>	
<p><b>PMDS is the key to enhanced performance in the Public Service. It is the framework upon which all performance promotion initiatives could be</b></p>	

Strategic Objective 5:

*To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&D practice.*

linked. HRD is critical in the PMDS cycle because it constitute the “D” in PMDS. In most cases PMDS and HRD are delinked. Measures must be taken to ensure that the planning system works and to ensure the “development” dimension is at the core of performance management.

The strategic focus here is to eliminate fragmentation and compartmentalization.

Approach

Performance management and development activities must inform and support HRP& D planning and programming. While part of the intent of this sub-objective is to strengthen PMDS, its main feature is the link between PMDS and HRD through PDPs and WSPs. The sub-objective, in the end, seeks to ensure that the development aspects of PMDS, as reflected in PDPs, are accommodated in WSPs and the training actually delivered. DPSA has developed the PMDS and has provided ongoing support for its implementation. The area to be strengthened is in terms of HRD linkages. DPSA will therefore continue to provide leadership in terms of strengthening PMSD and preparing guidelines and support for its full implementation. Guidelines will be provided for examining the impact of performance management on service delivery, on the performance actual outputs of managers and on the efficiency and effectiveness of programming training. The outcome is neither in the application of PMDS nor in the training provided, but in the outputs achieved in terms of enhanced service delivery.

Activities for Sub-Objective 5.5

***5.5.1 Support is provided to departments in the application and use of PMDS***

***5.5.2 Support is provided to departments in the assessment and reporting of service delivery performance***

***5.5.3 Criteria established for the service deliver performance of each SMS in the respective departments and these are reflected in measurable objectives in annual performance plans and directorate operational plans***



<p>Strategic Objective 5:  <b><i>To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&amp;D practice.</i></b></p>	
<p>Sub-Objective 5.6</p>	<p>Success Indicators</p>
<p><b>2.2 To ensure adequate availability and use of physical, financial and human resources and facilities</b></p>	<ul style="list-style-type: none"> <li>• All HR practitioners have viable job descriptions with performance standards and indicators</li> <li>• Skills development funds are used for training purposes</li> <li>• Training in the departments is consistent with strategic priorities and scarce skills requirements</li> <li>• All departments have HR plans</li> <li>• Policies and structures are in place to monitor expenditures in training</li> </ul>
<p>Rationale and Strategic Focus</p>	
<p>Regardless of the amount of training provided, performance will not improve until and unless people are provided with the correct resources and facilities to undertake their responsibilities. There must be ongoing assessment of the feasibility of application of content learned.</p> <p>The strategic focus here is the promotion of the link between training and performance.</p>	
<p>Approach</p>	
<p>This strategic objective refers specifically to the manner in which the use of skills levy funding is governed. The object here is to ensure that skills levy funds are appropriately utilized for the purpose of training. To this end, all sub-objectives focus on monitoring and evaluating expenditure in training. Policies, guidelines and associated systems and processes will be developed by DPSA in collaboration with the respective SETAs. Departments will be expected to comply with these guidelines and to submit full reports on the manner in which these funds are utilized.</p>	
<p>Activities for Sub-Objective 5.6</p>	
<p><b><i>5.6.1 Policies and guidelines developed on the use of skills levy funds by</i></b></p>	

<p>Strategic Objective 5: <i>To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&amp;D practice.</i></p>
<p><b>Departments</b></p>
<p><b>5.6.2 A monitoring system and framework is established on the use of skills levy funding by departments</b></p>
<p><b>5.6.3 Annual reports are prepared by departments on the use of skills levy funding</b></p>
<p><b>5.6.4 Support is given to departments on HR planning and the strategic use of HRD to enhance performance</b></p>
<p><b>5.6.5 Develop policies and systems to monitor and evaluate expenditures in training</b></p>

DRAFT

Strategic Objective 6: <i>To ensure that HRP in the Public Sector is effectively governed in order to promote effective implementation of the strategy</i>	
Sub-Objective 6.1	Success Indicators
<b>2.3 To support Public Sector departments in adopting appropriate structures and processes for an effective and efficient HRP</b>	<ul style="list-style-type: none"> <li>• All departments have HRP functions that are effectively located</li> <li>• Strategic role of HRP is enhanced</li> </ul>
<b>Rationale and Strategic Focus</b>	
<p>Organisational structures for HRP in the Public Service vary. The capacity of some Departments to perform is limited by the inappropriateness of their structural arrangements. If there must be continual development in HRP, then structures must serve the purposes intended. Support and leadership are needed in this regard.</p> <p>The focus here is to continue the agenda of strategically positioning HRP to enhance the performance of public organisations.</p>	
<b>Approach</b>	
<p>Another aspect of governance in respect to the HRP strategy is adopting measures which will promote the potential for success in implementation. One critical aspect of success is the capacity of the HRP function in Departments to undertake the responsibility for the success of the HRD strategy. In this respect, the DPSA will provide leadership in examining structures and standards for the effective performance of HRP. In this respect, a model structure for HRP in Departments will be developed and promoted. As part of this structure, positions, responsibilities and qualifications will be defined, performance standards for HRP will be developed and a training and advocacy role will be undertaken in promoting the organisational structures recommended. With collaborative engagements and strategic support, each Department is expected to comply with the provisions provided for the design of organisational structures.</p>	
<b>Activities for Sub-Objective 6.1</b>	
<b>6.1..1 Booklet of the structure and responsibilities of HRP published</b>	
<b>6.1..2 Executive managers attend workshops on the structure, location and use of HRP</b>	
<b>6.1..3 Communication strategy undertaken re the structure and strategic role of HRP</b>	