II INTEGRATED PLANNING

Contents

Further reading

- Manual on Human Resource and Employment Equity Planning
- The Batho Pele White Paper
- The White Paper on Human Resource Management in the Public Service
- The White Paper on Affirmative Action in the Public Service

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INTRODUCTION

SHAPING SERVICES TO CUSTOMER NEEDS

The aim of Integrated Planning is to ensure that we shape our services to meet customer needs. The following planning guidelines are included in Part II of the Guide:

- Batho Pele
- Work Organisation
- Human Resource and Employment Equity Planning
- Delegations and Authorisations.

The guidelines will help you to understand the new approach to integrated planning and make the links between the different forms of planning that are prescribed. You will also see how planning affects the way you manage, for instance, how strategic planning impacts on performance management.

REQUIREMENTS FOR PLANNING

Planning in your department must direct all strategies, plans, practices, procedures and resources at achieving the department's core service delivery objectives.

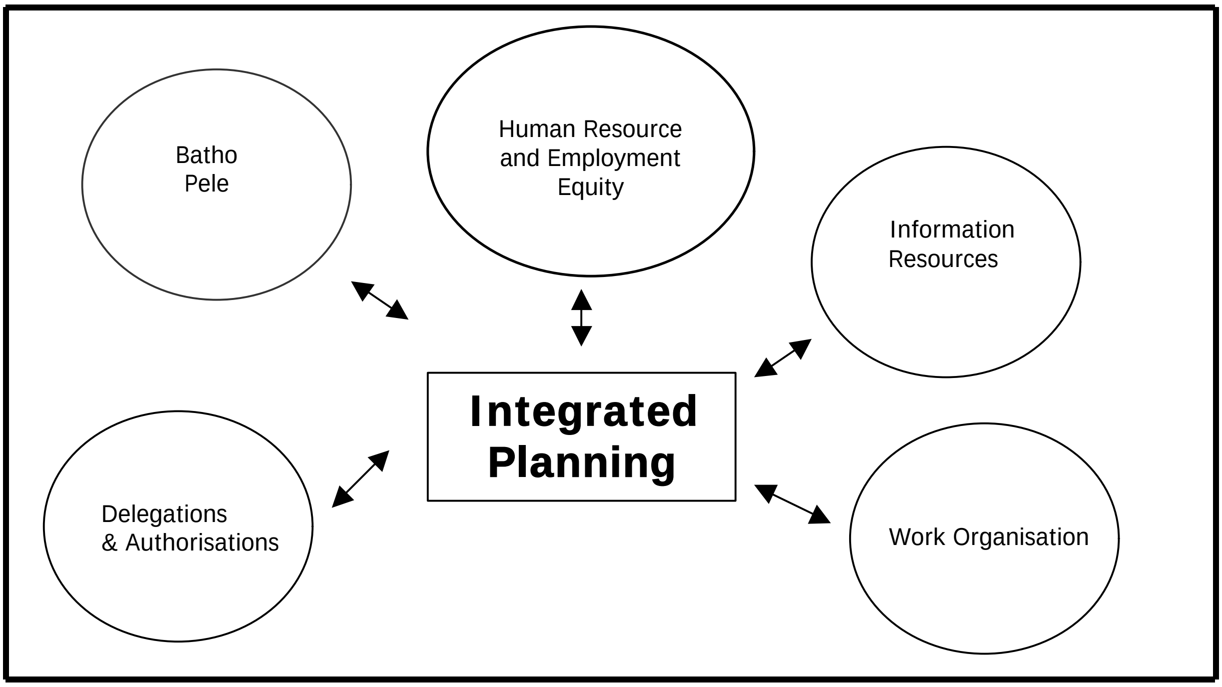
As an executing authority you are required to:

- Integrate planning for the department;
- Regularly monitor and evaluate progress; and
- Report on the results of planning.

Planning

Planning must begin with the strategic priorities of your department, its service delivery needs and mandates. Time your strategic planning in accordance with MTEF budgetary cycles and requirements.

Diagram: Integrated Planning



Once the strategic priorities have been clearly identified, and targets and business plans have been developed, they need to guide your planning in the following areas:

- Service delivery improvement;
- Work organisation;
- Human resource and employment equity, including training;
- Information resources; and
- Delegations.

It is very important to integrate your performance management plans with the rest of your planning and this will be discussed in Part IV of the Guide.

Monitoring

Monitor and evaluate the implementation of your strategic plans as well as progress made in terms of targets and time frames. It may be necessary to institute mechanisms such as performance targets for managers, progress reports and information systems. Take appropriate action where feedback indicates a need to do so.

Reporting

Take note of the reporting requirements in PSR III. J. Conduct your planning, including your information resources planning, in a manner that will facilitate your reporting.

It is important that:

- Everyone throughout your department should understand and commit themselves to achieving your strategic objectives;

- Work organisational changes, including the organisation chart, post establishment, and job descriptions should be made to support the objectives; and

- Strategic objectives should be reflected in all areas of people and resource management, including human resource planning and practices, performance management, training priorities, compensation management and collective bargaining.

The integrated approach to planning will enable personnel throughout your department to manage their resources in an integrated manner. It will also allow procedures and practices to interface with one another. Information determined through one practice could be used to inform another practice.

On the next page you will find a useful diagram that illustrates the integrated planning, implementation and monitoring, and reporting process.

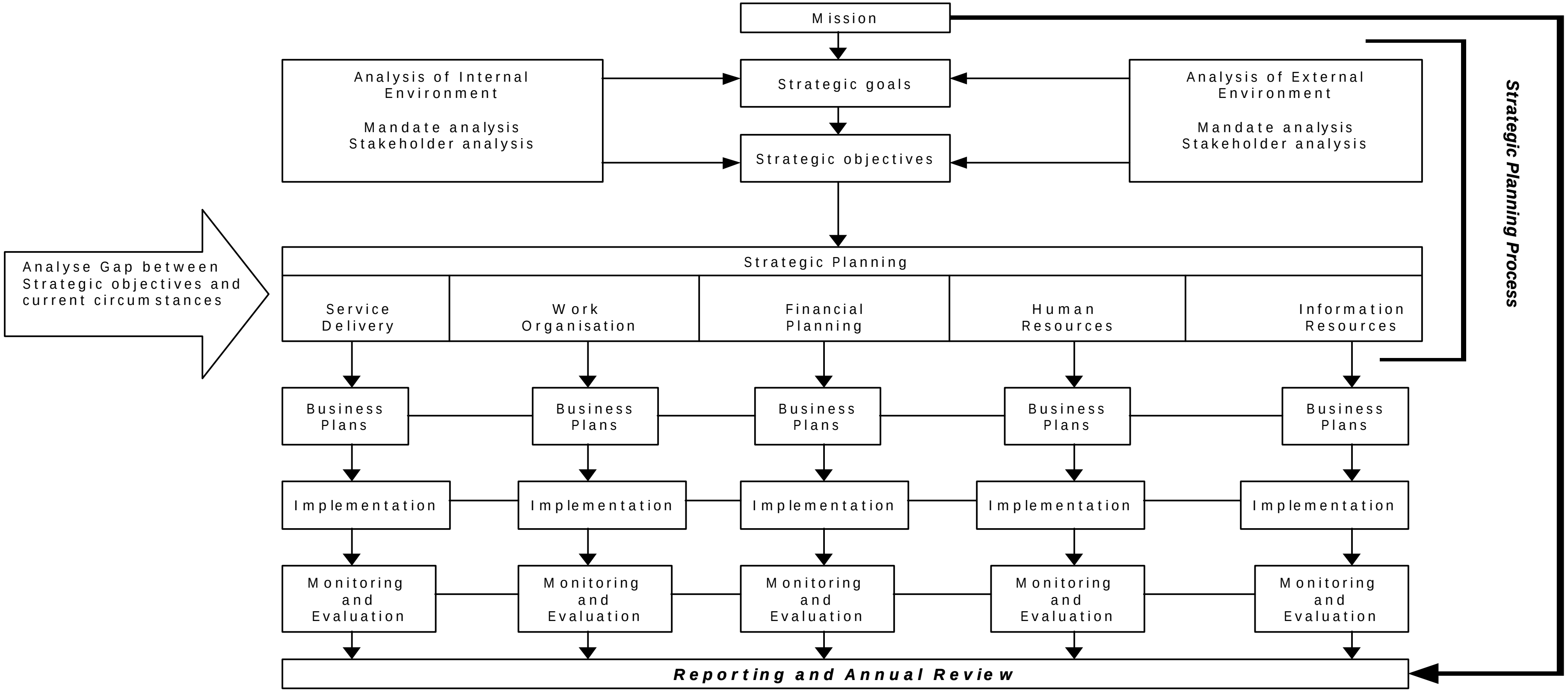


Diagram: Integrated Planning, Implementation and Monitoring, and Reporting Process

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BATHO PELE

IMPLEMENTING A SERVICE DELIVERY IMPROVEMENT PROGRAMME

INTRODUCTION

In line with the need to shape services to meet customer needs, an executing authority must do two things:

- Establish and sustain a service delivery improvement programme; and

- Publish an annual statement of public service commitment.

The statement must indicate the standards of service that customers can expect. It must also explain how the department will meet each of the standards.

This guideline provides you with an outline of the Batho Pele programme which is an 8-step service delivery improvement programme. For more detailed information, you should also read the *Batho Pele White Paper*.

AN 8-STEP STRATEGY

Improving service delivery is a continuous, progressive process, not a once-off task. The diagram below gives an eight-step strategy which you should find useful. The strategy can be used to formulate a programme for a department or for individual components within a department. It can also be applied to customers in your department or the public service, and to the public.

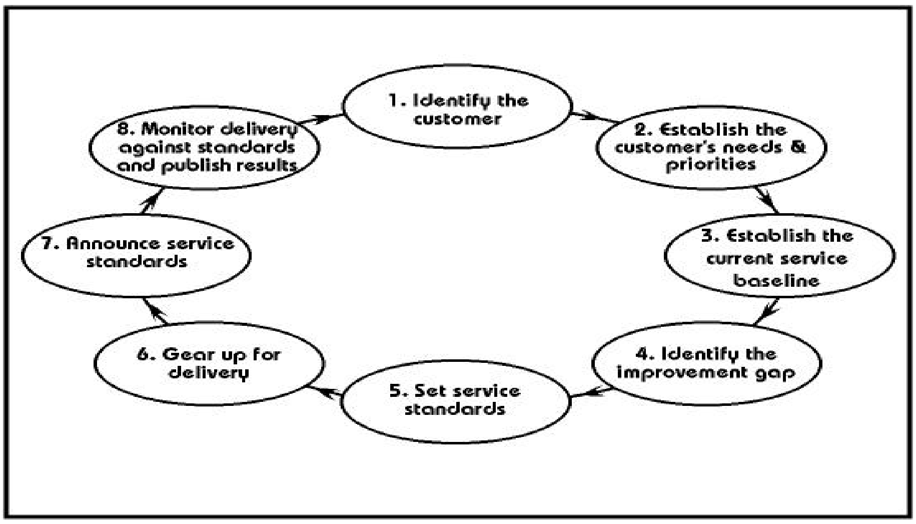

Diagram: Eight Steps to Improved Service Delivery

The following eight steps offer a systematic approach to setting up a service delivery improvement programme.

Step 1: Identify the customer

The starting point is to establish who the recipients of your service are. To do this you need to conduct a thorough stakeholder analysis and decide what their relative priority is when you are determining levels of service.

Step 2: Establish the customer's needs and priorities

Since delivering on service standards will involve decisions about resources, it is essential that you have accurate information about what your customers really want. This means that you must use objective methods, to ensure that the views of all your customers, including potential customers, are represented. You should do this systematically and regularly.

Step 3: Establish the current service baseline

Accurate information about the current level and quality of service is essential in order to decide where and how to make improvements. In order to establish the current baseline, you will have to thoroughly scrutinise the work-processes that are involved.

Step 4: Identify the 'improvement gap'

The 'improvement gap' is the gap between what customers want, and the level and quality of service that is currently provided. Closing this gap is the prime aim of a service delivery improvement programme. If you accurately identify your customers' needs and the baseline, you will be able to set targets for improvement in a systematic, prioritised way. Remember that you need to take into account the availability of resources.

Step 5: Set service standards

Once you have identified the 'improvement gap', you can set and progressively raise standards for closing the gap. Service standards must cover customers' main requirements, e.g. accessibility of services, response times, turnaround times, accuracy, courtesy, the provision of information, dealing with complaints, etc.

Step 6: Gear up for delivery

Ensuring that service standards are met is not solely the responsibility of those directly involved in delivering the service. It also depends on the whole organisation being geared up to support the commitments that have been made. This means that implementing a service delivery improvement programme is likely to involve significant changes in the organisation and management of your department.

Step 7: Announce service standards

When you have taken the above steps, you will be ready to announce your department's service standards and launch its service delivery improvement programme. There is no single method for publishing service standards. The key is that all your customers and potential customers must know and understand what level and quality of service they can expect to receive from you, and what recourse they have if the standard is not met. It is important that you choose your method to suit the needs of different customers.

Step 8: Monitor delivery against standards, and publish results

The final step is to check whether your services have met the standards that you set, to announce the results to your customers, and to explain the reasons where the service has fallen short of what you promised. These results not only complete the accountability loop, but will provide valuable insights to guide further efforts to improve your services in the future.

LINKS BETWEEN BATHO PELE AND OTHER FORMS OF PLANNING AND PRACTICES

Planning for and reviewing your Batho Pele campaign should provide you with valuable information about the service delivery needs of your customers. You may also obtain important information that you need to feed back into your:

- Strategic and business planning;
- Work organisation planning, for instance job redesign or improved procedures;
- Performance management, for instance by adjusting performance objectives; and
- Training and development plans for front line service personnel.

WORK ORGANISATION

INTRODUCTION

Previously, executing authorities were responsible for organising their departments under delegated authority. The new management framework devolves such powers and responsibilities to them.

However, the framework sets minimum requirements which departments must adhere to.

Departments need to develop policy or guidelines on internal work organisation. In doing this, you should take note of the guidelines on strategic planning, job description, job evaluation, the Codes on Remuneration (COREs) and the relevant manuals.

This guideline focuses on:

- Organisational structure,
- Post Establishment,
- Transfer of functions,
- Establishment or abolition of departments, and
- Reporting requirements.

ORGANISATIONAL STRUCTURE

Here we will look at the different aspects of organisational structure in a department.

Internal organisational structure

According to the Regulations, departments have to organise themselves in such a way that they are able to provide more innovative and responsive services to their customers. There is also a strong emphasis on value for money.

As an executing authority you need to consider the following two key requirements:

- Firstly, structure your department in terms of the core and support functions necessary to achieve your strategic objectives.

- Secondly, your post establishment must be determined within the current budget and medium term expenditure framework (MTEF) allocations to your department.

Structuring

You may find the following ideas useful in structuring your department, once you have identified the functions of your department:

- Group related functions logically together;

- Avoid overlapping and/or duplication of functions;

- Consider outsourcing functions, especially non-core functions, where service delivery can be improved. If you do outsource, think about the labour relations implications.

> Outsourcing implies that the responsibility is retained by the department, while the function(s) is executed by whoever can do it best.

- Consider possible partnerships with other departments or institutions;

- Decentralise functions where possible to improve service delivery, expedite work and provide opportunities for greater managerial autonomy. (It is important that those who are entrusted with the execution of functions are fully conversant with the applicable statutory and other provisions.);

- Clearly define the allocation of responsibility and accountability;

- Establish clear and defined reporting and communication lines; and

- Identify the most appropriate organisational model that will meet your needs and circumstances.

Review of organisational structure

You should regularly review your department's performance in meeting your strategic service delivery objectives. This means that you need to put in place mechanisms to evaluate your department's organisational structure, post establishment and work procedures. After that you can make changes where necessary.

Reviews may also be necessary if there are:

- New or changing mandates, including legislative and service delivery mandates;
- New or transferred functions; and
- Budget cuts or reprioritised resources.

POST ESTABLISHMENT

The post establishment of a department means the current post establishment that has been approved within the budget of the department. Here are some issues to consider when creating posts and employing additional staff within your staff budget.

Creation of posts

When creating new posts, you should:

- Design jobs to enhance effective service delivery and linkage to the relevant COREs;

- Link posts to the relevant COREs and occupational list;

- Determine the job description and title for each post; and

- Utilise the job evaluation system, if required.

It is important that you manage the post establishment of your department carefully. Before creating posts, compare the approved and proposed establishments to determine whether your department will stay within its personnel budget and MTEF allocations.

Only create a post where there is a continued need for it, otherwise use employment additional to the post establishment.

Keep an up to date establishment record. This will assist you to manage the creation/abolition of posts effectively.

Employment additional to the approved establishment

You should only employ personnel additional to the approved establishment for a limited period. Also keep records of expenditure to prevent overspending on the approved personnel budget.

It is important to justify a decision to employ additional staff. You might need extra staff for the following reasons:

- Sudden fluctuations in the workload of a department;

- A temporary increase in the workload that cannot be dealt with by re-allocating personnel temporarily; and

- The absence of an incumbent of a post for a relatively long period.

Accommodating post establishment changes in your budget

All changes in the post establishment of your department should be accommodated in your personnel budget.

Under certain circumstances you might not be able to accommodate the post establishment changes this way, for example, when a new function has been allocated to your department or an existing function has been amended. Then you need to approach the Department of State Expenditure for permission to reallocate funds from savings on other items of your budget, to your personnel budget.

TRANSFER OF FUNCTIONS

As an executing authority you must approve the transfer of any function within your department. When you do this consider the following questions:

- Will the transfer contribute to better and more cost effective service delivery?
- Is there a functional and/or logical relationship between the functions that you wish to group together?

It is important that you familiarise yourself with Sections 3(3)(b) and 3A(b) of the Act, as well as the procedures prescribed in PSR III H.1. Here is a summary of the procedures you must follow.

Submit a report

In the case of the transfer of any function from one department to another, or from a department to any other body, or from any other body to a department, you must submit a report which motivates the transfer and gives all the relevant information to the Minister.

After consultation with the relevant executing authority (or executing authorities) the Minister may then make a determination regarding the transfer.

Obtain consent of Premier

The consent of the Premier of a province must be obtained to transfer a function in the following cases:

- From a provincial administration or a provincial department to a national department or any body not established by or under a provincial law; or
- To a provincial administration or a provincial department from a national department or any such body.

The Premier of a province may make decisions regarding the transfer of any function between departments of his/her provincial administration, or between a department and any body established by or under any law of the provincial legislature (Section 3A(b) of the Act).

Consult relevant laws

You should consult the relevant laws where applicable.

ESTABLISHMENT OR ABOLITION OF DEPARTMENTS

At national level

The President may establish and/or abolish a department on the advice of the Minister (Section 3(3)(a) of the Act).

The President may issue a proclamation in the Gazette and amend Schedules 1 and 3 of the Act on the advice of the Minister (Section 7(5)(a)(i) of the Act).

At provincial level

At the request of a Premier of a province, the President will establish and/or abolish a provincial department and amend Schedule 3 of the Act by proclamation in the Gazette. Such a request must be consistent with the provisions of the Constitution and the Act (Sections 3A(a), 7(5)(a)(ii) and 7(5)(b) of the Act).

REPORTING REQUIREMENTS

As the executing authority, you must report on organisational matters in your department annually as required by PSR III J.3.

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HUMAN RESOURCE AND EMPLOYMENT EQUITY PLANNING

INTRODUCTION

The aim of this guideline is to help you carry out successful human resources planning (Referred to as HR planning).

For further guidance you should study the *Manual on Human Resource and Employment Equity Planning* which is available from the Department of Public Service and Administration.

Note that there is no single method for conducting human resources and employment equity planning.

THE AIMS OF HUMAN RESOURCE PLANNING

The main aim of HR planning is to ensure that departments have the *right* numbers of people, with the *right* competencies, in the *right* places to deliver their mandates and achieve their strategic objectives.

HR planning is about determining the demand for, and the supply of competencies that are critical to achieving strategic objectives.

Central questions to your HR planning are:

- What is the strategic direction your department is taking?
- What human resource challenges do you face?
- How ready are current systems to cope?
- What can be done to strengthen them?

Other guiding questions are:

What human resources does a department need?

How many people will be needed?

What skills, knowledge and competencies are required?

Will existing human resources meet these needs?

Is further training and development needed?

When will new people be needed and when should recruitment start?

What other *'people implications'* are there in the department – in areas of productivity / performance, commitment and motivation?

REGULATORY REQUIREMENTS

PSR III. D require executing authorities to embark on an HR planning process that entails the following activities:

- Assessing the required and existing human resources;
- Developing a plan to address identified gaps and deficiencies; and
- Ensuring that you are in budget;
- Including measurable targets for achieving broad representation; and

- Planning for the development and training of staff and affirmative action.

WHAT WILL EFFECTIVE PLANNING CONTRIBUTE?

Effective HR planning can contribute meaningfully to your department by ensuring that:

- There are adequately skilled people who are readily available to be deployed within your department to meet productivity and work demands.

- There is a good match between your work organisation needs and the needs of your employees. Take care to provide employees with satisfying jobs that will facilitate personal development, and an appropriate degree of autonomy in determining their work outcomes.

- The departmental structure provides employees with appropriate career paths.

- There is a proper human resource database available to inform your decision-making on human resource issues.

- Staffing needs are efficiently managed within your budgetary allocations so that work can proceed with minimal disruption, and without employees having to carry long-term, stressful workloads.

- Human resource productivity is enhanced.

The above list can, in turn, be used as indicators to assess how effective your HR planning is.

FIVE CRITICAL FACTORS FOR SUCCESS

There are five factors that are critical to the success of HR planning.

Integral to strategic planning

HR planning must be dealt with as an integral aspect of your department's strategic planning process. Those who are involved in HR-planning must have a keen understanding of the overall strategic plan, vision, mission, and objectives of your department.

Commitment from leadership

It is essential that the leadership of the department is committed to human resources as a strategic asset.

Senior Management should lead

The senior management of a department should lead the HR planning process. This is critical for the successful implementation of human resource matters.

Suitable planning techniques

The planning techniques selected should be suited to the department and its specific circumstances.

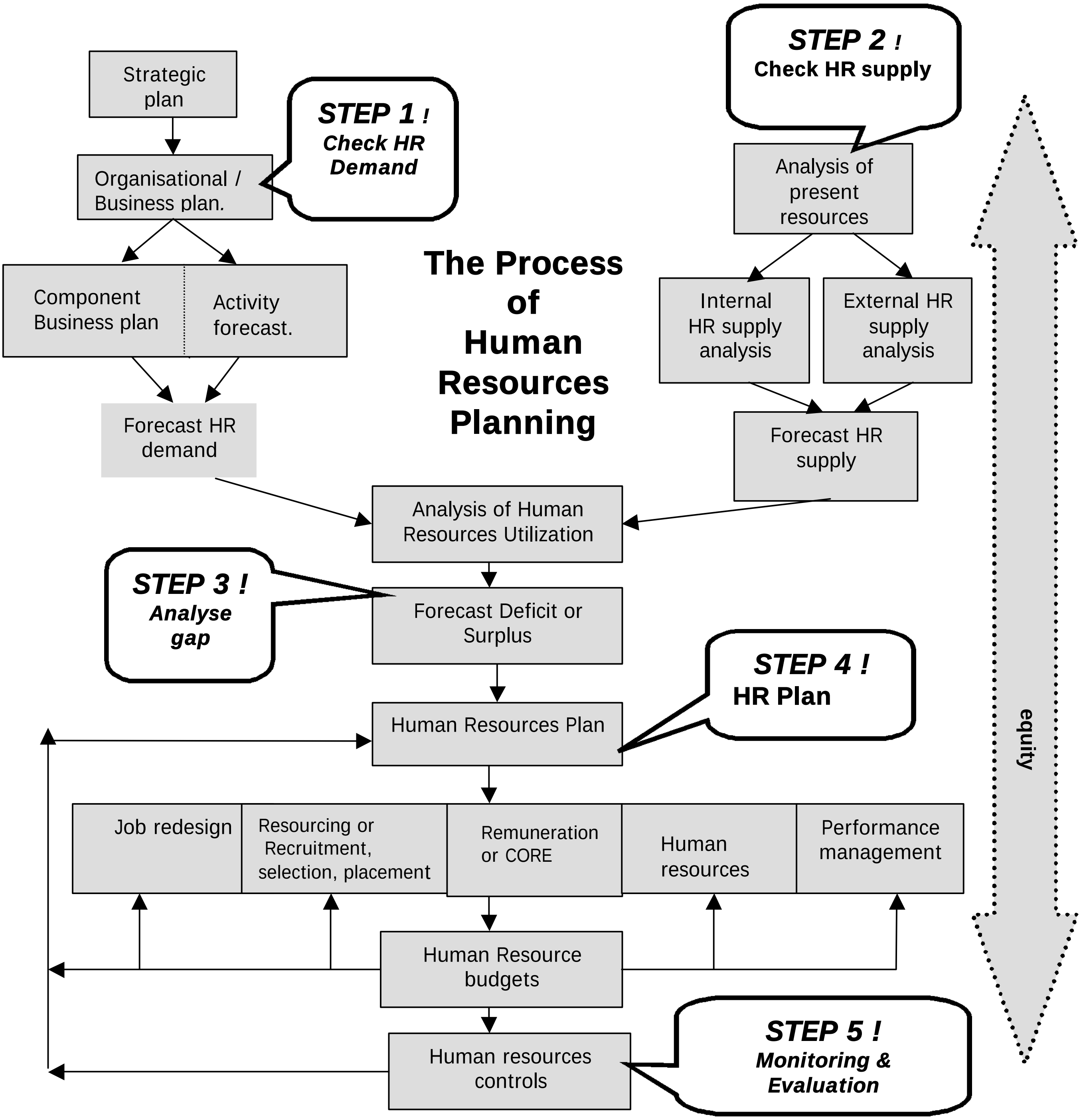
Adequate resources allocated

Adequate resources and time must be made available to undertake the planning process.

HR PLANNING PROCESS

The diagram on the next page, illustrates a 5-step planning process that you might like to try in your department.

DIAGRAM: HUMAN RESOURCE PLANNING PROCESS



The diagram suggests 5 key steps to HR planning. They are:

Step 1:	Assessing the human resources needed by a department
Step 2:	Assessing the human resources supply available to meet this need
Step 3:	Analysing any differences between the need and supply of human resources
Step 4:	Developing a strategy or plan to meet all human resource needs
Step 5:	Monitoring and evaluation

Step 1: How to assess the demand for human resources

This can be broken down into a number of tasks.

Clarify strategic objectives

First clarify your department's strategic objectives and the implications they have for managing, developing and utilising human resources. Do this by examining your service delivery objectives as they are the cornerstone around which the HR plan is built.

Remember that the service delivery objectives of the overall business plan of your department and the business plans of respective components guide the HR planning process.

Examine human resource implications

Next you must examine the human resource implications by focussing on the demand and supply of competencies that are strategic to achieving service delivery objectives.

Forecast human resource needs

Then forecast your human resource needs. This is done by managers of components and includes the following tasks:

- Ensure that your business plans *clearly describe the activities* you will be undertaking to achieve your goals. These activities are the basis on which the skills and competencies needed by your human resources are determined.

- *Identify the competencies* you will need. To do this you could use the guide Introduction to COREs and the Occupational Classification System which is available from the Department of Public Service and Administration.

- Now *forecast the number* of human resources needed. The simplest technique is to use your judgement as a manager to determine what your human resource needs are according to expected workloads. There are numerous other techniques that could be used. Work-study officers and heads of sections, where appropriate, could also use *work-study techniques* to determine future staff needs by measuring or assessing operational activities.

Step 2: How to assess the human resources supply

In this step you have to determine the capacity of the labour market to meet the human resources needs that you identified in Step 1. This involves an analysis of your department's internal as well as its external environment, and of current labour legislation.

Human resource supply forecasting is conducted to determine the capacity of the internal and external environment to meet the human resource needs of your department effectively.

Analysis of the internal environment

Begin with an analysis of your present human resources and a projection of what will be available within your strategic time frame. To assist you in this analysis you need to do two things.

1. You need to **develop an employee profile** that cross-references race, gender and disability by component; occupation; level of skills and competencies to help you to assess your human resource supply.

2. You then need to **analyse the environment** in your department to assess your progress in meeting broad representation and other human resource needs that are necessary for achieving your objectives. The analysis must cover the following aspects:

- *Recruitment and selection* to assess if your current procedures and practices are attracting and selecting the right competencies and skills for your department.

- *Promotions and transfers* to identify the competency gaps including levels of competencies, which have been created by the movement of staff through promotions and transfers. Here you will be able to determine staff mobility rates.

- *Human resources development* to assess how staff are being developed. You should assess the development needs of staff by conducting a skills audit to determine whether career path needs of staff are being taken into account.

- *Length of service and placement* to determine the stability of the work force, glass-ceiling patterns for historically disadvantaged people, levels of motivation and multi-skilling.

- *Departmental culture* to assess if your department is accommodating diversity and whether it is doing this in ways that add value to the achievement of your objectives.

- *Resignations, external promotions, lateral transfers and voluntary severance packages* to forecast the rate of loss, determine affected occupations and competencies and identify reasons for leaving.

Analysis of the external environment

Begin with an analysis of labour legislation. Then assess the labour market.

You need to **assess the labour legislation** to ensure that your department operates within the framework of the law and is furthering Government's objective, for example, of broad representation.

You also need to **assess the capacity of the open labour market** to provide the needed skills and competencies that you identified in Step 1.

Step 3: Analyse the gap

The gap is determined by the difference between what you analysed in your demand-forecast in Step 1 and the supply-forecast in Step 2. A human resources plan must take this gap into account. The plan must cover issues of: recruitment and selection; training and development which focuses on the objectives of employment equity and the need for affirmative action*;* and any other needs identified.

The gap will reflect shortfalls or surpluses that are indicated by the quantitative and qualitative data.

Quantitative data

This will include data on race, gender and disability, which have to be cross-referenced with the following:

- Total numbers of employees,

- Number of employees at different levels,

- Number of employees within different occupations,

- Total number of permanent and temporary staff,

- Number of employees recruited during the previous 12 months,
- Number of external promotions and external transfers,
- Number of employees trained and type of development programmes provided, and
- Number of staff losses through resignations, voluntary severance packages, terminations due to ill health etc.

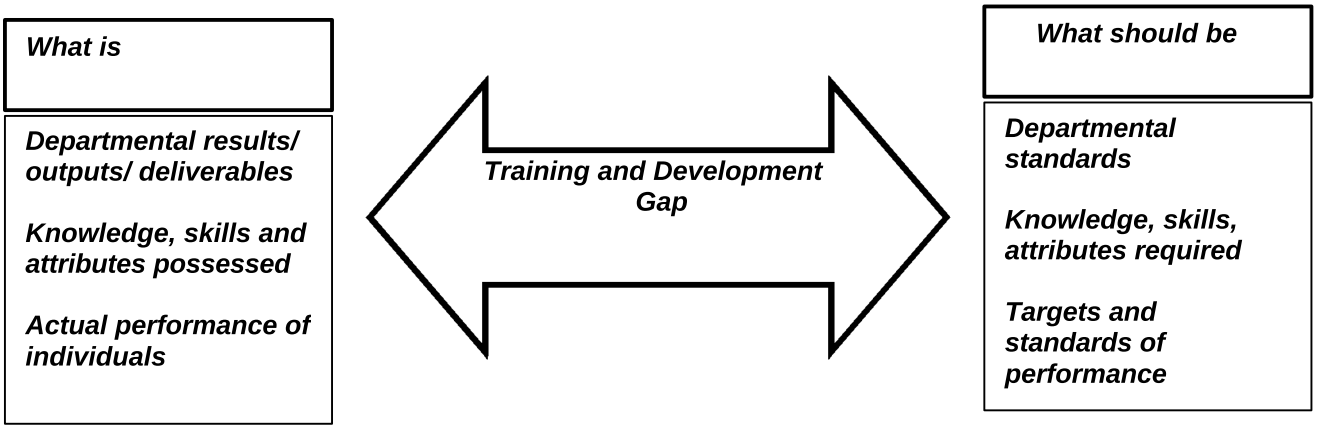
An age distribution analysis will provide you with an age profile of employees to monitor any anticipated retirements (i.e. for reasons of age).

Qualitative data

This analysis will highlight any weaknesses in your department in the following procedures and practices:

- **Retention strategies**
  Do you have strategies in place which help to minimise the loss in investment that you make in developing your staff?
- **Working environment**
  Does your working environment accommodate diversity especially for people with disabilities?
- **Remuneration policies**
  Does your department have remuneration policies that indicate a sensitivity to gender and race wage issues?
- **Recruitment and selection**
  Do your current recruitment and selection procedures provide your department with needed competencies in procedurally fair and equitable ways, i.e. according to standards of acceptability set by legislation and policies?
- **Human resource development**
  Are you able to analyse the difference between what employees know and can do, in relation to what they should know and be able to do? This also relates to matters such as multi-skilling and equipping staff for extra and higher responsibilities to meet future needs. The diagram, below, illustrates a way of analysing this gap.

Diagram: Gap addressed by human resource development



Step 4: Develop the Human Resources Plan

The objective of the HR plan is to provide you with a strategy to redress the shortfall or surplus that was determined by the gap analysis. You will also need to translate the HR plan into an employment equity (affirmative action) and a human resource development plan, in order to meet the requirements of the Regulations. Other human resource plans could also be developed to meet the variety of needs that would be uncovered in the previous analyses.

When you compile a human resource development plan, you need to link the different levels of human resource development planning. This includes departmental, component and individual training plans. The diagram below shows the relationship between these different levels of human resource development planning.

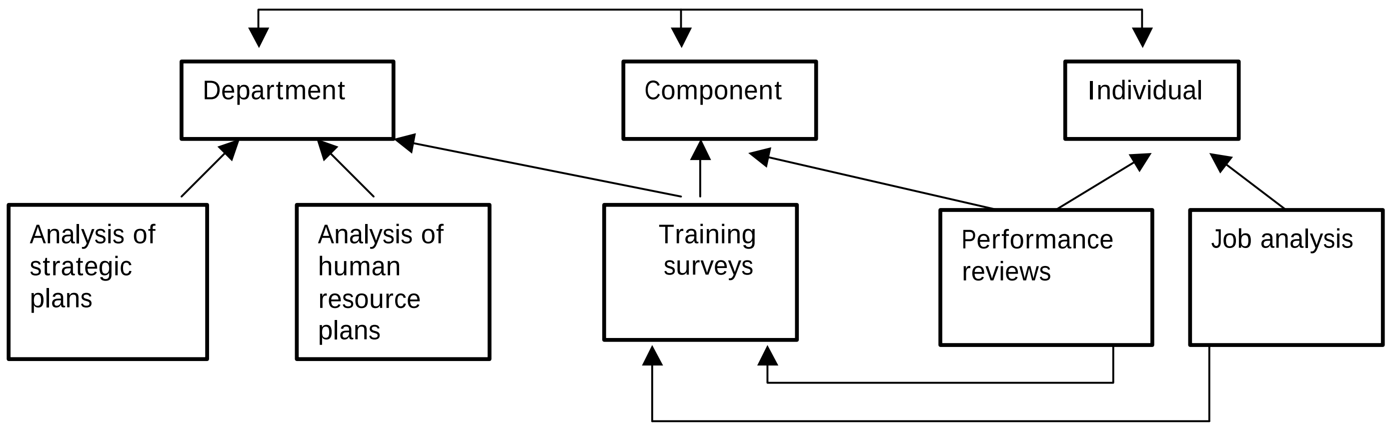


Diagram: Levels of training and development plans

Human Resources Development Plan

Your Human Resources Development Plan must specify:

1. A training and development mission, vision, and strategic objectives for the department;

2. The present and future competencies that are required; and

3. A time bound strategy for achieving your objectives which reflect training providers and is aligned to the NQF.

The plan must be based on an analysis of the needs at all three levels.

Employment Equity Plan

Your Employment Equity Plan must incorporate a strategy for achieving broad representation through appropriate

development and staffing. It must include strategies for the creation of an equitable employment environment in your department.

Human Resources Plan

Your Human Resources Plan will include detailed staffing plans and plans for enhancing the human resources environment in your department.

Your human resources plan must reflect the following elements:

- Targets with time frames to redress the deficits that you determined by the gap analysis in Step 3; and

- Reviewing and reporting mechanisms to ensure that your planning stays on track and that the HR planning goals are achieved.

It is important to note that your head of department must approve overall departmental targets before their adoption.

You should also develop your plan within the MTEF allocations.
Managers of departments should ensure that at least 1 % of the total staff expenditure is spent on human resource training and development.

Step 5: Monitor and Evaluate

You should monitor and evaluate your progress on the implementation of the plan on an annual basis and corrective steps should be taken where necessary.

DELEGATIONS & AUTHORISATIONS

INTRODUCTION

This guideline aims to assist you in delegating and/or authorising employees within your department to exercise powers and perform duties. It gives advice about how to implement and manage delegations in your department.

THE NEED TO DELEGATE

A shortcoming of the previous framework was its centralisation of power and insistence on adhering to detailed codes and regulations. The new framework gives departments greater powers and minimal prescripts. The intention is that they should manage themselves in accordance with their own circumstances. Powers and responsibilities need to be cascaded to appropriate levels in departments to enable managers and service providers to make appropriate decisions about the way they work.

A key function of leadership, heads of department and top management, is the capacity to empower others in the department. At the same time they need to determine the risks that accompany such delegation and empowerment.

One of the most significant challenges departments face is inadequately trained staff. So you should combine delegations with training, performance management and support, to empower your personnel.

CREATE APPROPRIATE CONDITIONS FOR DELEGATION

Since delegations distribute powers, executing authorities should ensure that appropriate mechanisms are established in the department to support the effective management of delegations. You should:

- Develop and review delegations as part of your strategic and business planning;
- Monitor and evaluate the effectiveness of delegations; and
- Consider using delegations in managing the performance and development of your managers and employees.

WHERE NOT TO DELEGATE

In virtually every part of the amended *Public Service Act* and the Regulations, either the executing authority or the head of department is charged with a power and/or a duty.

Where the Act does not expressly authorise the delegation of a power, it means that the specific power cannot be delegated. The Regulations also prescribe that all delegations must be made subject to the Act.

HOW TO DELEGATE

You should always put delegations in writing. Clearly define the extent or limitation of power being delegated. If appropriate, also indicate the circumstances and conditions under which the power must be exercised.

Generally, a supervisor should explain:

- The purpose of a task,
- What it involves,
- Why it is important, and
- Broadly how it should be done.

Agree on conditions

Agree on what conditions are required for effective performance to take place and what support will be available. Also agree on reporting requirements and review mechanisms.

Encourage accountability

Give the employee both the responsibility and the authority to get the job done, but remember that the person to whom the Act or the Regulations confers a power/duty, remains accountable for the end result.

Delegate to incumbent

It is always better to delegate a power/duty to the incumbent of a post, and not to a specific individual (e.g. to the Director: Management Services). If the incumbent is absent, the person acting in her/his position would then automatically assume the responsibilities attached to the post.

Superiors can assume powers

Your delegations should also state that the powers delegated, can be assumed by the superiors of the relevant incumbent, when required. This will avoid difficulties should a need arise for a decision or action at a higher level.

> Delegation is usually understood to involve handing over tasks to employees who follow guidelines, avoid taking risks and who carry out duties in established ways.
>
> Empowerment, by contrast, encourages managers, supervisors and employees to try new ways of achieving goals, motivating them to be creative and innovative in improving the service they deliver.

MANAGING THE TRANSITION

The implementation of the new management framework with effect from July 1,1999 will coincide with the scrapping of existing codes and regulations. Any administrative decision which is taken after 1 July 1999 and which is based on a power/duty conferred by any of the scrapped codes and regulations, would be unlawful.

Departments should make necessary transitional arrangements. You could develop interim departmental policies and/or delegations/authorisations. If neither of these are in place on 1 July 1999, it simply means that the person to whom the Act or Regulations confers a power, must take the decision personally. This could lead to huge bottlenecks.

MAKING THINGS HAPPEN

You should task someone specifically to compile delegations and oversee the development of departmental policies. Otherwise nothing will happen.

Remember that any power or duty can be reviewed or even revoked at any time. Where this is done, it should preferably be done in writing. If you are uncertain, delegate conservatively at first. You can always expand delegations later on.

Also remember that the Regulations require an executing authority to record a delegation or authorisation to a head of department in writing, and incorporate it into her/his employment contract or performance agreement. Where relevant, this could be done by means of an annexure to an existing contract or agreement.

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