



**DIRECTIVE ON THE DEVELOPMENT OF AND REPORTING ON  
HUMAN RESOURCE PLANS IN THE PUBLIC SERVICE**

**ISSUED BY THE MINISTER FOR THE PUBLIC SERVICE AND  
ADMINISTRATION**

## 1. BACKGROUND

As part of developing adequate tools and processes to support departments with the development of Human Resource Plans (HR Plan) and Implementation Reports, a need was identified to review the HR Planning Directive and its accompanying templates issued in 2014. The Minister for the Public Service and Administration (MPSA) approved the Human Resource (HR) Planning Guideline and Templates as contemplated in Chapter 3 Part I (26) of the Public Service Regulations, 2016 (as amended). The MPSA also approved that the Directive of 2009 on: The Assessment of the Ability of Departmental Human Resource Components to Strategically Assist in the Achievement of Service Delivery Goals be repealed and that the HR Self-Assessment Tool be applied as part of the HR Planning process and be completed as a compulsory template. The purpose of the Guideline is to assist departments in developing Human Resource Plans (a HR Plan) while the HR Planning Templates are instruments for departments to reflect, document and report on the strategic analysis of qualitative and quantitative information and decisions made during the HR Planning Process to provide both guidance for and a holistic approach to HR Planning in the Public Service. The HR Planning Guideline and accompanying HR Planning Templates for the Public Service are available on the Department of Public Service and Administration's (DPSA) website ([www.dpsa.gov.za](http://www.dpsa.gov.za)).

Departments are required to prepare and implement HR Plans and thereafter report on the implementation progress on an annual basis.

## 2. AUTHORISATION

This Directive is issued by the MPSA in terms of section 41 (3) of the Public Service Act, 1994 (Proclamation 103 of 1994), to supplement and elucidate Regulation 26 of the Public Service Regulations, 2016, ("The PSR").

## 3. SCOPE OF APPLICATION

This Directive applies to all national and provincial departments and government components.

## 4. COMMENCEMENT

The Directive repeals the 2014 Directive that was effective from 01 July 2014 on the Implementation of the Human Resource Planning Strategic Framework - vision 2015 for the Public Service and takes effect on **01 April 2021**.

## 5. DEVELOPMENT OF APPROVED HR PLANS AND ANNUAL HR PLANNING IMPLEMENTATION REPORTS

### 5.1. Human Resource Plan

- 5.1.1. An Executive Authority (EA) shall **prepare** a HR Plan for her or his department covering at least 3 full financial years, but not exceeding five financial years.

- 5.1.2. An EA shall utilise the prescribed HR Planning Template (HRPT) to **develop** a HR Plan
- 5.1.3. An EA shall implement the **approved** HR Plan and regularly review it.

## **5.2. Annual Implementation Report**

- 5.2.1 An EA shall after developing the HR Plan, utilise the prescribed HR Planning Implementation Template (HRPIRT) to annually **report** on implementation of the Plan.
- 5.2.2 In addition to the annual reporting, the EA must report on **overall implementation** during the last year of implementation as provided for in the HRPIRT.
- 5.2.3 The Implementation Plan and Report must consider the **available funds** for the remaining period of the relevant medium-term expenditure framework, for recruitment, retention, utilisation and development of human resources according to the Department's requirements.

## **6. APPROVAL OF HUMAN RESOURCE PLAN**

- 6.1 In terms of Regulation 26 of the PSR, the accountability for the preparation of the HR Plan vests with the EA.
- 6.2 The Head of Department shall recommend the HR Plan for approval by the EA.
- 6.3 In cases where an HR Plan is approved by the Head of Department or another delegated official, a copy of the formal delegation must be attached to the approved HR Plan.
- 6.4 If the delegated official is not the Head of Department, where amendments to the existing HR Plan will result in financial expenditure, the Accounting Officer must recommend the plan for approval.

## **7. REVIEW OF THE HR PLAN**

### **7.1 Review could result in:**

- 7.1.1 **Development of a new HR Plan:** Development of a new HR Plan entails submitting a HR Plan mentioned in paragraph 9 of this Directive that replaces the current HR Plan and introduces a new implementation cycle.
- 7.1.2 **Amendment of the existing HR Plan** referred to in par 8.2:
  - a) Entails submitting an Amended Priority Table and/or Amended Action Plan within the same implementation cycle.
  - b) Entails submitting an Amended Priority Table and/or Amended Action Plan to cover an additional one (1) financial year as an extension from the original three (3) year cycle to a four (4) year cycle.
  - c) Entails submitting an Amended Priority Table and/or Amended Action Plan to cover the amendments to be implemented without exceeding the original five (5) year cycle.

**(All Changes should be accompanied by a HR Planning Template Cover Page, the effective date indicated and must be submitted not later than 31<sup>st</sup> of May in terms of paragraph 10).**

## 8. CONDITIONS FOR DEVELOPING A NEW HR PLAN OR AMENDING THE EXISTING HR PLAN

### 8.1 An EA shall develop a new HR Plan based on:

- a) **Changes to the HR Planning Objectives as a result of changes to HR Planning Priorities or changes to identified Gaps and/or areas needing improvement** – when changes to the original HR Plan are more than 50% a new HR Plan covering at least three (3) financial years must be submitted by the Department.
- b) **Changes to Departmental Priorities-** when the Department introduces new priorities or significantly changes its organisational structure, or takes strategic re-direction or the environment changes substantially and the original HR Plan has changed more than 50%, a new HR Plan covering at least three (3) financial years must be submitted by the Department.
- c) **Changes within the Department** – when a department is separating/splitting, acquiring new functions and mandates, creating new delivery mechanisms such as government components and others, a new HR Plan must be submitted.

### 8.2 An Executive Authority shall amend the existing HR Plan based on:

- a) **Changes to HR Planning Strategic Interventions** – when one or two HR Planning prioritised Strategic Interventions and/or planned Implementation targets and dates have changed, an Amended Priority Table and/or Amended HR Planning Action Plan should be attached as an addendum to the Annual HR Planning Implementation Report.
- b) **Changes to Budget Adjustments-** when there is an adjustment to the budget during the implementation cycle, the Department will be required to establish whether the plan is in line with the revised allocations (in terms of the Medium-Term Expenditure Framework). In a case where shortfalls exists the Department must amend the Plan and submit an Amended Priority Table and/or an Amended Action Plan.

## 9. REQUIREMENTS FOR DEVELOPMENT OF HR PLANS AND HR PLANNING IMPLEMENTATION REPORTS

- 9.1 With due consideration to paragraph 8.1 a department that developed a three-year plan must develop a new HR Plan once the plan expires and it must cover at least three years linked to the Medium-Term Expenditure Framework.
- 9.2 With due consideration to paragraph 8.2 a department that developed a plan that covers more than three years must ensure that the first three years of implementation are linked to the Medium-Term Expenditure Framework and the remaining period is to be based on departmental strategies and budget projections. The Department must, before the commencement of year four (4) and/ or year five (5) of the HR Plan, review the HR Plan and make the necessary adjustments. A new HR Plan covering at least three financial years must be developed once the HR Plan expires at the end of the period. (The period of the HR Plan should not be longer than 5 years).
- 9.3 Departments shall use the (*HRPT 2021*) (available on the DPSA website) issued with this Directive by the MPSA to compile HR Plans.

- 9.4 Departments shall use the (*HRPIRT 2021*) (available on the DPSA website) issued with this Directive by the MPSA, to compile HR Planning Implementation Reports.
- 9.5 The HR Planning Assessment Tool shall be used to provide feedback to departments to inform the development of the HR Plan and address issues raised.
- 9.6 Departments shall complete the HR Self-Assessment to assess the HR Management function in the Public Service: Assessing the Ability of Departmental HR Components to strategically assist in the achievement of Service Delivery goals and use it as an input during the development of HR Plans and decide on appropriate interventions for the top five (5 maximum) indicators.
- 9.7 Departments shall utilise PERSAL data as on the **31<sup>st</sup> of January** of the relevant year to develop HR Plans.
- 9.8 Departments shall utilise PERSAL data as on the **31<sup>st</sup> of March** of the relevant year to develop Annual Implementation Reports.

## **10. SUBMISSION OF HR PLANS AND IMPLEMENTATION REPORTS**

### **10.1 In the case of National Departments:**

- 10.1.1 The EA shall submit a HR Plan covering at least three financial years to the MPSA at the beginning of the 1<sup>st</sup> financial year on or by **30 June**.
- 10.1.2 The EA shall submit an Annual HRPIR to the MPSA on or by the **31<sup>st</sup> of May** of every year.
- 10.1.3 The EA shall submit with the HR Plan a completed Assessment of the Ability of Departmental HR Components to Strategically Assist in the Achievement of Service Delivery Goals on or by **30 June** as Annexure **A** to the HR Plan for the plan to be regarded as compliant.
- 10.1.4 The HR Plans and Implementation Reports shall be submitted in hard copy format and electronically using MS Word and Excel Software to the Director-General: DPSA.

### **10.2 In the case of Provincial Departments:**

- 10.2.1 The EA shall submit a HR Plan for her or his Department to the relevant Office of the Premier at the beginning of the 1<sup>st</sup> financial year covering at least 3 financial years by **30 June**.
- 10.2.2 The EA shall submit an Annual HR Planning Implementation Report of her or his Department to the relevant Office of the Premier on or by the **31<sup>st</sup> of May of every year**.
- 10.2.3 The EA shall submit with the HR Plan a completed Assessment of the Ability of Departmental HR Components to Strategically Assist in the Achievement of Service Delivery Goals of her or his Department to the relevant Office of the Premier on or by **30 June** as Annexure **A** to the HR Plan for the plan to be regarded as compliant.
- 10.2.4 HR Plans and HR Planning Implementation Reports shall be submitted in hard copy format and electronically using MS Word and Excel Software to the Director-General of the respective Offices of the Premiers.
- 10.2.5 The Director-General of the Office of the Premier in a province shall report to the Director-General: DPSA by the **15<sup>th</sup> of July** of every year on compliance to this Directive in the prescribed template at Annexure **B** of this Directive.

### 10.3 **Transitional Arrangements for the financial year 2021/2022 and 2022/2023**

#### 10.3.1 **All HR Plans that are still valid will remain applicable until the end of the 2022/2023 financial year and all departments will be required to develop new HR Plans and report on implementation in terms of the below-mentioned provisions:**

- a) In a case where the Departmental HR Plan is expiring by the **31<sup>st</sup> of March 2021**, the EA shall submit the new HR Plan by the **31<sup>st</sup> of August 2021** using the prescribed HRPT.
- b) In a case where the Departmental HR Plan is expiring by the **31<sup>st</sup> of March 2022** the EA shall submit the new HR Plan by the **30<sup>th</sup> of June 2022** using the prescribed HRPT.
- c) The remaining departments with valid HR Plans will be required to utilise the new (HRPT 2021) for the financial year **2023/2024** and submit to the relevant institution by the **30<sup>th</sup> of June 2023**.
- d) Departments that currently have valid HR Plans that expires before the end of the financial year 2020/2021 and 2021/2022 will be required to utilise the (2014 HRPIRT) and submit by the **31<sup>st</sup> of May** of the relevant year.
- e) All departments will be required to report using the new prescribed (HRPIRT 2021) at the end of the financial year in which they have submitted a new HR Plan or by the end financial year **2023/2024) and submit by the 31st of May**
- f) The HR Planning Assessment Tool will be piloted.

#### 10.4 **The following Exceptions will apply for the financial year in which there are National Elections and/or year in which Macro Organising of the State takes place**

- 10.4.1 Where the HR Plan expires in an election year, The EA shall submit the HR Plan by the **31<sup>st</sup> of August** to the institution.
- 10.4.2 For departments affected by Macro Organisation of the state, Nationally or Provincially: The EA shall submit the HR Plan by the **31<sup>st</sup> of August** of the relevant year to the relevant institution.
- 10.4.3 The Director General of the Office of the Premier in a province shall report to the Director-General: DPSA by the **30<sup>th</sup> of November** of the relevant year on compliance as per Annexure **B** to this Directive linked to sub-paragraphs 9.3.1 and 9.4.1 above
- 10.4.4 The Director-General of the Office of the Premier of a province shall consolidate the assessment results of analysed HR Plans and Annual HR Planning Implementation Reports and submit a report in the prescribed template to the Director-General: DPSA on or by the **15<sup>th</sup> of December** of the relevant year on compliance to this Directive linked to sub-paragraphs 9.3, 9.4 and 9.5 above.

### 11. **ASSESSMENT OF THE ABILITY OF DEPARTMENTAL HUMAN RESOURCE COMPONENTS TO STRATEGICALLY ASSIST IN THE ACHIEVEMENT OF SERVICE DELIVERY GOALS**

- 11.1 The Directive to improve the HR Function in the Public Service by assessing the ability of their HR components to strategically assist in the achievement of service delivery goals issued as per circular 14/1/1/P dated 25 November 2009 is repealed from the **1<sup>st</sup> of March 2021**.
- 11.2 The Assessment of the Ability of Departmental HR Components to Strategically Assist in the Achievement of Service Delivery Goals requires departments to conduct an assessment with all of its departmental human resource components in support of their departmental HR Plans in terms of

four broad roles to be adopted for the human resource management function. These roles are that of –

- (a) a strategic partner;
- (b) a change agent;
- (c) an employee champion; and
- (d) an administrative expert.

- 11.3 Departments must complete the prescribed Assessment Tool Template prior to the development of the HR Plan and submit it as an Annexure for the HR Plan to be considered compliant.
- 11.4 An assessment panel must be established and should be responsible for identifying any shortfalls or problem areas. The assessment panel will be established as described in the Assessment Procedure in the Assessment Tool (specific reference to paragraph 12).
- 11.5 The prescribed Assessment Tool Template findings should be submitted to the DPSA as an Annexure to the Departmental HR Plan in terms of paragraph 10.1.3 and 10.2.3 of this Directive.
- 11.6 The key interventions necessary to address shortfalls or problems should then be documented in the prescribed HR Plan Template and can form part of the Action Plan if prioritised. The onus is on Departments to prioritise the identified interventions.
- 11.7 The progress in implementing the key interventions necessary to address shortfalls or problems should then be documented in the prescribed HR Planning Implementation Report if prioritised.

## **12. ASSESSMENT OF HR PLANS AND ANNUAL HR PLANNING IMPLEMENTATION REPORTS**

- 12.1 The DPSA shall analyse the approved HR Plans and Annual HRPIR of National Departments, using the HR Planning Assessment Templates (HRPAT) at **Annexure A**.
- 12.2 The Director-General of the Office of the Premier of a province shall analyse the provincial HR Plans and Annual HRPIR using HRPAT at **Annexure A**.
- 12.3 The Director-General of the Office of the Premier of a province shall submit the following documents to the Director-General: DPSA on or by the **30<sup>th</sup> of September of every year**:
  - a) Consolidated Assessment Results of analysed HR Plans and HRPIR in the prescribed template at **Annexure C**.
  - b) Electronic copies in Microsoft Excel of all Assessment Outcomes Reports. (Electronic copies of all provincial HR Plans and Annual HRPIR).

## **13. DEVIATIONS**

The MPSA may, under exceptional justifiable circumstances, authorise a deviation from paragraph 10.4.1 and 10.4.2 of the Directive.

## **14. COMPLIANCE**

Any non-compliance of this Directive will be dealt with in terms of section 16A of the Public Service Act.

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**MR SENZO MCHUNU, (MP)**  
**MINISTER FOR THE PUBLIC SERVICE AND ADMINISTRATION**  
2021/\_\_\_\_ /\_\_\_\_

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**MR SENZO MCHUNU, (MP)**  
**MINISTER FOR THE PUBLIC SERVICE AND ADMINISTRATION**  
2021/ 04/25