PROPOSED GENERIC STRUCTURE FOR HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT COMPONENTS
MAIN FUNCTION LEVEL

Human Resource Management and Development
Purpose: To provide a strategic human resource function within the Department
Functions:
1. The rendering of efficient human resource management services
2. The promotion of optimal development of the departmental human resources
3. The development of human resource organisational strategies
4. The management of sound employment relations programmes
5. The management of employee health and wellness programmes

Human Resource Practices and Administration
Purpose: To render efficient human resource administration services
Functions:
1. The management of recruitment, selection, appointment and other life cycle events of employees
2. The management of compensation and the conditions of service of employees
3. Manage human resource personnel records

Human Resource Organisational Strategy and Planning
Purpose: To develop human resource strategies and ensure the alignment of organisational structures to the departmental strategic plan
Functions:
1. Manage the development of HR strategies
2. The management of human resources information and knowledge management
3. Monitor and evaluate the implementation of HR strategies
4. The provision of organisational development and design services
5. Manage the provisioning and allocation of posts
6. Maintain a human resource management information system

Employee Health and Wellness
Purpose: To manage employee health and wellness programmes
Functions:
1. Manage the quality of worklife within the department
2. Manage the implementation of occupational Health and Safety programmes in the department

Human Resource Utilisation and Capacity Development
Purpose: To provide optimal development of departmental human resources
Functions:
1. The management and monitoring of the implementation of Skills Development Legislation
2. The management of learnership and internship programmes
3. The management of the training and development of employees
4. The management and implementation of a performance management system

Employee Relations and People Management
Purpose: To provide sound employee relations
Functions:
1. The management of labour relations services
2. The management of collective bargaining

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Human Resource Practices and Administration

**Purpose:** To render efficient human resource administration services

**Functions:**
1. The management of recruitment, selection, appointment and other life cycle events of employees
2. The management of compensation and conditions of service of employees
3. Manage human resource personnel records

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Recruitment and Selection

**Purpose:** To provide staffing services

**Functions:**
1. The recruitment of human resources
2. The selection of human resources
3. The appointment of staff
4. The provision of employee life cycle management

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Conditions of Service and Remuneration

**Purpose:** To manage the conditions of service and remuneration matters

**Functions:**
1. The capturing and processing of employee benefits
2. The administration of remuneration matters
3. The administration of compensation in respect of injuries on duty

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Personnel Records

**Purpose:** To manage HR personnel records

**Functions:**
1. The administration of a personnel record system
2. The storing of personnel records and files
SUB FUNCTION LEVEL

**Human Resource Utilisation and Capacity Development**

- **Purpose:** To provide optimal development of the departmental human resources
- **Functions:**
  1. The management and monitoring of the implementation of the Skills Development Legislation
  2. The management of learnership and internship programmes
  3. The management of the training and development of employees
  4. The management and implementation of a performance management system

**Skills Development**

- **Purpose:** To manage and monitor the implementation of the Skills Development Legislation
- **Functions:**
  1. The monitoring of compliance of training programmes with relevant legislation
  2. The coordination and development of the Department’s Workplace Skills Plan (WSP)
  3. The monitoring of the implementation of the WSP
  4. The compilation of the WSP report in line with the SETA requirements
  5. The coordination and implementation of ABET and skills development programmes

**Training and Capacity Development**

- **Purpose:** To manage the training and development of employees
- **Functions:**
  1. The development of training and development policies and programmes
  2. The conducting of skills audits
  3. The coordination and facilitation of training and development programmes
  4. The implementation and monitoring of departmental HRD strategy
  5. The development and management of departmental training database
  6. The administration of bursaries and study assistance

**Learnership and Internship Programmes**

- **Purpose:** To manage learnership and internship programmes
- **Functions:**
  1. The establishment, facilitation and implementation of learnership programmes
  2. The development of learnership guidelines and curricula
  3. The identification of learnership areas and alignment with the departmental strategic plan and SETA’s
  4. The coordination of internship programmes
  5. The marketing of learnership and internship programmes
  6. The facilitation of mentorship programmes

**Performance Management**

- **Purpose:** To manage and implement a performance management system
- **Functions:**
  1. The development and monitoring of a performance management framework
  2. The administration of performance rewards and expenditure
  3. The coordination of probationary reports
  4. The maintenance of a performance management database
  5. The provision of technical advice and assistance on performance management issues
Human Resource Organisational Strategy and Planning

**Purpose:** To develop human resource strategies and ensure the alignment of the organisational structure to the departmental strategic plan

**Functions:**
1. Manage the development of HR strategies
2. Manage human resource information and knowledge
3. Monitor and evaluate the implementation of HR strategies
4. The provision of organisational design and development services
5. Manage the provisioning and allocation of posts
6. Maintain a human resource management information system

HR Planning and Post Provisioning

**Purpose:** To manage the human resource policy and planning process

**Functions:**
1. The assessment of human resource demand, supply and financial constraints
2. The development of an HR Plan
3. Manage and monitor the provisioning and allocation of posts
4. The development of attraction and retention programme

HR Monitoring and Evaluation

**Purpose:** To monitor and evaluate the implementation of HR strategies

**Functions:**
1. The development, implementation and maintenance of a monitoring and evaluation system
2. The monitoring and evaluation of service delivery performance
3. The analysis and monitoring of strategic information
4. The monitoring of the implementation of departmental HR strategies (EE Plan, HR Plan, Departmental Strategic Plan and HR Policies)

HR Information and Knowledge Management

**Purpose:** The coordination of human resource information and knowledge management

**Functions:**
1. The development and maintenance of the departmental web-based applications
2. The provision of information technology user support and training
3. Conduct research on HR matters
4. Develop and maintain a knowledge management strategy for the department

Organisational Development and Design

**Purpose:** To provide organisational design and development services

**Functions:**
1. Design and maintain organisational structures and the post establishment of the department
2. The coordination and facilitation of the job evaluation function
3. Coordinate the implementation of change management

HRM Information System

**Purpose:** To maintain a HRM information system

**Functions:**
1. Maintain an appropriate information system for the department
2. Provide analytical reports
3. Evaluate new system designs for use in the department
BASIC FUNCTION LEVEL

Organisational Development and Design

Purpose: To provide organisational design and development services
Functions:
1. Monitor the development of organisational structures and post Establishment within the Department.
2. The coordination and facilitation of the job evaluation function.
3. Coordinate the implementation of the change management process.

Organisational Design

Purpose: To promote optimal development of organisational structures and the post establishment of the Department
Functions:
1. Manage and maintain the development of functional structures and the post establishment
2. Advise the department on the proper configuration of the structure and alignment to its strategic programmes
3. Manage the costing of the post establishment

Change Management

Purpose: To ensure the proper implementation of the change management process
Functions:
1. Manage the development of change and diversity strategies and programmes
2. Manage the influence of change on organisational behaviour
3. Manage the implementation of Batho-Fele principles within the Department
4. Manage the incorporation of employment equity into departmental HR strategies
5. Monitor the implementation of departmental HR strategies (EE Plan, HR Plan, Departmental Strategic Plan and HR Policies)

Job Evaluation

Purpose: To coordination and facilitate the job evaluation function
Functions:
1. Manage the development of job evaluation policies
2. Provide support to the Department in performing job grading
3. Advise the Department on the drafting of job descriptions
Employee Relations and People Management

**Purpose:** To provide sound employee relations

**Functions:**
1. The management of labour relations services
2. The management of Collective Bargaining

Labour Relations

**Purpose:** To manage labour relations matters

**Functions:**
1. The development and implementation of labour relations policies, codes and practices.
2. The handling of grievances, disputes and disciplinary matters
3. The provision of labour relations support to the Department on labour relations issues
4. The facilitation of capacity building programmes in the labour relations field

Collective Bargaining

**Purpose:** To manage the collective bargaining process

**Functions:**
1. Negotiate and manage agreements in the Departmental Bargaining Chamber
2. Communication resolutions and decisions of the Collective Bargaining Forums to the employees of the Department
3. Coordinate the employer caucus processes
Employee Health and Wellness

**Purpose:** To manage employee health and wellness programmes

**Functions:**
1. Manage the quality of worklife within the Department
2. Manage the implementation of occupational health and safety programmes in the Department

Quality of Work Life Management

**Purpose:** To provide for quality of work life

**Functions:**
1. The design and implementation of employee assistance and wellness programmes.
2. The monitoring and evaluation of employee assistance and wellness programmes
3. The promotion of good health and safety within the Department
4. The design and implementation of programmes to address environment risks

Occupational Health and Safety

**Purpose:** To manage the implementation of occupational health and safety programmes in the Department

**Functions:**
1. Management of occupational hygiene within the Department
2. Oversee health and productivity management in the Department