



HR Planning
Prescribed Template

NAME OF DEPARTMENT

HUMAN RESOURCE PLAN (HRP)	
<i>Human Resource Plan</i>	<i>Indicate the period</i>
MTEF HUMAN RESOURCE PLAN	

NOTES FOR USING THE HRP TEMPLATE:

- The HRP Template must be used for the development of the HR Plan
- The HRP Template **MUST** be completed in conjunction with the HR Planning Guideline 2017 available at www.dpsa.gov.za which supports the HR Planning Strategic Framework for the Public Service –
- This completed HR Plan reflects the strategic analysis and decisions made during the HR Planning process followed and is **NOT** a process map for doing HR Planning.
- Please note the information boxes provide guidance on how and what must be done while resources boxes contains suggestion on information sources
- Please delete the information and resources boxes prior to approval of the HR Plan
- Completion of this HRP Template is **NOT A SUBSTITUTE** for a thorough review as required by the Guidelines.
- The HR Plan should contain a detailed analysis of Quantitative and Qualitative information and be responsive to the questions reflected in the template.
- Please contact the DPSA in terms of the normal communication channels or alternatively e-mail requests can be forwarded to hrp@dpsa.gov.za

SIGN OFF

I. HEAD OF HR (SIGN OFF)

This Human Resource Plan has been Compiled/ Reviewed /Approved (delete which is not applicable) by (insert name) _____ in my capacity as Head of HR.

I am satisfied and concur with the content of this Human Resource Plan and it will assist the Department in achieving its strategic HRP objectives for the defined period.

SIGNED	
DESIGNATION	
DATE	

II. HEAD OF DEPARTMENT (SIGN OFF)

This Human Resource Plan has been Reviewed /Approved (delete which is not applicable) by (insert name) _____ in my capacity as Head of Department.

I am satisfied and concur with the content of this Human Resource Plan and it will assist the Department in achieving its strategic HRP objectives for the defined period.

SIGNED	
DESIGNATION	
DATE	

III. EXECUTIVE AUTHORITY (SIGN OFF) IF NO DELEGATION HAS BEEN MADE

This Human Resource Plan has been approved by (insert name) _____ in my capacity as the Executive Authority.

I am satisfied and concur with the content of this Human Resource Plan.

SIGNED	
DESIGNATION	
DATE	

SECTION ONE EXECUTIVE SUMMARY

Information

This section should contain a summary of the HR Plan for the Executive Authority. The summary must indicate strategic issues and challenges and planned HR strategies to address these issues and related challenges. Please also provide high-level observations linked to the Data Fact Sheet with regard to:

- ✚ Organizational structure
- ✚ Turnover rate
- ✚ Compensation
- ✚ MTEF funding,
- ✚ Occupational demographics worth noting
- ✚ Staff stability
- ✚ Qualifications, etc.

HR Plan– Section 1

1.1 Executive Summary

1.1.1 Strategic issues

1.1.2 Challenges

1.1.3 Planned Strategies

1.1.4 High level observations linked to the Data Fact Sheet

I. OVERVIEW OF THE PREVIOUS HRP IMPLEMENTATION STRATEGIES

Information

This section should discuss the overall achievements and challenges in implementing previous HRP Strategies and its anticipated impact on future planned strategies. Observations can be provided with regard to the following functional areas:

- ✚ Organisational Development and Change Management
- ✚ HR Practices and Administration Services
- ✚ Human Resource Planning and Information Systems
- ✚ HR Utilisation and Capacity Building
- ✚ Employee Health and Wellness
- ✚ Employee Relations and People Management

HR Plan – Section 1

1.2 Overview of the Implementation of the Previous HR Plan

- 1.2.1 Overall achievements
- 1.2.2 Challenges
- 1.2.3 Issues to be addressed in future plans

II. OVERVIEW OF THE ASSESSMENT: ABILITY OF DEPARTMENTAL HUMAN RESOURCE COMPONENTS TO STRATEGICALLY ASSIST IN THE ACHIEVEMENT OF SERVICE DELIVERY GOALS

Information

This section should summarise the overall findings of the assessment of HR Components as prescribed in the MPSA Directive, in terms of the following :

- + Part A: Strategic Dimension
- + Part B: Technical Dimension
- + Part C: Quantitative Dimension

HR Plan – Section 1

1.3 Summarise areas of concern

- 1.3.1 Required interventions
- 1.3.2 Prioritised interventions according to MTEF cycle
- 1.3.3 Proposed timeframes per intervention

III. LIMITATIONS AND RISKS

Information

Discuss structural issues, including actual and perceived barriers which might constrain or restrict the achievement of HR Planning objectives.

HR Plan– Section 1

1.4 Limitations and risks

HR FUNCTIONAL AREA APPLICABLE TO THE HR PLANNING TEMPLATE

HR planning should be used to identify priorities and strategies that will inform the activities and operational plans of all HR components. HR Planners should therefore reflect on the following HR functions:

1. Organisational Development and Change Management (Workforce Capacity)

The purpose of this section is to reflect on the organisational structure and to provide for a comprehensive analysis of the approved funded organisational structure of the Department and its impact (both positive and negative) on overall service delivery.

2. HR Practices and Administration Services (Workforce Availability)

The purpose of this section is to reflect on the availability of an adequate workforce to enable service delivery by focusing on recruitment, appointments, retirements and conditions of service, compensation and employee benefits.

3. Human Resource Planning and Information Systems (Workforce Profile)

The purpose of this section is to reflect on the workforce profile in order to reflect on the age profile, employment equity profile and to provide for a comprehensive analysis of the adequacy of data and HR information systems to support the HR planning process.

4. HR Utilisation and Development (Workforce Development)

The purpose of this section is to reflect on the knowledge, skills and competencies required in order to achieve departmental objectives. It requires understanding the degree of and changing nature of the competency gaps within the Department per occupational category in relation to scarce skills and critical occupations, as well as the management of performance.

5. Employee Health & Wellness (Workforce Wellbeing)

The purpose of this section is to reflect on the general status of the employee health and wellness of the workforce. The general level of employee wellness has a direct impact on both the capacity and sustainability of the workforce.

6. Employee and Labour Relations (Workforce Behaviour)

The purpose of the section is to reflect on issues pertaining to employee and labour relations. The focus should include the Code of Conduct for the Public Service and labour relations administration.

SECTION TWO

INTRODUCTION

Information

This section aims to provide an overview of the Department. This should be a concise and short summary. State concisely what are the mandate and major functions of the Department.

Provide a brief overview of the Department:

- + Mandate and major functions
- + Vision
- + Mission
- + Values

Provide a brief overview of each Programme:

- + Brief description of each
- + List of current priorities.

Resources

The Department's Strategic Plan

HR Plan– Section 2

1. Introduction (Overview of the Department)
 - 1.1. Mandate and functions
 - 1.2. Vision
 - 1.3. Mission
 - 1.4. Values
 - 1.5. Overview of the Department's Programmes
 - Programme 1
 - Programme 2
 - Programme 3
 - Programme 4
 - Programme (Others)

SECTION THREE

STRATEGIC DIRECTION

Information

This section has two broad areas:

- + The first is focused on how the *HR's Department's Strategic Plan* is understood and interpreted
- + The second is the formulation of the *Strategic HR Planning objectives based on Environmental factors identified.*

The first area is based on an analysis of

- + The Department's Strategic Plan
- + Internal and External Factors likely to impact on the HR Plan
- + Issues that impact broadly on the various HR functional areas. (What does the analysis of the Strategic Plan mean for the different HR functional areas in terms of broad issues or themes)

Focus should be on:

- + Strategic Objectives of the Department
- + Anticipated changes and challenges for the Department
- + Applicable external factors based on PESTEL (This will be based on your analysis of the environment, but will only focus on factors that are **relevant** to the HR Plan)
- + Applicable internal factors
- + Strategic HR Issues per functional HR area

The second area, HR Planning Objectives should be defined in terms of the various HR functional areas and based on:

- + The conclusions drawn from the analysis of the Department's strategic plan
- + The subsequent evaluation of qualitative and quantitative data
- + The Reflection on key factors emerging from applying the different tools recommended in the HR Planning Guidelines and Toolkit

The focus should be on developing HR Planning Strategic Objectives against the HR functional areas:

- + Organisational Development and Change Management
- + HR Practices and Administration Services
- + Human Resource Planning and Information Systems
- + HR Utilisation and Development
- + Employee Health & Wellness
- + Employee and Labour Relations

PLEASE NOTE: While HR Planning Objectives are required in this section of the Template, it is however a culmination of all the phases of the HR Planning process, referred to in Section 3 of the Guidelines and Toolkit. It is therefore presupposed that the HR Planning Team have worked through all the phases of the HR Planning process.

Resources

- The Department's Strategic Plan
- HR Planning Strategic Framework
- HR Planning Guideline and Toolkit 3.1
- HR Planning Guideline and Toolkit Tool 3: Guide to analyse the Department's Strategic Plan and Environment Scan through PESTEL factors.

HR Plan – Section 3

3. Strategic Direction

3.1 Analysis of the Department's Strategic Plan and Environment Scan

3.1.1 Departmental Strategic Objectives

3.1.2 Anticipated Changes and Challenges in relation to Strategic Plan

3.1.3 Applicable External Factors

- Political
- Economic
- Social
- Technological
- Environmental
- Legislative

3.1.4 Applicable Internal Factors per Functional Area

- Organisational Development and Change Management
- HR Administration Services
- Human Resource Planning and Information Systems
- HR Utilisation and Development
- Employee Health & Wellness
- Employee and Labour Relations

3.1.5 Strategic HR Issues per Functional Area

- Organisation Development and Change Management
- HR Administration Services
- Human Resource Planning and Information Systems
- HR Utilisation and Development
- Employee Health and Wellness
- Employee and Labour Relations

3.2 HR Planning Strategic Objectives drawn from identified HR Functional Area issues

- Organisational Development and Change Management
- HR Administration Services
- Human Resource Planning and Information Systems
- HR Utilisation and Development
- Employee Health & Wellness
- Employee and Labour Relations

SECTION FOUR

WORKFORCE ANALYSIS

Information

This section focuses on the **analysis of data, both qualitative and quantitative**, for each of the HR functional areas.

PLEASE NOTE:

- ✚ The most significant aspect of this section is not the populating of the data but rather the analysis and the conclusions that are drawn from the analysis. HR Planners are therefore requested to provide information in graphs and/or tables to summarise and highlight important aspects of their analysis.
- ✚ The analysis of the Department's Strategic Plan, the internal and external environment factors and the identified HR issues/themes provide a context for how the data is analysed.
- ✚ Workforce analysis must be done against the following HR Functional Areas:
 - Organisational Development and Change Management (Workforce Capacity)
 - HR Administration Services (Workforce Availability)
 - Human Resource Planning and Information Systems (Workforce Profile)
 - HR Utilisation and Development (Workforce Development)
 - Employee Health & Wellness (Workforce Wellbeing)
 - Employee and Labour Relations (Workforce Behaviour)

The HR Plan needs to reflect, the following for each HR functional area:

- ✚ Gaps. The gaps identified should be carried to the GAP Section (Section 5).
- ✚ Challenges, Implications and Risks.
- ✚ Recommended Interventions. The interventions identified should be carried to the Intervention Prioritization Section. (Section 6)

Resources

HR Planning Strategic Framework
 HR Planning Guideline and Toolkit- Section 3.2
 Data sources –PERSAL, Vulindlela, other Sources

HR planning Guideline and Toolkit Tool 4. Questions to guide organisational and workforce analysis through data analysis
 HR Planning Guideline and Toolkit Tool 5. Process to identify key roles and functions
 Organisational Development and Change management
 HR Planning Guideline and Toolkit Tool 6. Process to determine critical and scarce skills

4. Organisational Development and Change Management

HR Plan – Section 4 .1

4.1.1 Please provide information on current and envisaged posts by completing Annexure A - Management of Current and Envisaged Posts. Please provide the post demand, post supply, post gap, posts to be abolished, posts to be newly created and employments additional to the establishment.

4.1.2 Please provide Analysis and Recommended Strategies for Table 1.

Table1:Analysis and recommendations: Organisational Development and Change Management

Sub-area	Analysis	Recommended interventions/strategies
Organisational structure implementation, relevance, efficiency and effectiveness	Gaps/ Areas for improvement	
	Challenges, Implications and Risks	

4.2 HR Administration Services (Workforce Availability)

HR Plan– Section 4.2

4.2.1 Graphic or Table Representations

(Please provide graphical representation of high level issues identified against sub-areas identified below)

4.2.2 Please provide Analysis and Recommended Strategies for Table 2:

Table 2: HR Administration Services

Sub-area	Analysis	Recommended Interventions/strategies
Vacancy rate	Gaps/Areas for Improvement:	
	Challenges, Implications and Risks:	
Turnover and Stability	Gaps/ Areas for Improvement:	
	Challenges, Implications and Risks:	
Exits	Gaps/ Areas for Improvement::	
	Challenges, Implications and Risks:	
Recruitment and Appointments	Gaps/ Areas for Improvement::	
	Challenges, Implications and Risks:	

4.3 HR Utilization and Development

HR Plan – Section 4 .3

4.3 .1 Please complete the following Tables;

Table 3: Competency requirements for critical occupations

Critical Occupations Defined at Unit Group	Total Number of employees	Identified specialised skills area per critical occupation	Availability of specialised skills area		Can Be Developed	
			Yes	No	Yes	No
E.g. Engineering Professionals- <i>Chemical engineers</i>						

Table 4: Competency Review for Scarce skills

Scarce Skills	Total Number of employees	Identified specialised skill area per Scarce occupation	Availability of specialised skills area		Can Be Developed	
			Yes	No	Yes	No
E.g. Engineering Professionals- <i>Chemical engineers</i>						

4.3.2 Please Provide Analysis and Recommended Strategies for Table 5

Table 5: HR Utilization and Development

Sub-area	Analysis	Recommended Interventions/strategies
Performance Management and Development	Gaps/ Areas for Improvement::	
	Challenges, Implications and Risks:	
Human Resource Development (Both internal and external sources that can be used in future as potential pool for replacements)	Gaps/ Areas for Improvement:	
	Challenges, Implications and Risks:	

4.4 Human Resource Planning, Data and Information Systems (Workforce Profile)

HR Plan Structure – Section 4.4

4.4.1 Graphic or Tabular Representations

(Please provide graphical representation of high level issues identified against sub-areas identified in Table 6)

4.4.2 Please provide Analysis and Recommended Strategies for Table 6

Table 6: Human Resource Planning, Data and Information Systems

Sub-area	Analysis	Recommended Interventions/strategies
Profile by race, gender and age	Gaps/ Areas for improvement::	
	Challenges, Implications and Risks:	
Profile Disability	Gaps / Areas for Improvement:	
	Challenges, Implications and Risks:	
HR data and information systems	Gaps/ Areas Improvement:	
	Challenges, Implications and Risks:	
HR Planning and implementation	Gaps/ Areas for Improvement::	
	Challenges, Implications and Risks:	

4.5 Employee Health and Wellness

HR Plan – Section 4.5

4.5.1 Graphic or Table Representations

(Please provide graphical representation of high level issues identified against sub-areas identified in Table 7

4.5.2 Please provide Analysis and Recommended Strategies for Table 7

Table 7: Employee Health and Wellness

Sub-area	Analysis	Recommended Interventions/strategies
HIV&AIDS, STIs and TB Management	Gaps/ Areas for Improvement::	
	Challenges, Implications and Risks:	
Policy Health and Productivity Management	Gaps/Areas Improvement::	
	Challenges, Implications and Risks:	
Safety Health Environment Risk and Quality (SHERQ) Management Policy	Gaps/ Area that needs Improvement:	
	Challenges, Implications and Risks:	
Wellness management	Gaps/ Areas for Improvement:	
	Challenges, Implications and Risks:	

4.6 Employee and Labour Relations

HR Plan – Section 4.6

4.6.1 Graphic or Table Representations

(Please provide graphical representation of high level issues identified against sub-areas identified Table 8)

4.6.2 Please provide Analysis and Recommended Strategies for Table 8

Table 8: Employee and Labour Relations

Sub-area	Analysis	Recommended Interventions/Strategies
Labour relations	Gaps/ Areas for improvement:	
	Challenges, Implications and Risks:	
Discipline management	Gaps /Areas for improvement::	
	Challenges, Implications and Risks:	
Grievance and disputes	Gaps/ Areas for Improvement::	
	Challenges, Implications and Risks:	

SECTION FIVE

HUMAN RESOURCE GAP ANALYSIS

Information

This purpose of this section is to analyse and identify the gap, within the context of the Department's needs, in relation to:

- ✚ The future workforce demand and the current supply
- ✚ Competencies and skills required
- ✚ Workforce profile (resourcing)
- ✚ Organisation structure and climate.

Resources

- HR Strategic Objectives
- Analysis and Conclusions from Section Three
- HR Planning Guideline and Toolkit-Section 3.3
- Tool No 7 from the Guidelines : Process to identify the gap between future workforce required and current workforce

HR Plan - Section 5

Table 9: Quantitative data

Gap	Categories	Specific Quantitative Gap(provide specific numbers or percentages)	Action Steps Required
HR shortage	Occupations		
	Race		
	Gender		
	Disability		
	Salary level		
Employment type imbalance	Permanent		
	Temporary		
Organizational Development	Vacancy rate		
	Turnover rate		
	Unfunded posts		
Ageing Profile	Occupations		
	Race		

	Gender		
	Disability		
Absenteeism	Race		
	Gender		
	Salary levels		
	Occupations		
Skill shortage	Scarce skills		
	Critical skills		
	Qualifications		

HR Plan - Section 5

Table 10: Qualitative data

Gap	Categories	Specific Qualitative Gap	Action Steps Required
Health and Wellness	Programmes in place		
	Programmes' effectiveness		
	Programmes' accessibility		
	Programme support		
	Programme awareness		
Infrastructure	Information Systems		
	Management of information		
	Data Integrity		
Budget	Recruitment		
	Training		
	Health and Wellness		
HRD	HRD Implementation plan		
	HRD Effectiveness		

Recruitment and Retention	Recruitment policy /approach		
	Implementation		
	Work load and Utilisation of staff		
HR Planning	Implementation and effectiveness		
Performance Management and Development	Policy		
	Implementation		
Employee conduct	Discipline		
	Awareness		

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SECTION SIX

PRIORITY DEPARTMENTAL HUMAN RESOURCE PLANNING INTERVENTIONS

Information

The purpose of this section is to **prioritise gaps and determine HR Planning interventions.**

It is important that the HR Plan provides a concise and clear narrative that explains reasons for the prioritization.

Resources

- HR Planning Strategic Objectives
- Analysis and conclusions from Section Three- Workforce Analysis
- Gaps identified in Section Four - Gap Analysis
- HR Planning Guideline and Toolkit- Section 3.3
- Tool 8: Process to prioritise gaps

HR Plan - Section Six

Table 11: HR Planning Priorities

Gap/Area that's need improvement	Priority interventions/strategies	Description of Intervention/strategy	Outcomes	Obstacles/Risks	Recommendations /or steps to overcome obstacles/risks

SECTION SEVEN

IMPLEMENTATION / ACTION PLAN

Information

The purpose of this section is to present an Implementation Plan which sets out overall objectives and performance measures. The plan must:

- ✚ Be inclusive, of the workforce and different stakeholders.
- ✚ Be responsive to the Departmental objectives, challenges and changes
- ✚ Reflect the over-arching priorities and be written so that it is meaningful for individual members of the workforce as well as for management.
- ✚ Reflect activities required to achieve the overall targets over the MTEF period
- ✚ Allocate budget resources according to priorities and requirements within the financial parameters.
- ✚ Allocate workforce resources responsible for implementation according to expected results, priorities and requirements.
- ✚ Reflect the annual programme of work, budget and workforce resources for delivering the MTEF Plan within any given year of the implementation cycle.
- ✚ Establish milestones and outcomes and should be measurable.

Resources

- HR Strategic Objectives
- Analysis and conclusions from Section Three
- Gaps identified in Section Four
- Priorities defined in Section Five
- HR Planning Guidelines and Toolkit –Section 3.4
- Tool 9: Developing strategies to address gaps

HR Plan Structure- Section Seven

Table 12: MTEF Action Plan

Year 1 : (period)	
HR Planning Objective	
Priority Intervention/strategy 1	
Goals	
Outputs	
Overall outcome	
Indicators	

Baseline					
Activities	Targets	Target Date	Assumptions	Responsible Manager	Required Budget
Year 1 : (period)					
HR Planning Objective					
Priority Intervention/strategy 2					
Goals					
Outputs					
Overall outcome					
Indicators					
Baseline					
Activities	Targets	Target Date	Assumptions	Responsible Manager	Required Budget

HR Plan Structure- Section Seven

Table 12: MTEF Action Plan

Year 2 : (period)					
HR Planning Objective					
Priority Intervention/strategy 2					
Goals					
Outputs					
Overall outcome					
Indicators					
Baseline					
Activities	Targets	Target Date	Assumptions	Responsible Manager	Required Budget
Year 2 : (period)					
HR Planning Objective					

Priority Intervention/strategy 3					
Goals					
Outputs					
Overall outcome					
Indicators					
Baseline					
Activities	Targets	Target Date	Assumptions	Responsible Manager	Required Budget

HR Plan Structure- Section Seven

Table 12: MTEF Action Plan

Year 3 : (period)					
HR Planning Objective					
Priority Intervention/strategy 4					
Goals					
Outputs					
Overall outcome					
Indicators					
Baseline					
Activities	Targets	Target Date	Assumptions	Responsible Manager	Required Budget
Year 3 : (period)					
HR Planning Objective					
Priority Intervention/strategy 5					
Goals					
Outputs					
Overall outcome					
Indicators					
Baseline					
Activities	Targets	Target Date	Assumptions	Responsible Manager	Required Budget

**SECTION EIGHT
CONCLUSION**

HR Plan - Section Eight

1.8 CONCLUSION

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