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## SUMMARY

### OF THE HR PLANNING STRATEGIC FRAMEWORK VISION 2015 FOR THE PUBLIC SERVICE FOR EXECUTIVE AUTHORITIES AND HEADS OF DEPARTMENTS



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## PREAMBLE

This summary of the *dpsa* document HR Planning Strategic Framework – Vision 2015 is meant for the everyday use of Executive Authorities and Heads of Departments through to support staff in conceptualising and implementing the HR Planning Strategic Framework. In it, you will find an explanation of how HR planning with line, cluster and provincial strategic frameworks at micro level relates to and culminates in a single macro HR plan for the public service in its entirety.

You will be guided how to overcome barriers to the implementation of strategy and shortcomings in terms of the Seven HR Planning Components, and the crucial concept of the 'Parthenon House' will be explained in some detail. Core HR planning principles are presented in a flow diagram and the Six Core Objectives underpinning HR planning are detailed. The Four Priorities for Action are highlighted, followed by a summary of the required HRP outcomes. An annual planning calendar is also included, which is supported by the HR Planning Process Methodology to give practical guidance and to help departments with the development, submission, implementation, and review of their HR plans. A content structure is suggested and the strategic objectives listed, with success indicators. Finally, timelines are given for Vision 2015.

All departments under the governance of the *dpsa* must submit annual human resource plans. These plans must be closely aligned and integrated with the *dpsa* human resource management and development sub-programmes for the public service. The Strategic Framework Vision 2015 was developed to help departments draft HR plans that comply with all the relevant requirements. This summary provides a handy reference to all the most important aspects of the Framework. Once you are familiar with the Framework itself, you can use this summary as an everyday guide to your HR planning, keeping in mind the interrelatedness of the Framework, the HRP template and the HRP implementation report.

In the words of Minister for Public Service and Administration, Mr MR Baloyi, "A systematic approach to human resource planning is needed to ensure that the public service constitutes the right people, with the right skills, in the right place, at the right time to deliver high-quality, value-for-money services in partnership with our communities — all the time."

The Director-General for Public Service and Administration, Prof. Richard Levin, goes on to say, "We need a public service workforce which can support the creation of a democracy as enshrined in our constitution. To do this, we need to transform workforce and human resource planning practices. We must have a workforce that supports and delivers on the objectives of the government. We must become even more responsive to the identification of skills requirements, human resource data management and the availability of skills, and we must plan for increasing demand, developing innovative strategies and plans to supply the skills needed by the public service to enable it to address the challenges as they emerge."

This summary should help in a very practical way to achieve these aspirations.

## HOW TO USE THIS SUMMARY

All the sections of the Strategic Framework document that are relevant to the practical implementation of the Framework have been extracted and abbreviated in this summary. The same headings as in the Framework document are used, with a reference to the page in the Framework where that heading may be found. Users of this summary may therefore refer to the Framework document for a more detailed explanation of each topic. Once the user is familiar with the Framework, this summary should suffice for everyday use.

### 1. PURPOSE OF THE STRATEGIC FRAMEWORK (SF P 11)

The main purpose of the Strategic Framework Vision 2015 is two-fold: to give an overview of all aspects involved in HR planning, and to guide HR planning in the public service. It will help those involved with public service HR to develop and implement strategies, tools, and interventions to achieve not only their department's strategic objectives, but also Government's Programme of Action as set for HR departments. This, in turn, will help balance HR supply and demand. It will also ensure that the necessary skills are available, and give departments the flexibility to adapt to new demands in terms of service delivery provision. This summary of the Strategic Framework gives a condensed overview of the contents of the Framework and of those aspects relating to its practical implementation. Once you are familiar with the Framework document, you can use this summary to carry out each step that is required in the HR planning process.

### 2. OBJECTIVES OF THE STRATEGIC FRAMEWORK (SF P 11)

The objectives of the Strategic Framework are to:

- Help departments understand their roles and responsibilities when it comes to the development and implementation of their HR plans;
- Help departments understand how departmental strategic objectives are linked to human resource planning; and
- Serve as a service delivery model that departments can use during their HR planning processes.

### 3. CONTENTS OF THE FRAMEWORK (SF P 11)

The Framework includes information on:

- The *dpsa* regulatory framework
- A definition of HR planning
- A review of compliance with HR planning and organisation
- A Public Service Human Resource Conceptual Framework
- The HR Planning Strategic Framework
- HR Planning Legislative and Regulatory Framework

- Rationale for HR planning strategic thrusts
- Core HR planning principles
- Six objectives underpinning HR planning
- Programme performance
- HR planning process methodology
- Outline of content structure of the HR Planning Strategy
- Strategic objectives
- HR planning priorities
- Timelines for Vision 2015

### 4. HR PLANNING PRIORITIES (SF P 13)

The Framework has the following four priority objectives:

1. Understanding the nature of the workforce;
2. Attracting and recruiting the best people;
3. Retaining and developing a modern responsive and professionalised workforce; and
4. Ensuring equality, diversity and transformation at the heart of strategy formulation, policy-making, planning and development.

### 5. HR PLANNING PROCESS METHODOLOGY AND IMPLEMENTATION (SF P 13)

The Framework provides a detailed annual planning "calendar" that departments can use to develop, submit, implement, and review their HR plan. This calendar gives a step-by-step explanation of the tasks that should be completed each quarter.

Departments **must align** their HR plans with the strategic priorities of government as well as their own departmental strategic plans. The HR planning methodology has **seven major components**, with additional steps to help HR planners achieve the outputs for each component.

### 6. WHOM THIS STRATEGIC FRAMEWORK IS FOR (SF P 16)

The Framework is meant for Executive Authorities, Heads of Departments, Heads of HR, HR personnel, managers at all levels, professionals, trainers, and support staff who help conceptualise and implement strategic planning.

All departments under the governance of the *dpsa* must submit annual human resource plans. These plans must be closely aligned and integrated with the *dpsa* human resource management and development sub-programmes for the public service. This Framework will help them achieve that.

## 7. DEFINITION OF HR PLANNING (SF P 21)

“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, with the right skills, at the right place at the right time, all the time.”

Thus, HR planning entails:

- A systematic and systemic process that is integrated, methodical, and ongoing.
- Identifying the human capital needed to meet organisational goals – the number of employees and skills needed and where and when they will be needed.
- Developing the strategies to meet these requirements, which involves identifying actions that must be taken to attract (and retain) the number and types of employees the organisation needs to achieve its strategic vision and mission.

## 8. REASONS FOR HR PLANNING

- Helps meet the organisation’s competency/skill needs;
- Provides focus for workforce demographics, retirement projections, and succession planning;
- Provides a clear rationale for linking expenditures for recruitment, training, employee development, retention, and other human resource programmes to the organisation’s long-term goals and objectives;
- Provides managers with tools to address changes in programme direction that impact on the type of work being performed;
- Helps managers create a high-quality workforce capable of continually growing and changing;
- Helps managers identify partnering, outsourcing, de-layering, and reorganising opportunities; and
- Provides critical information that has to be included in budget requests and strategic plans.

## 9. AGGREGATED HR PLANNING FRAMEWORK (SF P 22)

In order to develop a macro HR plan for public services, planning starts at micro level, with the line, cluster or provincial strategic frameworks. These are then aggregated into a single macro HR plan for the public service.

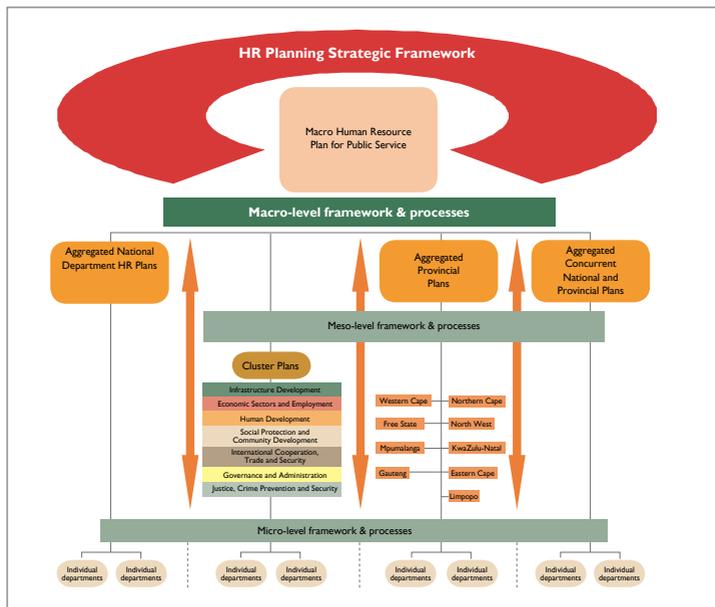


Figure 1: Aggregated HR planning framework

## 10. PLANNING COMPETENCIES (CAPACITY DEVELOPMENT) (SF P 23)

To support HR planning within public service departments, HR competencies have been identified and distributed for consultation with public service stakeholders. Refer to the Strategic Framework for a detailed description of each proficiency level.

## 11. HR ORGANISATIONAL STRUCTURE (ORGANISATIONAL SUPPORT) (SF P 26)

To ensure that HR organisational structures in public service departments look the same, a new HR structure has been put in place. Refer to the Strategic Framework for a detailed description of the various functional, sub-functional and operational levels.

## 12. A REVIEW OF GENERAL COMPLIANCE WITH HR PLANNING IN ORGANISATIONS (SF P 29)

Two significant barriers have been identified in the implementation of strategy generally, namely how strategy is described, and how strategy is managed. Organisations that were successful in overcoming these barriers in implementing strategy were found to have the following indicators:

- Had a clearly articulated statement of strategic direction.
- Communicated the strategic direction throughout organisation.
- Ensured a comprehensive understanding of the organisation’s strategic direction amongst its senior executive management, middle management, line management, the general employee base and HR professionals.
- Formalised the strategic planning process.
- Ensured clear linkages between HR and overall organisation strategic planning process.
- Reviewed departmental and individual performance relative to strategic goals and initiatives.
- Frequently reviewed performance against strategic goals and initiatives in senior executive meetings.
- Spent significant time per month discussing organisation’s strategic direction.
- Used analytical and measurement indices to evaluate and redirect strategy.

- Established clear linkages between organisation’s strategic planning process and annual planning/budgeting process.

By using the HR Planning Strategic Framework document, together with the Planning Toolkit and Guide, departments can ensure that they address these barriers when they develop, implement and review their HR plans.

## 13. A REVIEW OF COMPLIANCE WITH HR PLANNING IN THE PUBLIC SERVICE (SF P 29)

A review of historical HR plans submitted revealed a number of shortcomings, evaluated below against the seven planning components as found in the Strategic HR Planning Guideline and Toolkit (Section 9).

COMPONENT	EVALUATION
1. Setting strategic direction	Not in line with the guide and template, e.g. programmes are sometimes left out and overview generic.
2. Environmental analysis	Not in line with the guide and template, e.g. PESTEL factors, trends that impact their environment, etc. are not elaborated upon.
3. Workforce analysis	Not in line with the guide and template, e.g. data and statistics provided not analysed and incomplete.
4. Gap analysis	Not in line with the guide and template, e.g. information not provided or does not talk to the strategic direction and environmental and workforce analysis.
5. Priority HR issues	No indication of priority issues given in terms of what will be addressed in the action plan; sometimes does not talk to the action plan.
6. Action plans	Reports submitted either do not have action plans or action plans are not aligned to their strategic objectives, the guide and the template.
7. Monitoring & evaluation	No indication is given of how the plan will be monitored and evaluated departmentally.

Table 1: Shortcomings in terms of seven planning components

The HR planning component has identified the following solutions to these shortcomings:

- Involve line and top management throughout the process.
- Place departmental strategic objectives and HR planning priorities on management meeting agendas.
- Ensure that HR planning priorities are reviewed monthly.
- Incorporate HR planning priorities into performance measures for management and employees.
- Revisit and explore departmental service delivery standards and public mandates in monthly meetings.
- Establish national and provincial HRP forums.
- Report progress to the above forums.
- Promote inter-departmental/peer review mechanism to improve compliance.
- Build departmental HR planning capacity.
- Establish structures for HR planning development and implementation.
- Prepare executive summaries for top management and executive authorities.
- Utilise currently approved structures.

## 14. HR PLANNING IN THE SA PUBLIC SERVICE CONTEXT (SF P 31)

The following five high-profile skills areas have been identified:

- 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; and
- Cross-cutting skills in project management, ICT, finance, and ABET.

## 15. HR PLANNING CHALLENGES IN THE PUBLIC SERVICE (SF P 31)

Departments face a number of challenges in conducting HR planning: departmental capacity, organisational structures, restructuring, leadership and accountability, role definition of the human resource function, process and design of the HR plan, information management, and training

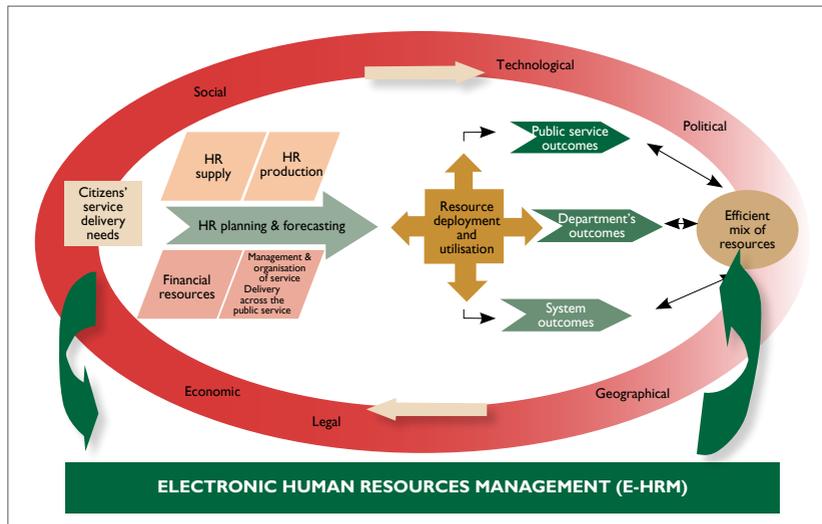


Figure 2: Public service human resources conceptual framework

and development. The *dpsa* is responsible for creating a monitoring and evaluation framework to help departments overcome these challenges.

## 16. A PUBLIC SERVICE HUMAN RESOURCES CONCEPTUAL FRAMEWORK (SF P 34)

Workforce levels and mix play an important part in improving efficiency in the use of public service resources. There are three general approaches to determining workforce levels and mix:

- use-based** (how many public servants are required to maintain current service levels?);
- needs-based** (how many public servants are required to meet the service delivery needs of the population?); and
- effective demand-based** (how many public servants are required to meet society's commitment to service delivery?) .

In addition, public service human resource planning must be matched as closely as possible with citizens' service delivery needs. However, while the stated goal of public service human resources planning is to match human resources to the need for services, decisions on how to allocate public servants are primarily based on the demand for services. We need a dynamic model that adequately accounts for both the number of influencing factors and how each factor is likely to influence the others.

The framework (left) 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 the supply of workers) as well as those factors which need to be accounted for in making predictions about future requirements (for example, fiscal resources, and 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.

## 17. THE HR PLANNING STRATEGIC FRAMEWORK (SF P 37)

The strategic framework for HR planning in the public service is presented in the form of a 'Parthenon House', held up by six critical strategic programmes and founded on a set of values and principles and a legal framework from which the three programmes draw their mandates.

Figure 3 provides an overall representation of the strategic approach towards effective strategic human resource planning in the public service.

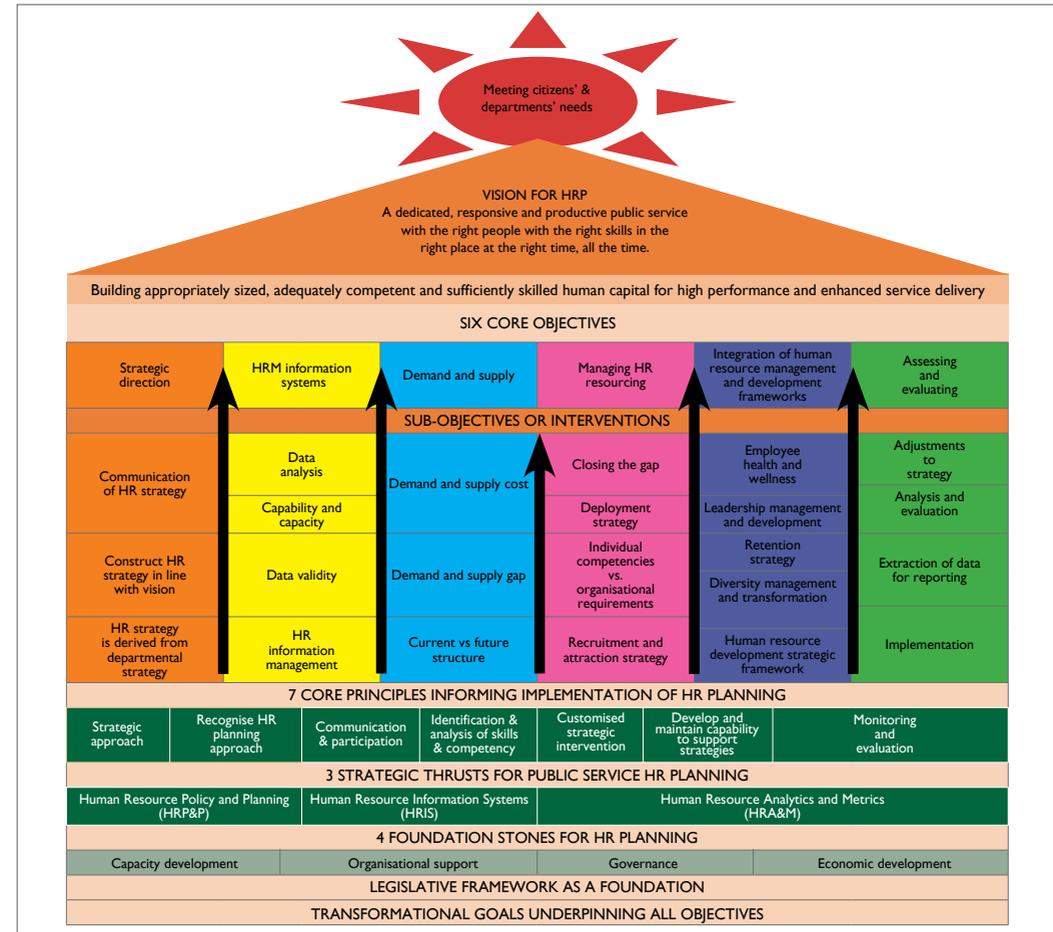


Figure 3: The Parthenon House

## 18. ELEMENTS OF THE STRATEGIC FRAMEWORK (SF P 38)

The roof of the Parthenon House represents the vision and, directly below it, the mission for this strategic framework. Supporting the vision and mission are:

- The legislative framework surrounding HR planning in the public service;
- Four foundation stones for HR planning, comprising capacity development, organisational support, governance, and economic development;
- Reinforcing support structure, three strategic thrusts for public service HR planning, being human resource policy and planning, human resource information systems, and HR analytics and metrics;
- The seven core principles informing the implementation of HR planning, based on the HR Planning Implementation Guide; and
- The six core objectives of HR planning, comprising the pillars of the Parthenon House. These objectives form the strategic objectives.

## 19. HR PLANNING LEGISLATIVE AND REGULATORY FRAMEWORK (SF P 39)

Details of the HR planning legislative and regulatory framework are provided in the Strategic Framework document.

## 20. FOUR FOUNDATION STONES OF HR PLANNING INITIATIVES (SF P 40)

The four foundation stones of governmental HR planning initiatives are:

- Capacity development
- Organisational support
- Governance
- Economic development

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

## 21. CAPACITY DEVELOPMENT INITIATIVES (SF P 40)

Capacity development initiatives have been included in all three strategic programmes, i.e. HRPP, HRIS, and HR Targeting, focusing on the following:

- Fostering learning and innovation;
- Enhancing competency in organisational support;
- Human resource planning knowledge frameworks;
- Human resource information system knowledge framework; and
- Human resource planning and information system knowledge frameworks.

## 22. ORGANISATIONAL SUPPORT INITIATIVES (SF P 41)

The fundamental principle of HR planning is to ensure that the required number of employees with the required competencies are available when needed.

Secondly, organisational support initiatives include institutional support for appropriate HR organisational structures to support HR planning in the *dpsa*. The purpose of HR planning and post provisioning is to manage the human resource policy and planning process through:

1. The assessment of human resource demand and supply, and financial constraints;
2. The development of an HR plan;
3. Managing and monitoring the provisioning and allocation of posts; and
4. The development of attraction and retention programmes.

Thirdly, organisational support extends to the supportive role which the HR planning component serves within the *dpsa*.

## 23. GOVERNANCE INITIATIVES (SF P 41)

Governance refers to the processes and systems by which an organisation operates. One of the legal mandates of the *dpsa* is to promote the transformation of the entire public service. To achieve this will require putting in place processes and systems to create norms and standards to be complied with. The successful implementation of the strategic framework needs to occur at all levels of the department. Governance initiatives should be linked to interventions implemented to track service delivery progress, promote accountability, quality and integrity, and assess the impact of services rendered.

## 24. ECONOMIC GROWTH AND DEVELOPMENT INITIATIVES (SF P 42)

The success of Government's developmental initiatives depends 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 are needed to make a contribution to the achievement of national goals and priorities.

## 25. PROGRAMME OF ACTION (POA) (SF P 42)

The (PoA) is a government-wide monitoring and evaluation system that has been introduced to monitor the progress of programmes in all government departments. It is structured in terms of the six clusters of government, namely the governance and administration cluster; social cluster; justice, crime prevention and security cluster; economic cluster; investment and employment cluster; 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.

## 26. RESPONSIVENESS TO MILLENNIUM DEVELOPMENT GOALS (MDGS) (SF P 42)

The main goals for programme performance is to prioritise, address and achieve the Government's Millennium

Development Goals, namely to eradicate extreme poverty and hunger; achieve universal primary education; promote gender equality and empower women; reduce child mortality and improve maternal health; combat HIV/AIDS, malaria, and other diseases; ensure environmental sustainability; and develop a global partnership for development. It is important that all HR planning initiatives and their objectives, outcomes, and practices are geared towards responding to the MDGs.

## 27. RATIONALE FOR THE STRATEGIC THRUSTS (SF P 44)

The Strategic Framework is based on three strategic functional areas:

1. Human Resource Policy and Planning (HRPP);
2. Human Resource Information Systems (HRIS); and
3. Human Resource Analytics and Metrics (HRA&M).

These strategic functional areas prescribe the minimum standards that HR planning practitioners must comply with in carrying out their roles and responsibilities.

## 28. HUMAN RESOURCE POLICY AND PLANNING (HRP&P) (SF P 44)

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.

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

- Design and develop a human resource planning knowledge framework.
- Promote human resource planning learning networks and communications.
- Foster effective monitoring, evaluation, and impact analysis.
- Strengthen and align governance roles in HRPP frameworks and guidelines.
- Implement governmental strategic priorities and interventions.
- Respond to Millennium Developmental Goals.
- Forecast human resource demand and supply imperatives.

## 29. THE HUMAN RESOURCE INFORMATION SYSTEM (HRIS) (SF P 44)

The purpose of HRIS is to store, manipulate and provide data on employees. The role of the HRIS is seen as the operational link between strategic operational vision and human resource implementation and is based on the following:

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

To formulate labour and employment policies, it is imperative that relevant, up-to-date and timely labour market information is available.

## 30. HR ANALYTICS AND METRICS (HRA&M) (SF P 45)

Information use will need to evolve from archival to decision support systems. The greatest single challenge for HR in the public service will be to develop skills in interpreting departmental business and HR information. The rapid development and use of internet technology has also boosted the implementation of electronic human resource management (e-HRM).

## 31. HR METRICS (SF P 46)

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
- Utilisation of web-based training
- Cost savings per transaction
- Increase in interest by applicants (for recruitment-oriented websites).

## 32. HR TARGETING (SF P 46)

HR targeting is the people equivalent of the financial plan, and is a critical component of an organisation's business strategy. The fundamental reason for performing human resource planning is to ensure that the workforce that departments will have in the future will be the workforce they require. Through HR planning, departments are able to gain powerful insight into what people the organisation will need, and what people will be available to them 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.

## 33. THE RELATIONSHIPS BETWEEN REPORTING, ANALYSIS AND ANALYTICS (SF P 47)

### Workforce reporting

Workforce reporting is largely static in that information is available and provides input measures and metrics.

- Deliverable: **measurements**, i.e. performance monitoring.
- “We have good, trusted data”; “So what?”
- Data in itself is insufficient, and departments need to analyse, in their context, what the data means for them and what decisions need to be made.

### Workforce analysis

In attempting to analyse the available data, most departments experience a data overload or ‘analysis paralysis’.

- Workforce analysis is about **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...”

### Workforce analytics

Workforce analytics is a higher level of engagement with what the data means, now and in the future.

- Workforce analytics involves **determining** what's happening (or will happen) in the workforce by measuring probable causes and likely repercussions (scenarios).
- Techniques used: 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 their audiences.
- Communicate data sources and verification processes.

#### Show utility of human capital metrics via a case study

- Create change imperatives tied to business issues.
- Present analyses 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.

## 34. HR REPORTING (SF P 48)

HR reporting is central to the meaningful utilisation of HR analytics and metrics. It has three dimensions which target different internal and external audiences and uses different types of information, namely:

- **Administrative reports:** These are mostly one-dimensional and static volume-based list reports which often cannot be easily manipulated.
- **Professional and managerial reports:** These are predominantly numerical/ quantitative-type reports that are multidimensional. The report has the ability to change dimensions instantly and to drill up or down organisational structures or analytical dimensions.
- **Strategic reports:** These are high-level reports with key recommendations in terms of skills shortages and new strategic HR direction needed by the department, based on the analysis and synthesis of qualitative and quantitative data. They are impact- or action-oriented, and are often in the form of key performance indicators (KPIs).

### 35. CORE HR PLANNING PRINCIPLES (SF P 49)

Figure 4 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 business- and HR planning-specific activities, as well as feedback on the implementation of the HR plan overall. The HR plan **must be aligned** with the strategic

priorities of Government as well as the departmental strategic plan. The HR planning methodology comprises **seven major components** with additional steps aimed at assisting HR planners to achieve the outputs for each component.

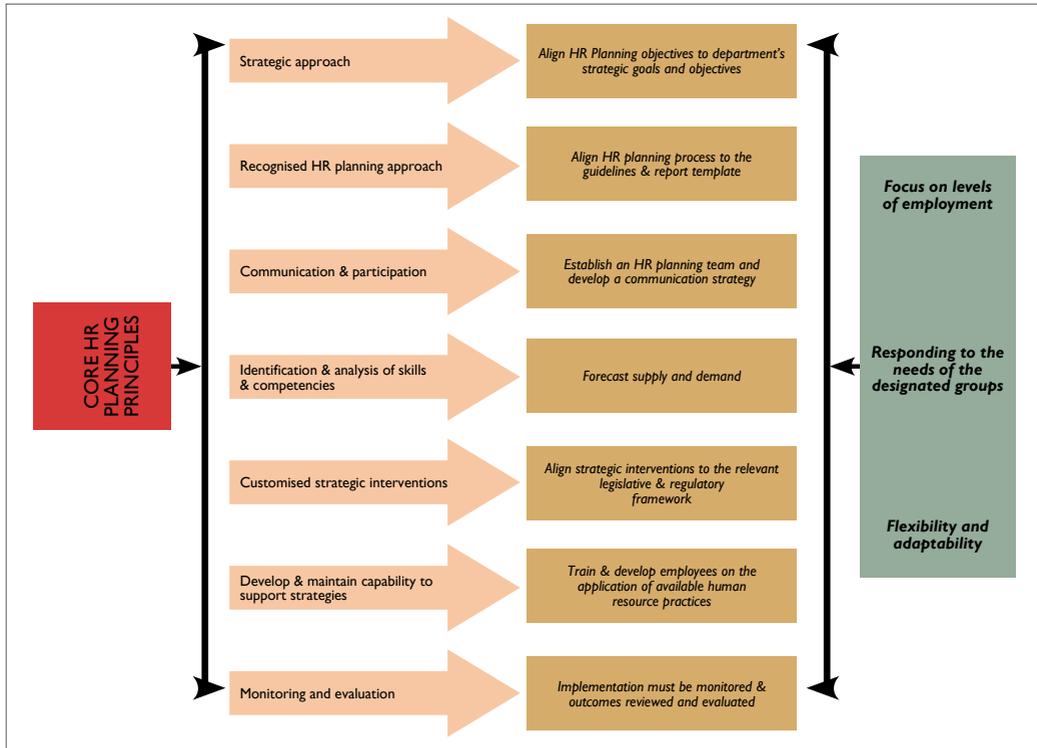


Figure 4: Core HR planning principles

### 36. STRATEGIC OBJECTIVES (SF P 51)

The six core objectives underpinning HR planning form the basis for the six strategic objectives identified in the Parthenon House.

#### Objective one: Strategic direction (SF p 52)

This is key to the success of any HR plan. An HR strategy must be aligned to the department's goals and objectives. It is

important to test the HR strategy against the department's strategy for alignment. Furthermore, it is important to communicate the HR strategy to all stakeholders and to constantly review and evaluate the goals to ensure that they remain aligned and continue to contribute. Changes in strategy should be communicated to stakeholders for buy-in and authorisation.

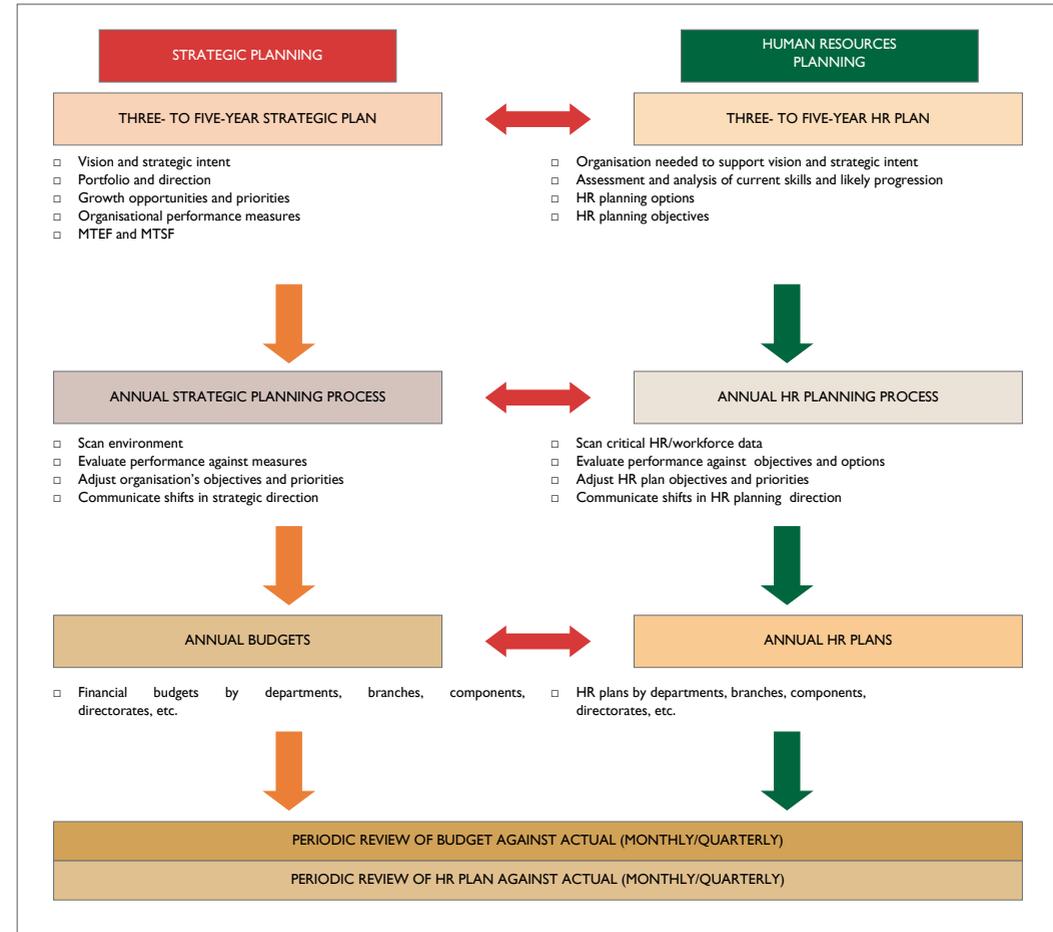


Figure 5: Alignment between strategic planning and HR planning

Figure 5 (p 12) illustrates the theoretical foundation of alignment between strategic planning and HR planning processes. The first section represents the scope of the organisation's business. At the core are its mission and vision as intended in the strategic plan, as well as the organisation needed to support the vision as intended in the HR strategic plan. The second section represents the annual planning elements, that are tied to the five-year strategic plan and the three-year strategic HR plan. Section three talks to budget allocation as aligned to the MTEF cycle. The HR plan incorporates the actual processes that follow resource allocation decisions and translate theory into practice.

**Objective two: Human resource information systems (SF p 54)**

HR information management includes the capturing and updating of the human resource system. The information on the system is required to be accurate and relevant. Skilled resources must be available to manage the HRIS, and the system must have the means to store the required fields of data. You need to know the make-up of the current skill sets and the desired skill sets, as well as the relevant transformational information.

**Objective three: Demand and supply (SF p 54)**

The extraction of the current picture is required so that an analysis can be performed of what you have and what you need – then a new structure that is aligned to the HR strategy can be formulated. The gap between what is current and what is required in terms of the strategy will now be clear. It is very important to cost the change process.

**Objective four: Managing resources for HR (SF p 55)**

Objective four aims at filling the structure effectively within the department. Here, the attraction of new skills is critical to the workforce plan. The competencies of the current workforce need to be measured against future needs. Opportunities should be created for those that have the

capacity, and they should be placed in the most efficient way. Lastly, it is important to measure your success in closing the gap between what the current picture is and what the future picture requires. This may result in small incremental changes to your workforce or in some large interventions, depending on what the requirements in terms of the overall objectives are.

**Objective five: Integration of HR frameworks (SF p 56)**

A number of other human resource management and development strategies culminate into the workforce planning strategy. It is important to comply with all other areas to ensure integration of all the frameworks. The frameworks are interdependent, and their integration is a critical part of workforce planning.

The dpsa currently has the following policy frameworks that contribute to employee health and well-being:

- Managing HIV/AIDS in the workplace: A guide for government departments
- Health and productivity management
- Occupational hygiene and safety management
- Wellness management.

**Objective six: Assessment and evaluation (SF p 57)**

A clear implementation plan, deadlines and activities are needed. A team of expert resources is needed to extract the required data from the HRS into a relevant format in terms of the objectives, while human resource specialists should evaluate the outcomes in terms of the strategy. Strategy should then be adjusted where needed.

**37. THE FOUR PRIORITIES FOR ACTION (SF P 58)**

Four over-arching priorities, set out in Figure 6 below, have been identified as part of the preceding objectives and sub-objectives.

PRIORITY 1	PRIORITY 2	PRIORITY 3	PRIORITY 4
Understanding the nature of the workforce	Attracting and recruiting the best people	Retaining and developing a modern responsive and professionalised workforce	Ensuring that equality, diversity and transformation are at the heart of strategy, policy-making, planning and development

Figure 6: Priorities

Underpinning these four priorities are eight key themes. These themes serve to focus the priority areas on particular HR planning and workforce activities, thereby contributing towards the achievement of the Framework Vision. The associated Implementation Plan will develop the actions needed to achieve the priorities and specific themes and

will also demonstrate how these actions and outcomes will benefit citizens, employees and their employers.

**Summary of the outcomes, objectives, sub-objectives, priorities and themes for HR planning (SF p 67)**

Table 2: Summary of outcomes

STRATEGIC OBJECTIVES	OUTCOMES	SUB-OBJECTIVES	PRIORITY	THEMES
<b>I: STRATEGIC DIRECTION</b>  To ensure that all workforce planning is aligned to the strategic plan.	The dpsa's objective is to provide a framework for HR planning policies and guidelines in order to ensure that the public service is able to align its workforce needs to the overall strategy. The dpsa's overall objective is to offer ORGANISATIONAL SUPPORT.	1.1 Sharing of the overall vision and strategic direction	<b>All</b>	<b>All</b>
		1.2 Constructing the human resource strategy and intent with regard to the overall strategy		
		1.3 Communication of both overall strategy and HR strategy		
<b>2: HRM INFORMATION SYSTEM</b>  To ensure that all human capital information is available so that planning is possible.	The dpsa's objective is to provide a framework that indicates what data would be required in reporting for WFP analysis and that supports the maintenance of such information. The dpsa's overall objective is to achieve DATA INTEGRITY AND SYNCHRONISED REPORTING.	2.1 HR information management	<b>Priority 1: Understanding the nature of the workforce</b>	<b>THEME 1:</b> Gathering robust data on the public service workforce  <b>THEME 2:</b> Using data to understand the public service workforce and improve future planning  <b>THEME 3:</b> Using data to understand workforce diversity and target actions
		2.5 Data validity		
		2.6 Capability and capacity		
		2.7 Data analysis		
<b>3: DEMAND AND SUPPLY</b>  To ensure that all the right people are in the right place at the right time all the time, ensuring that what you have and require are aligned through attraction, development or deployment.	The dpsa's objective is to ensure that all posts are appropriately filled with the right people with the right skills in the right place at the right time, all the time. The overall objective is to ENSURE CORRECT WORKFORCE PLANNING.	3.1 Checking current vs future structural needs	<b>Priority 2: Attracting and recruiting the best people</b>  <b>Priority 4: Ensuring that equality and diversity are at the heart of strategy, policy-making, planning and development</b>	<b>THEME 4:</b> Recruiting the people we need  <b>THEME 5:</b> Increasing the diversity of the workforce at all levels  <b>THEME 6:</b> Improving and marketing the image of the workforce to increase supply and utilisation opportunities  <b>THEME 9:</b> Ensuring that equality and diversity are at the heart of strategy, policy-making, planning and development
		3.2 Promoting effective human resource planning in terms of the supply and demand of human resources in the public service		
		3.3 Demand and supply costing		

STRATEGIC OBJECTIVES	OUTCOMES	SUB-OBJECTIVES	PRIORITY	THEMES
<b>4: MANAGING HR RESOURCING</b> To attract, assess and assign people required in the total workforce.	The dpsa's objective is to attract, select and retain an appropriately skilled workforce. The dpsa's overall objective is <b>EFFECTIVE PEOPLE ATTRACTION AND PLACEMENT.</b>	4.1 Putting in place a clear recruitment and attraction strategy (Policies with the focus on time scales, budgets, preferred service providers and transformational goals)	<b>Priority 2:</b> Attracting and recruiting the best people  <b>Priority 4:</b> Ensuring that equality and diversity are at the heart of strategy, policy-making, planning and development	<b>THEME 4:</b> Recruiting the people we need  <b>THEME 5:</b> Increasing the diversity of the workforce at all levels  <b>THEME 6:</b> Improving and marketing the image of the workforce to increase supply and utilisation opportunities  <b>THEME 9:</b> Ensuring that equality and diversity are at the heart of strategy, policy-making, planning and development
		4.2 Individual competencies vs organisational requirements		
		4.3 Deployment strategy		
		4.4 Closing the gap		
<b>5: INTEGRATION OF HR FRAMEWORKS</b> To invest in and reinforce the competence and performance of individual and team deliverables in terms of dpsa policy frameworks and programmes.	The dpsa's objective is to ensure governance and compliance throughout all departments. The dpsa's overall objective is to <b>ENSURE AN UNDERSTANDING OF THE INTERDEPENDENCE OF dpsa HUMAN RESOURCE POLICY FRAMEWORKS AND PROGRAMMES.</b>	5.1 HRD Strategic Framework	<b>All</b>	<b>All</b>
		5.2 Diversity management and transformation		
		5.3 Retention strategy		
		5.4 Leadership management and development		
		5.5 Employee health and wellness		
<b>6: ASSESSING AND EVALUATING THE SUCCESS OF THE OBJECTIVES OR STRATEGY AND, WHERE NECESSARY, RE-EVALUATING THEM.</b> Measuring the progress towards the desired strategy, thus ensuring that changes are made timeously and crises are avoided.	The dpsa's objective is to evaluate the process to ensure that the direction is suitable and the strategy sound. The dpsa's overall objective is to <b>EVALUATE AND MONITOR THE SUCCESS OF THE WORKFORCE STRATEGY FOR TIMEOUS CHANGES.</b>	6.2 Implementation	<b>All</b>	<b>All</b>
		6.2 Extraction of data		
		6.3 Analysis and evaluation (in line with objectives and strategy)		
		6.5 Adjustments to strategy where necessary		

### 38. WHAT THE STRATEGIC FRAMEWORK AND IMPLEMENTATION PLAN MEAN FOR YOU (SF P 70)

The Implementation Plan is intended to accompany this Strategic Framework and will specify the actions and outcomes needed to take forward the objectives, sub-objectives, strategic priorities and themes of the Framework, identifying key responsibilities for achieving the

ambitions set out in the Framework. It will also summarise and signpost the range of relevant areas for all departments as they embark on HR planning.

The chart below outlines how different parts of the public service might use this Framework for their own and collective purposes, and has been included here in order to stimulate further discussion and reflection.

Table 3: Suggested uses of the Strategic Framework by the different parts of the public service

INDIVIDUAL MEMBERS OF THE WORKFORCE	RANGE OF POTENTIAL COMMITMENTS
<ul style="list-style-type: none"> <li>□ Heads of department</li> <li>□ Managers</li> <li>□ Directors</li> <li>□ HR directors/managers</li> <li>□ Line managers</li> <li>□ Professionals</li> <li>□ HR planning and development support staff</li> <li>□ All other employees who help to deliver the departmental objectives</li> </ul>	<ul style="list-style-type: none"> <li>□ Manage the quality of HR data.</li> <li>□ Work to relevant role standards and professional codes of conduct.</li> <li>□ Be willing to maintain excellent occupational currency within the public service and their work area.</li> <li>□ Be willing to acquire new skills, including the use of ICT, and to deliver service in different settings and through different approaches to meet the needs of citizens and employers.</li> <li>□ Recognise the value of and take part in internal and partnership networking and peer support activities.</li> <li>□ Provide the necessary data for organisational, regional, provincial and national benchmarking of workforce analysis, utilisation, supply and demand, including skills development and identification of priority needs.</li> <li>□ Self-assess skills needs against work requirements.</li> <li>□ Work with individuals under line management to identify training needs, and support training and development under human resource arrangements.</li> <li>□ Membership of professional bodies.</li> </ul>
EXECUTIVE AUTHORITIES	RANGE OF POTENTIAL COMMITMENTS
<ul style="list-style-type: none"> <li>□ Offices of the premiers</li> <li>□ Ministers</li> <li>□ MECs</li> </ul>	<ul style="list-style-type: none"> <li>□ Workforce planning is integral to strategic business planning.</li> <li>□ Ensure workforce planning needs are met so that employees become expert professionals.</li> <li>□ Ensure workforce planning and development needs are met for employees to initiate, work in partnership with, manage, deliver and support programmes designed to raise skills or improve social cohesion, or both.</li> <li>□ Be clear about role in and contribution to local, regional, provincial and national priorities.</li> <li>□ A key part of self-regulation will include workforce planning measures and plans for the benefit of individual departments and, where applicable, the collective sector.</li> <li>□ Ensure systematic processes for workforce planning, including monitoring and evaluation feedback.</li> <li>□ Ensure fair access to personal and professional development for all employees.</li> <li>□ Allocate sufficient resources for planning and development to take place.</li> <li>□ Ensure that recruitment and development policies support equality and diversity in the workplace.</li> <li>□ Ensure that occupational currency and professional development form an integral feature of employee appraisal and performance management.</li> <li>□ Ensure awareness amongst all employees of career paths open to them within the organisation and more widely.</li> </ul>

INDIVIDUAL MEMBERS OF THE WORKFORCE	RANGE OF POTENTIAL COMMITMENTS
	<ul style="list-style-type: none"> <li>Ensure that departments draw up, review and refresh HR plans.</li> <li>Ensure that their departments implement a system for engaging employees in the development of the department's HR planning.</li> <li>Ensure that departments collect and provide data on employees for the benchmarking of HR planning and the associated workforce development skills required, and to identify priority development needs.</li> <li>Ensure there are mechanisms to review and report to the Executive on the department's workforce in terms of compliance, capacity, capability and future plans.</li> </ul>
PROVINCIAL DEPARTMENTS AND PARTNERS	RANGE OF POTENTIAL COMMITMENTS
<ul style="list-style-type: none"> <li>Provincial HRP forums and HRD forums</li> <li>Provincial academies</li> <li>Regional skills partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Support development of the public service workforce through collaborative working practices.</li> <li>Use provincial, regional and local data on workforce and other sources to identify supply-side deficits to meet identified priorities.</li> <li>Analyse organisational and workforce data for provincial, sectoral and regional benchmarking of workforce skills and priority needs.</li> </ul>
NATIONAL PARTNERS/STAKEHOLDERS AND GOVERNMENT	RANGE OF POTENTIAL COMMITMENTS
<ul style="list-style-type: none"> <li>Government departments: DoE, DoL, dpsa, NT, OPSC, Stats SA</li> <li>National Skills Authority (NSA)</li> <li>The G-SETA Forum</li> <li>AsgiSA, JIPSA</li> <li>Sector skills plans</li> <li>IDPs</li> <li>Labour force surveys</li> </ul>	<ul style="list-style-type: none"> <li>Provide policy direction, including demand-led approaches, and integrated approaches to enable employment and skills acquisition.</li> <li>Own and monitor progress and contributions of the workforce planning initiatives towards national workforce targets.</li> <li>Allocate roles, responsibilities and resources to national, provincial and regional bodies to implement policies for the public service workforce (including assessing the need for and sourcing of resources).</li> <li>Ensure workforce planning is integral to public service self-management of skills demand.</li> <li>Ensure all strategies, including e-government, recognise the need for and benefits of workforce planning and development.</li> <li>Set national, occupational and professional standards, specifications and qualifications for the public service workforce.</li> </ul>
INDIVIDUAL MEMBERS OF THE WORKFORCE	RANGE OF POTENTIAL COMMITMENTS
<ul style="list-style-type: none"> <li>Commission for Employment Equity</li> <li>Disabled Persons of South Africa</li> <li>National partners, including SAQA, SETAs, PALAMA</li> <li>Organised labour</li> <li>Professional bodies</li> </ul>	<ul style="list-style-type: none"> <li>Ensure members of unions and professional bodies are aware of the range of career paths open to employees in public service and the different development routes that they can take to follow a career path as identified in terms of workforce analysis.</li> <li>Analyse data for the benchmarking of workforce planning and development skills and identify priority development needs.</li> <li>In consultation with national and provincial departments, draw up, review and refresh the HR Planning Strategic Framework and Implementation Plan annually.</li> </ul>

### 39. PROGRAMME PERFORMANCE (SF P 73)

National Treasury released the Framework for Managing Programme Performance Information which departments must ensure compliance with. This framework 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.

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 Government. This includes the alignment of the Medium-Term Strategic Framework (MTSF), Millennium Development Goals (MDGs), strategic planning, business and operational plans, the Programme of Action, programmes and annual reporting. Key amongst these planning processes is the five-year MTSF and 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 manage human capital talent and organisation performance.

### 40. STRATEGIC HR PLANNING CYCLE PROCESS (SF P 73)

The following figure represents the proposed human resource planning process cycle, which further takes into account the reporting requirements.

The aforementioned proposal regarding the HR planning process should as much as possible be linked to the activities in 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.

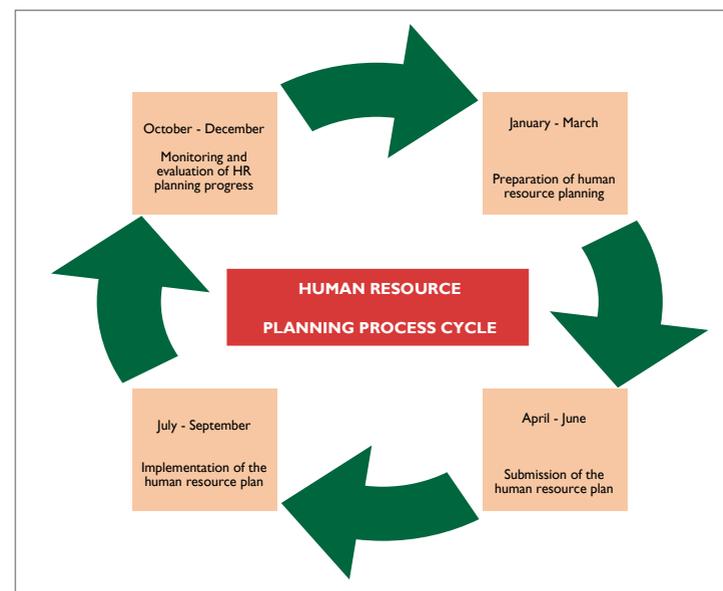


Figure 7: Human resources planning process cycle — simplified

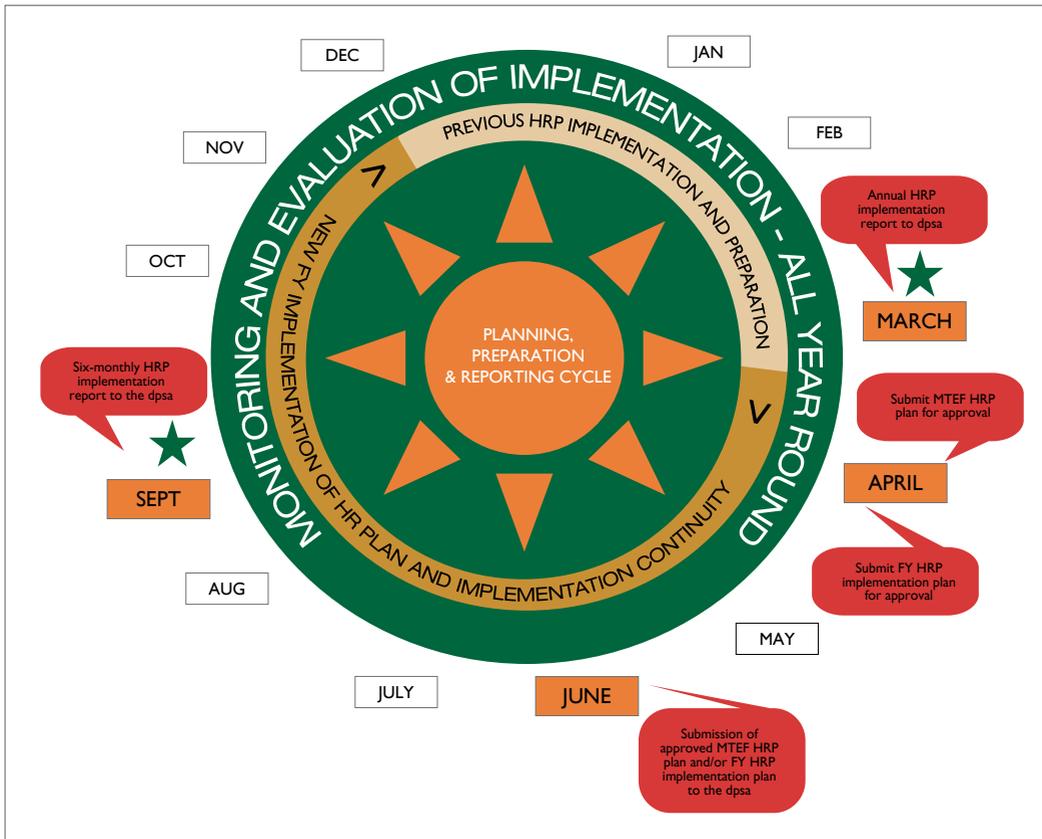


Figure 8: Human resource planning process cycle — detailed

Figure 8 illustrates the timeframes for planning, implementation, monitoring and reporting against the implementation plan. The ★ represents external reporting points.

#### 4.1. IMPLEMENTATION PLAN (SF P 76)

The following represents a suggested annual planning calendar for the development, submission, implementation, and review of an organisation's HR plan. The planning

process cycle has been aligned to the Project Charter for HR Planning. The implementation plan should be guided by the HR Planning Guidelines and Toolkit as approved by the Minister in September 2008.

Table 4: Implementation plan

	PLANNING PROCESS CYCLE	PROJECT CHARTER ALIGNMENT	TARGET BY QUARTER			
			Q1	Q2	Q3	Q4
1.	Preparation of human resource planning	<p><b>Phase 1: PROJECT START-UP AND/OR ADJUSTMENT TO STRATEGY</b></p> <p><b>Step 1: Setting strategic direction</b> Align this stage with the requirements of the Guidelines in terms of understanding government-wide and departmental mandates, strategic goals and objectives, and priorities.</p> <p><b>Step 2: Conducting environmental analysis</b> Align this stage with the requirements of the Guidelines in terms of the trends applicable to the department in the micro and macro environment as well as applicable labour market trends.</p> <p><b>Step 3: Conducting workforce analysis</b> Align this stage with the requirements of the Guidelines in terms of analysing staffing needs and availability as well as determining current and future requirements.</p> <p><b>Step 4: Demand and supply gap analysis</b> Gaps identified here should emanate from human resource challenges and the environmental scan and workforce analysis conducted above. Some possible gaps that could be addressed during this phase might include the following:</p> <p><b>Step 5: Identification of HR priorities</b> A nominal group technique can be utilised to identify human resource issues that need to be prioritised to address the challenges and gaps identified.</p> <p><b>Phase 2: CONSULTATION</b></p> <p>Consult all relevant stakeholders, at all levels, before developing and implementing an action plan to source their buy-in, support, and commitment to the action plan.</p> <p><b>Phase 3 : SUBMIT MTEF HRP PLAN /ANNUAL HR PLAN</b></p> <p>Submit MTEF HR plan and /or FYI HR plan for approval to HOD</p> <p><b>Phase 4: SUBMIT ANNUAL HRP IMPLEMENTATION PLAN FOR APPROVAL</b></p> <p><b>Step 6: Development of implementation plan</b> This phase will look at the review or formulation of comprehensive strategies to address identified gaps. Submit annual HRP implementation plan and /or annual implementation plan for approval to HOD</p>	X			
				X		
					X	
						X

PLANNING PROCESS CYCLE	PROJECT CHARTER ALIGNMENT	TARGET BY QUARTER			
		Q1	Q2	Q3	Q4
2.	Implementation of the human resource plan		X		
	<p><b>Phase 5: IMPLEMENTATION OF ACTION PLAN AND CONTINUOUS MONITORING</b> This phase will look at the implementation of strategies to address identified gaps.</p> <p><b>Phase 6: SUBMISSION OF HR PLANS AND IMPLEMENTATION PLAN TO dpsa</b> Submission of approved MTEF HRP plan and/or FY HRP and implementation plan to dpsa. The final date for submission of all HR plans and implementation plan to the Chief Directorate: HR Planning is annually on <b>30 June</b>.</p>		X		
3.	Progress report			X	
	<p><b>Phase 7: IMPLEMENTATION OF ACTION PLAN AND CONTINUOUS MONITORING</b> This phase will look at the implementation of strategies to address identified gaps.</p> <p><b>Phase 8: SUBMISSION OF PROGRESS REPORTS</b> Within six months of this date, departments will be required to submit progress reports on the implementation of the HR plans. To obviate any additional reporting, the template provided has a column on monitoring and evaluation that must be updated. The department is NOT required to submit any additional narrative reports. The updated reports shall be signed off by the Head of Department</p>			X	
4.	Monitoring and evaluation of HR planning progress				X
	<p><b>Phase 9: IMPLEMENTATION OF ACTION PLAN AND CONTINUOUS MONITORING</b> This phase will look at the implementation of strategies to address identified gaps.</p> <p><b>Phase 10: ANNUAL ASSESSMENT AND EVALUATION</b> Step 7: Monitoring and evaluation of the HR plan – During this phase, departments need to measure their progress towards achieving desired outcomes and adjust the system accordingly. This must be done by conducting regular evaluations of the plan. It is important to note that the HR planning process will be monitored departmentally by the dpsa, the opsc, and the Office of the Attorney-General.</p> <p><b>Phase 11: ANNUAL REPORTING</b> Annual HRP implementation report to dpsa. During this phase, it is important that internal departmental reporting structures are established. Above that, annual reporting to the dpsa will become a prerequisite, as well as ad hoc reporting to any other relevant government structure or state organ.</p>				X

## 42. HR PLANNING PROCESS METHODOLOGY (SF P 78)

integration of departmental business and HR planning-specific activities, as well as feedback on the implementation of the HR plan overall.

Figure 9 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

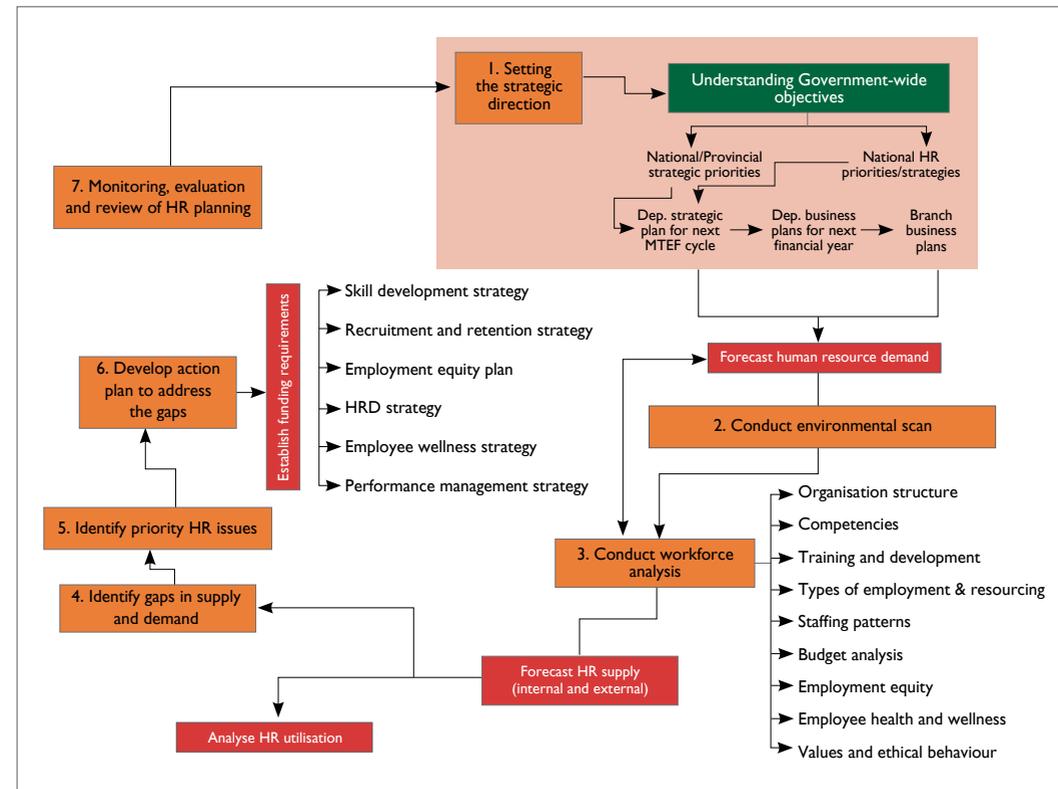


Figure 9: HR planning process methodology

The HR plan **must be aligned** with the strategic priorities of Government as well as the departmental strategic plan. The HR planning methodology comprises **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 in the HR Planning Guideline.**

Table 5: Outlining content structure for the HR planning strategy

AREA OF PRESENTATION	INTENT AND DESCRIPTION
1. Strategic objective	The strategic objectives are the objectives that represent each pillar of the strategy as presented in the conceptual framework diagram. There are five 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 interventions or initiatives, each of which is presented as a sub-objective. These sub-objectives are the focal points of the strategic framework and form the basis of the activities to be undertaken. The sub-objectives are analysed and presented to ensure that the practical implications of each are 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. They present 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 each particular sub-objective are the specific actions that will be undertaken in order to accomplish the sub-objective. These activities are the items that will eventually be subjected to the timeframes, support, and monitoring and evaluation. The activities noted are not exhaustive, however, and may not be tailored to the specific circumstances of the relevant department. When the department presents its plan in response 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.

Table 6: Strategic objectives (SF p 81)

STRATEGIC OBJECTIVE I: STRATEGIC DIRECTION To ensure that all workforce planning is aligned to the strategic plan.		
The dpsa's objective is to provide a framework for HR planning policies and guidelines in order to ensure that the public service is able to align its workforce needs to the overall strategy. The dpsa's overall objective is to offer		
ORGANISATIONAL SUPPORT		
Sub-objective/interventions	Initiation of process or tools required	Success indicators
1.1 Sharing of the overall vision and strategic direction	a) Overall vision b) A team of expert resources analysing the needs and creating strategic direction c) Assigning responsibility to departments to deliver on the objective	a) All stakeholders are clear on the strategy requirement. b) Documented proof of the strategy.
1.2 Construct the human resource strategy and intent with regard to the overall strategy	a) Human resource specialists analysing business strategy b) Constructing a strategy document that clearly aligns with the overall strategy c) Assigning responsibility to departments and individuals with regard to the strategy	a) All stakeholders are clear on the strategy requirement. b) Documented proof of the strategy.
1.3 Communication of both overall strategy and HR strategy	a) Selecting the most applicable business communication tool	a) Clear feedback from the stakeholders that the strategy is confirmed and understood. b) Induction process in place to share strategy with new stakeholders.
Rationale and strategic focus		
To ensure that the department has clear direction and intent on what needs to be focused on and delivered. All other HR requirements flow from this focus, the first being a workforce plan. The strategic focus here is the goals and objectives of the department.		
Approach		
The objective to be attained here is to know what has been planned and what is required from the department in line with strategic growth, development and best practice. Only once this plan is in place can an HR strategy plan emerge.		

## STRATEGIC OBJECTIVE 2: HRM INFORMATION SYSTEMS

To ensure that all human capital information is available so that planning is possible.

The dpsa's objective is to provide a framework for what data would be required in reporting for WFP analysis and to support the maintenance of such information.

The dpsa's overall objective is **DATA INTEGRITY AND SYNCHRONISED REPORTING**

Sub-objective/interventions	Initiation of process or tools required	Success indicators
2.1 HR information management	<ul style="list-style-type: none"> <li>a) Requirement for expert resources to manage the HR information, including storage of electronic and paper trails</li> <li>b) Update or change system if required (ensure budget supports the process)</li> </ul>	<ul style="list-style-type: none"> <li>a) Systems are stable and able to store required information, and allow for reporting or data extraction.</li> </ul>
2.8 Data validity	<ul style="list-style-type: none"> <li>a) Human resource specialists are required to identify and ensure that all critical fields are marked as mandatory and table-driven for accuracy, where possible</li> <li>b) All mandatory fields are completed</li> <li>c) All information pertaining to HR personnel is recorded and checked for accuracy</li> </ul>	<ul style="list-style-type: none"> <li>a) Data is audited as correct and quality management processes have been defined to ensure the maintenance of accurate data and ease of updating.</li> </ul>
2.9 Capability and capacity	<ul style="list-style-type: none"> <li>a) The HR structure needs to make provision for HRS experts who are responsible for the maintenance and upkeep of the HRIS</li> <li>b) Those responsible must be skilled</li> </ul>	<ul style="list-style-type: none"> <li>a) The data has a high level of integrity.</li> <li>b) Resources responsible are competent as regards skills and the application thereof.</li> </ul>
2.10 Data analysis	<ul style="list-style-type: none"> <li>a) Human resource specialists are required to write the reports or queries in order to extract data</li> <li>b) Human resource specialists or business analysts to conduct an analysis of the data in line with strategic intent and requirements</li> </ul>	<ul style="list-style-type: none"> <li>a) Information/data is required in decision-making.</li> </ul>

### Rationale and strategic focus

To ensure that the department has accurate high-integrity data that can be analysed and applied to strategic decision-making

### Approach

Information is the key to decision-making. The HRS is pivotal in ensuring the accuracy and value of strategic decision-making. It is imperative that the end result be clear (i.e. what information is required) prior to the selection of and investment in an HRS.

## STRATEGIC OBJECTIVE 3: DEMAND AND SUPPLY

To ensure that all the right people are in the right place at the right time all the time, ensuring that what you have and require are aligned through attraction, development or deployment.

The dpsa's objective is to ensure that all posts are appropriately filled with the right people in the right place at the right time. The overriding objective is to

**ENSURE CORRECT WORKFORCE PLANNING**

Sub-objective/interventions	Initiation of process or tools required	Success indicators
3.1 Check the current vs future structural needs	<ul style="list-style-type: none"> <li>a) Overall vision</li> <li>b) A team of expert resources analysing the needs and creating a future structure or direction</li> <li>c) Creating a gap analysis with a clear indication on development areas and skill requirements</li> <li>d) Understanding technological developments</li> </ul>	<ul style="list-style-type: none"> <li>a) Documented proof of the strategy.</li> <li>b) Recruitment is aligned to current and future needs.</li> <li>c) Budgets are supportive.</li> </ul>
3.2 Demand and supply of the skills required (to promote effective human resource planning in terms of the supply and demand of human resources to the public service)	<ul style="list-style-type: none"> <li>a) Human resource/business specialists to perform gap analyses</li> <li>b) Current skills and potential capacity of skills needed to be known and documented</li> <li>c) Individual skill development paths to be developed</li> <li>d) New skills need to be attracted or developed (possibly using the school system, learnerships, internships, apprenticeships, bursary schemes)</li> <li>e) Each department has an adequate strategy for managing the supply of its scarce and critical skills</li> <li>f) Collaboration with the national and provincial education departments to use schools as the initial source in building a viable supply pipeline</li> </ul>	<ul style="list-style-type: none"> <li>a) All stakeholders are clear on the strategy requirements.</li> <li>b) Documented proof of the strategy.</li> <li>c) Budgets are supportive.</li> <li>d) Documented proof of the strategy.</li> <li>e) Departments in the respective sectors have no gaps in terms of scarce and critical skills.</li> <li>f) 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>g) Each department has relevant MOUs in place to manage the skill supply pipeline.</li> </ul>
3.3 Demand and supply cost	<ul style="list-style-type: none"> <li>a) Current structure data linked to capacity, linked to budget and consultation and expectation alignment</li> <li>b) The costs of development, retention and attraction are vital to the success of the process</li> <li>c) Using EE, BBBEE and other supportive legislation</li> </ul>	<ul style="list-style-type: none"> <li>a) Clear feedback from the stakeholders that the strategy is fully compliant.</li> <li>b) All policies and behaviours support transformation.</li> </ul>

### Rationale and strategic focus

In order to ensure that the department has competent people to deliver, people need to be deployed to ensure maximum efficiency. The focus is on policy compliance, individual alignment and correct placement.

### Approach

The departments must ensure clear policy and transformational targets. These must be aligned to all structural changes.

## STRATEGIC OBJECTIVE 4: MANAGING HR RESOURCING

To attract, assess and assign people required in the total workforce.

The dpsa's objective is to attract, select and retain an appropriately skilled workforce. The dpsa's overall objective is **EFFECTIVE PEOPLE ATTRACTION, PLACEMENT AND/OR DEPLOYMENT**

Sub-objective/interventions	Initiation of process or tools required	Success indicators
4.1 A clear recruitment and attraction strategy (policies with focus on time scales, budgets, preferred service providers and transformational goals)	<ul style="list-style-type: none"> <li>a) A team of expert resources is required to create a policy encompassing all legislative requirements</li> <li>b) Communicating the policy and ensuring clear understanding of consequences of non-adherence</li> <li>c) Clear motivation and retention policies</li> <li>d) Contracts and alignment of company vs individual expectation</li> <li>e) Climate surveys</li> </ul>	<ul style="list-style-type: none"> <li>a) All stakeholders are clear on the strategy requirements.</li> <li>b) Documented proof of the strategy.</li> <li>c) The policy is being adhered to and the transformation targets have been reached.</li> <li>d) Climate surveys are positive.</li> <li>e) Workforce commitment is evident through performance.</li> <li>f) Deadlines are being met.</li> <li>g) Budgets are adhered to.</li> <li>h) Turnover is aligned to normal attrition.</li> <li>i) New employees are attracted to the department; seen as a preferred employer.</li> </ul>
4.2 Individual competencies vs. organisational requirements	<ul style="list-style-type: none"> <li>a) A skills audit must be completed on the current complement of capabilities.</li> <li>b) A capacity audit of current complement of capabilities must be completed and aligned to the plan's requirements.</li> <li>c) Assessment techniques used to ascertain culture fit, including but not limited to interviews, assessment processes and testing</li> <li>d) Job descriptions indicating requirements in terms of skills and contract</li> <li>e) Clear communication channels and adherence to policy</li> <li>f) Authorisation for employment aligned to organisational requirements</li> <li>g) Assigning of responsibility to departments and individuals with regard to the process</li> </ul>	<ul style="list-style-type: none"> <li>a) Development paths have been set per individual requirements to allow for growth.</li> <li>b) High levels of delivery are evident through the performance monitoring process.</li> </ul>
4.3 Deployment strategy	<ul style="list-style-type: none"> <li>a) The placement of people in the most appropriate positions</li> <li>b) Reduction of workforce in areas where required</li> <li>c) The recruitment of people in areas where required</li> <li>d) Forming of new departments</li> <li>e) Clarity of roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>a) The workforce structure is aligned to the intermediate goals required, in line with the future workforce plan.</li> <li>b) Clear workforce plan with roles and responsibilities.</li> <li>c) A structure that is populated closer to the future ideal.</li> </ul>

## STRATEGIC OBJECTIVE 4: MANAGING HR RESOURCING

To attract, assess and assign people required in the total workforce.

The dpsa's objective is to attract, select and retain an appropriately skilled workforce. The dpsa's overall objective is **EFFECTIVE PEOPLE ATTRACTION, PLACEMENT AND/OR DEPLOYMENT**

Sub-objective/interventions	Initiation of process or tools required	Success indicators
4.4 Closing the gap	<ul style="list-style-type: none"> <li>a) Monitoring and measurement of the closure of the gap, with the correct deployment</li> <li>b) Needs must be clearly defined; all requests need to be timeous and authorised</li> <li>c) Appointment aligned with contractual terms and conditions as required by the department</li> <li>d) Contracts, terms and condition policies are evident</li> <li>e) Performance standards have been set.</li> <li>f) Structure and HR strategy are updated</li> </ul>	<ul style="list-style-type: none"> <li>a) Evidence that the gap is reducing.</li> <li>b) Development of skills as per the DPD strategy and framework.</li> <li>c) All stakeholders are clear on the policy requirements.</li> <li>d) Job vacancies are filled timeously.</li> <li>e) Transformation targets are attained.</li> <li>f) Contracts are complete with clearly defined performance deliverables.</li> </ul>

### Rationale and strategic focus

To attract and select the most appropriate resources into the department to ensure that the strategy is attained. 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. The strategic focus here is the promotion of a proactive and investment approach to training in the public service.

### Approach

The approach must be regulated to create equal opportunities through legislation and policy. Governance and budget requirements must be in place and adhered to. The objective to be attained here is the continuous supply to and development of skills in the public service in appropriate occupational areas, and of the quality and quantity desired by various sectors of the public service. It is anticipated that each sector will have its own unique approach to managing skills supply. Leadership will be developed by the dpsa, in conjunction with the respective SETAs and DPD strategy.

## STRATEGIC OBJECTIVE 5: INTEGRATION OF HR FRAMEWORKS

To invest in and reinforce the competence and performance of individual and team deliverables in terms of dpsa policy frameworks and programmes.

The dpsa's objective is to ensure governance and compliance through all the departments.

The dpsa's overall objective is to **ENSURE UNDERSTANDING OF THE INTERDEPENDENCE OF dpsa HUMAN RESOURCE POLICY FRAMEWORKS AND PROGRAMMES**

Sub-objective/interventions	Initiation of process or tools required	Success indicators
5.1 HRD strategy	a) As per HRD strategy	a) As per HRD
5.2 Retention strategy	a) As per dpsa strategy, programmes and guidelines	a) As per dpsa
5.3 Leadership management	<ul style="list-style-type: none"> <li>a) Development in line with HRD strategy</li> <li>b) Coaching and mentoring</li> <li>c) Identification of leaders</li> </ul>	a) As per HRD and departmental guidelines, programmes and strategy
5.4 Employee health and wellness	b) As per dpsa strategy, programmes and guidelines	a) As per HRD and departmental guidelines, programmes and strategy

### Rationale and strategic focus

To ensure that the department aligns workforce planning with all other departments' strategies, frameworks and programmes.

### Approach

All human resource strategies, frameworks and programmes must be completed in line with the guidelines and the information used to assist with the workforce planning. Without the interdependent contribution of each area, the plan will remain in isolation and be ineffective. The requirements would include identifying all the HR strategies that contribute to workforce planning including the inputs or outputs in the workforce plan.

## STRATEGIC OBJECTIVE 6: ASSESSING AND EVALUATING THE SUCCESS OF THE OBJECTIVES OR STRATEGY AND, WHERE NECESSARY, RE-EVALUATING THEM

Measuring the progress towards the desired strategy, thus ensuring that changes are made timeously and that crises are avoided.

The dpsa's objective is to evaluate the process to ensure that the direction is suitable and the strategy sound.  
The dpsa's overall objective is to **EVALUATE AND MONITOR THE SUCCESS OF THE WORKFORCE STRATEGY FOR TIMEOUS CHANGES.**

Sub-objective/interventions	Initiation of process or tools required	Success indicators
6.1 Extraction of data	a) A team of expert resources to extract the required data from the HRS; the format must be relevant in terms of the objectives and easily analysed. b) The HRS must be accurate.	a) Accurate data and relevant reporting are produced.
6.2 Analysis and evaluation (in line with objectives and strategy)	a) Human resource/business specialists required to evaluate the outcomes in terms of the strategy	a) Reporting and analysis or evaluation of the data are produced and acted on.
6.3 Adjustments to strategy where necessary	a) Assigning responsibility to departments and individuals with regard to evaluation, with changes being made where required b) Performance alignment	a) Clear feedback from the stakeholders that the strategy is confirmed and understood.
6.4 Implementation	a) Clear implementation plan, deadlines and activities b) Selection of the most appropriate communication tool	a) Communication to stakeholders regarding progress and evaluation.
<b>Rationale and strategic focus</b>		
To ensure that the department evaluates the successes and re-evaluates the strategy in terms of the outcomes and new information (i.e. changes in technology).		
<b>Approach</b>		
All evaluations must be fair and accurate, and responsibility and accountability must be clearly allocated. All evaluations must take into account legislation and government responsibilities to the workforce. Should there be a change in strategic direction arising from the evaluation, the HR strategy should be redefined and communicated.		

Table 7: Timelines for vision 2015 (SF p 88)

2009

JAN 09 - MAR 09	APR 09 - JUN 09	JUL 09 - SEPT 09	OCT 09 - DEC 09
Develop and publish Macro HR plan for PS			
PSHRPSF published and distributed to departments	PS HRPSF launched by MPSA	Workforce data set and data collection system in place	
	1st HRP report on 2008 PS workforce data published		
HRP programme developed and approved	PALAMA and provincial academies commence training	Ongoing capacity development of HR planners	
	Action learning launched to support implementation of HRPSF		
	Departments submit MTEF HRP or FY adjustment plan	Departments submit six-monthly implementation report to dpsa	

2010 - 2012

JAN 10 - MAR 10	APRIL 10 - JUN 10	JUL 10 - SEPT 10	OCT 10 - MAR 11	APRIL 11 - JUN 11	JUL 11 - SEPT 11	OCT 11 - MAR 12	APRIL 12 - JUN 12
	Year 1 progress against implementation plan and adjustment to implementation plan			Year 2 progress against implementation plan and adjustment to implementation plan			Year 3 progress against implementation plan and adjustment to implementation plan
Departments submit annual implementation report to dpsa	Departments submit MTEF HRP or FY adjustment plan	Departments submit 6-monthly implementation report to dpsa	Departments submit annual implementation report to dpsa	Departments submit MTEF HRP or FY adjustment plan	Departments submit 6-monthly implementation report to dpsa	Departments submit annual implementation report to dpsa	Departments submit MTEF HRP or FY adjustment plan
	HRP report on 2009 PS workforce data published			HRP report on 2010 PS workforce data published			HRP report on 2011 PS workforce data published

2012 - 2015

JUL 12 - SEPT 12	OCT 12 - MAR 13	APRIL 13 - JUN 13	JUL 13 - SEPT 13	OCT 13 - MAR 14	APRIL 14 - JUN 14	JUL 14 - SEPT 14	OCT 14 - MAR 15
	Year 4 progress against implementation plan and adjustment to implementation plan			Year 5 progress against implementation plan and adjustment to implementation plan			Year 6 progress against implementation plan and adjustment to implementation plan
Departments submit annual implementation report to dpsa	Departments submit MTEF HRP or FY adjustment plan	Departments submit 6-monthly implementation report to dpsa	Departments submit annual implementation report to dpsa	Departments submit MTEF HRP or FY adjustment plan	Departments submit 6-monthly implementation report to dpsa	Departments submit annual implementation report to dpsa	Departments submit MTEF HRP or FY adjustment plan
	HRP report on 2012 PS workforce data published			HRP report on 2013 PS workforce data published			HRP report on 2014 PS workforce data published
			Commence review of HRPSF		Review and consultation		Publish revised PS HRPSF for 2016-2022