



**the dpsa**

Department:  
Public Service and Administration  
**REPUBLIC OF SOUTH AFRICA**

# HUMAN RESOURCE PLANNING FOR THE PUBLIC SERVICE

## STRATEGIC FRAMEWORK VISION 2015



WE BELONG



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# FOREWORD



This Framework has been developed in response to the need identified by Government for a systematic and credible approach to human resource planning in the public service. The Human Resource Planning Strategic Framework is underpinned by Government's priorities to provide tangible improvements in services to citizens and to build strong, interconnected and sustainable communities. 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.

This Strategic Framework sets out an intention to develop a public service workforce which can help the public service transform and become world-class. Whatever part of the public service one works in — from government components to provincial departments and national departments — this Strategic Framework is for all of us.

We live in a dynamic and diverse society. Technologies are developing rapidly, changing our lives forever. All over the world, nations are evolving in the face of economic and social challenges. If Government's ambitions for the South African economy and society are to be realised in terms of 'a better life for all', the next ten years must be focused on developing a genuinely world-class public service — one that is confident and clear about its priorities and the requirements for achieving them. This message is clearly articulated in Government's plan of action.

People ask what is meant by 'world-class'. In the context of the public service, I mean a sector that is renowned for quality and the highest standards of service delivery. One that equips employees as well as employers with the skills and knowledge they need, ensuring that increasing numbers of citizens have access to the high-quality delivery of government services. One that fulfils its commitment to the national human resource strategy and the human resource strategy for the public service. In a wider context, a sector that ensures that the aspirations and talents of all employees and citizens are fulfilled in more prosperous, healthier, and safer communities — services that work for citizens to help them shape their own lives for the better, identifying and nurturing talent, promoting health, and engaging citizens in shaping their communities. It means excellent personalised services for all, that is, more tailored services that treat people as individuals and deliver outstanding experiences for all citizens, especially through flexible employer- and employee-responsive planning. None of this can happen without the skills, dedication, and effort of the people who lead and work in the public service to make it the powerhouse of transformation potential that it is.

Like others in many parts of the world, we in South Africa also face a looming challenge in ensuring that we attract and retain skilled and valuable employees to meet changing service delivery needs. As a country, we are living longer and getting older. Together with rapid advances in communication technology, these factors are already having a profound impact on what services are provided, how, to whom, and at what cost. At the same time, the labour market is tightening exponentially with labour shortages already emerging in certain occupations — not only locally, but also globally. It is of the utmost importance that our public service is prepared, well ahead of time, to manage the impact of these changing demographics.

This document outlines the issues which make HR planning an imperative for all public service organisations. It furthermore provides a framework for integrating HR planning into the high-level results that the government wants to achieve.

This Strategic Framework marks an important moment for the public service in South Africa. It calls for sustained commitment and energy; all those who lead and work in the sector will need to move up a gear. As a sector that advocates the importance of improving the lives of all citizens, the public service needs to lead by example by committing to the analysis, supply, utilisation, demand for skills requirements training, and development of its workforce, so that it keeps in touch with, and in fact remains ahead of, future challenges and needs. The public service needs to command a workforce that is up to date and possesses relevant skills through broader recruitment and retention strategies as well as continuing skilling and professional development.

I would like this Strategic Framework to enrich the lives of employees in the public service and to be a catalyst for enhancing service delivery itself. I would like this Framework to be an enabler for creating a public service that, in meeting its service delivery obligations, plans for its workforce requirements and offers rewarding careers for current employees, potential employees and respected professionals, and that is considered to be world-class in the services it delivers. That is how we shall achieve the ambitious targets that we have set ourselves.

In taking this forward, the dpsa will continue to embrace the opportunity wholeheartedly to work collaboratively with all departments and identified partners, sector education and training authorities, and organised labour. By doing this, we can achieve our vision of a public service of which we can be proud. Strategic HR planning is essential for the long-term identification of public service human resource requirements. It requires a strategic mindset amongst executing authorities and heads of departments, which looks beyond twelve-month operational requirements to the needs of the public service in five to ten years' time.

I ask you to consider how your organisation can best address the objectives, priorities, and themes raised in this, the first Public Service Human Resource Planning Strategic Framework — Vision 2015.

A handwritten signature in black ink, appearing to read 'MR Baloyi', written in a cursive style.

Mr MR Baloyi  
Minister for Public Service and Administration

## PREFACE



A high-quality and responsive public service with a focus on skills identification, supply, demand, retention, employability and social mobility is essential if we are to realise our ambitions to strengthen South Africa's social and economic performance and transform the life chances of millions of citizens. The public service operates across society, with a real impact on businesses, young people and adults from across all areas of our country. The

public service will need to be preemptive in terms of its human resource requirements and more responsive to service delivery improvement and increasing global competition.

Without the people we serve, and without the employees who deliver and support the services of the public service, nothing can be achieved. We must push the boundaries that constrain us — because more is still necessary.

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 first Public Service Human Resources Planning Strategic Framework sets out how we will identify skills; address supply and demand issues; and attract, develop and nurture the public service workforce, so that it is a force for change — a workforce responsive to service delivery improvement.

The Strategic Framework and Implementation Plan are intended to be a 'mirror' for the departments and their employees, and as such it is hoped that it will provide departments with an indication of the actions upon which they can reflect when considering their own local development. This first Implementation Plan cannot address everything at once; the Framework and Implementation Plan have taken a 'bite-size' approach to the collation of information, over time, from across the sector, which is relevant to and useful for effective human resources planning.

Under each of the Strategic Framework's objectives, outcomes, sub-objectives, priorities, and themes, we have managed to

capture the key actions which departments need to take forward during the life cycle of this Framework. Whilst this may appear as more of a list of individual actions at this stage, a number of key issues have been identified which will need to be addressed in due course through the Implementation Plan.

I hope implementation across the public service will contribute to further developing the Framework and Implementation Plan into the future.

A handwritten signature in black ink, appearing to read 'Leo'.

*Prof. Richard Levin  
Director-General for Public Service  
and Administration*

# TITLE OF THIS DOCUMENT

## 3. TITLE OF THIS DOCUMENT

This document is titled the Public Service Human Resource Planning Strategic Framework. The short titles used throughout the text are Human Resource Planning Framework, Strategic Framework or the Framework.

# STRUCTURE OF THE DOCUMENT

## 4. STRUCTURE OF THE DOCUMENT

This document comprises distinct sections. Each section illustrates and elucidates key elements of the Strategic Framework: the context, principles, strategic thrusts, functional pillars, objectives, outcomes, sub-objectives, priorities, and themes; and the Implementation Plan.

# RECOGNITION OF CONTRIBUTIONS

## 5. RECOGNITION OF CONTRIBUTIONS

In order to develop and craft this HR Planning Strategic Framework, extensive consultation was undertaken with those working with and in the public service during 2006/2007 and 2008. This has allowed us to gain a better understanding of the composition and size of the workforce, skills shortages, and gaps, and to identify future skills and development needs. The role of the dpsa has been to facilitate the production of this first HR Planning Strategic Framework and, using contributions through consultation, articulate the objectives and priorities of the Strategic Framework.

There is much activity at national, provincial, and organisational levels in support of human resource planning that is already being undertaken. During the development of this Strategic Framework, relevant primary and secondary research and policy documentation was reviewed, including benchmarking with international frameworks and an external independent expert technical review.

The dpsa wishes to acknowledge the support and cooperation of all the respondents in the public service.

This strategic framework was funded and supported by the Public Service Reform Programme of the German Agency for Technical Cooperation (GTZ).

**Consultation across the public service involved either hosting or taking part in dissemination, discussion, and idea-building events.**

### These included:

- National consultation through a heads-of-department circular from the dpsa
- Presentation and consultation at the Governance and Administration Cluster
- National consultations conducted via the dpsa website, with formal responses received from departments
- The National Interdepartmental Steering Committee, constituting only national departments as a reference group of partners established to provide inputs to the development process
- Externally facilitated discussions with provincial representatives via provincial HRP forums to obtain buy-in to the Strategic Framework and commitment to the actions and outcomes of the Implementation Plan
- National HRM&D Steering Committee meetings with senior HR managers from across the public service
- National dissemination, consultation, and discussion, including provincial HR events
- Presentations to heads of departments, and to departmental and provincial EXCOs.

The logo for GTZ (German Agency for Technical Cooperation) is displayed in a red, lowercase, sans-serif font.

# ENQUIRIES

## 6. ENQUIRIES

All enquiries regarding the Strategic Framework can be directed to The Human Resources Planning Chief Directorate, within the branch: Human Resources Management and Development.

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## 7. EXECUTIVE SUMMARY

### 7.1. Background

This document has been developed in response to a need identified by the government for a systematic and credible approach to human resource (HR) planning in the public service. Although the public service has made substantial gains in improving service delivery and improving its workforce, a survey of HR plans, conducted by the dpsa in 2006, revealed that more effort was required to meet new challenges over the next six years.

The Public Service Human Resource Planning Strategic Framework (the Framework) aims to help the public service to better respond to, and deliver on, its vital role in achieving both economic and social goals for South Africa. Human resource planning is an essential component for the effective performance of the public service, because it links strategic planning, programme management, human resources, and budgeting decisions. It identifies the characteristics and competencies needed in people to achieve desired outcomes, and it facilitates the availability of these competencies to the workforce when and where required. Therefore, the Framework seeks to build on the existing strengths of the workforce, and to enhance the development of a highly professional and expert workforce for the public service, now and in the future.

### 7.2 Purpose of the Strategic Framework

The purpose of the Framework is to provide both guidance for, and a holistic approach to, HR planning in the public service. The Framework identifies the key areas of policy and practice that are considered to be vital for creating an integrated strategic approach to HR planning that will facilitate the development and implementation of strategies, tools, and interventions to achieve departmental strategic objectives and Government's Programme of Action.

This is to ensure that employers are able to manage the supply and demand dynamic, with employees that are highly skilled and ready to seize opportunities for ongoing personal and career development. It will also enable departments to adapt to new roles that will develop as the nature and demands of service delivery provision changes over time.

### 7.3 Objectives of the Strategic Framework

- The objectives of this Strategic Framework are to:
- Assist departments in understanding their roles and responsibilities with regard to the development and implementation of their HR plans;
- Assist departments in understanding the linkage between departmental strategic objectives and human resource planning; and
- Serve as a service delivery model for departments to adopt during their HR planning processes.

The HR planning component's vision is set out in the Framework, and the Framework explains the component's role in providing a conceptual platform for HR planning in the public service. It also shows how HR planning interacts, through its cluster model, with other departments in order to achieve macro HR planning outcomes.

### 7.4 Contents of the Framework

The Framework provides a comprehensive view of the nature and scope of HR planning in the public service. It starts with a short context-setting (sections I to II), where after it progresses to provide information on how HR planning will be pursued in future. This includes discussions on the following areas:

- The dpsa's 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

### 7.5 Key sections of the Framework

The key sections of the Framework are briefly discussed below.

### 7.6 The Legislative and Regulatory Framework

This section provides an overview of the Legislative and Regulatory Framework and explains where the HR planning mandate is derived from. It includes related policy frameworks and government priorities. Relevant documentation is categorised into the following six categories:

- Legal framework for HR planning in the public service
- Strategic frameworks for HR planning in the public service
- Economic and social policy framework and programmes
- Developmental programmes
- dpsa programmes & policy frameworks
- dpsa HRP policy frameworks.

# EXECUTIVE SUMMARY

## 7.7 Public Service Human Resource Conceptual Framework

This framework is premised on the proposition that public service human resources must be matched as closely as possible to the service delivery needs of the population. The framework is designed to include the essential elements of public service HR in a manner that captures the way in which the various factors that impact on it interact. It provides planners with a guide to decision-making that takes account of current circumstances (such as supply of workers) as well as those factors which need to be accounted for in making predictions about future requirements. It also incorporates factors that have not traditionally formed part of the planning process. These include social, political, geographical, economic and technological factors. The essential elements of the framework are defined as follows:

- **Citizens' service delivery needs** reflect people's various needs in terms of 'a better life for all' and the antecedent public services available to citizens.
- The **HR production** element of the framework highlights the fact that future population service delivery needs must be considered when setting targets for public service education and training programmes.
- The **HR supply** element reflects the actual number, type, and geographic distribution of public services.
- The **planning and forecasting** element reflects the varieties of available public service human resources planning practices and their models, assumptions, methods, data requirements, and limitations.
- **Public service, departmental, and system outcomes** refer to establishing the effectiveness and quality of public service human resource practices by examining their effect on citizens' lives, job satisfaction, and system costs and efficiencies.
- The **efficient mix of human and non-human resources** (such as fiscal resources, physical plant, space, supplies, equipment, and technology) element reflects the number and type of resources that must be developed in order to achieve the best citizen service delivery provision, and system outcomes.
- **Context elements** (represented in the outer broad band of the framework) speak to the need to recognise factors outside the public service delivery system that influence citizens' access to service delivery, the public service system, and the public service human resource planning process.
- **Electronic human resource management** (e-HRM) describes the method used to implement HR strategies, policies, and practices in organisations through the conscious and directed

support, and/or with the full use, of web-technology-based channels, supported by a human resource information system (HRIS) which is an integrated system of hardware, software, and databases designed to provide information used in HR decision-making and human resource analytics and metrics.

## 7.8 Strategic approach to HR planning

The Framework itself is presented in the form of a 'Parthenon House' and includes six critical strategic programmes, founded on a set of values and principles and a legal framework from which the three programmes draw their mandates.

The roof of the Parthenon House represents the vision and 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;
- Three strategic thrusts for public service HR planning, being human resource policy and planning, human resource information systems, and HR analytics and metrics, to reinforce the support structure;
- Seven core principles informing the implementation of HR planning, based on the HR Planning Implementation Guide; and
- Six core objectives of HR planning in the form of the pillars, namely strategic direction, human resource information systems, demand and supply, HR resource management, the integration of human resource management and development frameworks, and assessment and evaluation.

The six core objectives are later incorporated into the Implementation Plan. Sub-objectives and a series of related activities are linked to each core objective, and the Implementation Plan contains measurable outcomes to facilitate and monitor implementation. The intention is to provide practical support to the workforce in meeting each department's objectives.

# EXECUTIVE SUMMARY

## 7.9 HR planning priorities

The Framework aims to achieve the following four priority objectives:

### **Priority 1:** Understanding the nature of the workforce

Success can only be planned and measured through systematic processes which have robust data at their heart, if the best use of resources is to be ensured and to pinpoint areas of priority needs relating to recruitment and skills development.

### **Priority 2:** Attracting and recruiting the best people

Citizens are entitled to first-class services from the best people available. The public service must make every effort to demonstrate the rewards of working in the public service and attract outstanding individuals to deliver an outstanding quality of service and to take the sector forward in the future, as the employer of choice.

### **Priority 3:** Retaining and developing a modern responsive and professionalised workforce

The public service needs to ensure that the knowledge and skills base of the workforce is current, relevant and comprehensive in order to deliver excellence in service provision to citizens and employers.

### **Priority 4:** Ensuring equality diversity and transformation at the heart of strategy formulation, policy-making, planning and development

The public service and the individuals working within it have a significant impact on individual citizens, communities and the employer. It is therefore a responsibility of the public service to raise aspirations through modelling best practice in transformation and diversity.

## 7.10 Intended audience

The Framework is intended for use by executive authorities, heads of departments, heads of HR, HR personnel, managers at all levels, professionals, trainers, and support staff who assist in the conceptualisation and implementation of strategic planning. The Framework categorised its audience into five groups: executive authorities, provincial departments and partners, individual members of the workforce, national partners/ stakeholders, and the government.

## 7.11 HR planning process methodology and implementation

The Framework provides a detailed annual planning 'calendar' for the development, submission, implementation, and review of an organisation's HR plan. This calendar provides a step-by-step explanation of the tasks that should be completed each quarter in order to adhere to the planning cycle's requirements. The planning process cycle was also aligned to the Project Charter for HR Planning.

The Framework is clear that 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. A detailed description of this process methodology is included in the HR Planning Guideline.

# OVERVIEW OF THE FRAMEWORK

## 8. OVERVIEW OF THE FRAMEWORK

This Public Service Human Resources Planning Strategic Framework, the first of its kind, is intended to help shape the public service workforce of the future in South Africa. By providing a national framework, it is intended to support all national and provincial departments and the human resources functions within them, as well as public service training providers, to develop capacity for departments to implement their own

local workforce plans to support excellent service delivery provision for citizens and employers. It will help ensure that the skills development needs of all employees working within the public service are identified and that there is agreement within the wider public sector on the priorities for national action and investment. The strategy covers the period 2009-2015 and will be subject to annual review.

# WHY THIS STRATEGIC FRAMEWORK IS NEEDED

## 9. WHY THIS STRATEGIC FRAMEWORK IS NEEDED

The public service workforce has made substantial gains in improving service delivery as well as improving its members, but needs to go much further to meet major new challenges over the next six years. This Strategic Framework aims to help the public service respond to, and deliver on, its vital role in achieving both economic and social goals for South Africa, in particular by improving service delivery to citizens, increasing employment chances for young people and adults, increasing the skills base of the nation, helping raise economic growth and productivity, and strengthening social mobility and community cohesion. As the public service in South Africa evolves and grows with our young democracy into the future, the Strategic Framework aims to support departments and training providers to better respond to and deliver on these goals.

This Strategic Framework has been designed not only to equip departments and their employees to meet today's demands on

the public service, but also to look ahead and anticipate what employers, communities, citizens, prospective employees and learners will want from the public service over the next six years. The public service needs to be able to respond to the many economic and social challenges that our country faces.

The Framework seeks to build on the existing strengths of the workforce, and to enhance the development of a highly professional and expert workforce for the future. This is about ensuring that employers are increasingly able to manage the supply and demand dynamic, and that employees are highly skilled and ready to seize opportunities for ongoing personal and career development, and able to adapt to the new and challenging roles that will develop as the range, nature and demand of service delivery provision change.

# WHO THIS STRATEGIC FRAMEWORK IS FOR

## 10. WHOM THIS STRATEGIC FRAMEWORK IS FOR

This Framework has, for the first time, brought together members of the public service workforce and national and provincial departments as employers and strategic partners in the public service to:

- **DEFINE** the scope of the public service workforce.
- **SET OUT** a clear strategic vision for the future of the workforce.
- **IDENTIFY** those national priorities that this Strategic Framework needs to address, which are widely supported by the public service.
- **AGREE** on the outcomes for the workforce we need, and want to achieve and realise through an implementation plan, demonstrating how employers, public service training providers, employees, and stakeholders can work in partnership to accomplish these outcomes.

This is an over-arching Strategic Framework for the public service workforce in South Africa. Its success relies on the commitment and efforts of individual national and provincial partners with the support of training providers. Implementation will demand a collaborative effort — nationally, provincially, regionally and

locally within implementing departments. The Framework covers the work of executive authorities, heads of departments, heads of HR, HR personnel, managers at all levels, professionals, trainers, and support staff, who help to deliver positive experiences and achievements for employees and citizens.

The interface with, and impact of, higher education authorities, sector education and training authorities (SETAs) and national and provincial public service academies are also recognised. The implications of this for the public service are reflected in the Implementation Plan and will be increased in future iterations of the Strategic Framework.

This Framework does not stand alone. It draws on, and supports, other strategic frameworks, key policies for human resources such as the repositioning of HR in the public service, and HR best practice. It recognises the major human resources development activities that are already underway nationally and across the sector. It will require effective joint working between the workforces in the public service and will influence future reviews of this Strategic Framework and the Implementation Plan.

## II. MAKING IT HAPPEN

The Strategic Framework sets out a vision for the workforce to deliver on the ambitions of the public service in South Africa. Continuing to work in partnership with national and provincial departments, training providers and partner agencies, the dpsa will facilitate the development and maintenance of a plan for implementing the Strategic Framework, with additional consultation work being planned annually. The strategy will be reviewed and the associated Implementation Plan updated in subsequent years. A progress report will be published annually. In developing this HR Planning Strategic Framework, extensive consultation was undertaken with those working in and with the public service, including departments, heads of department forums, the Governance and Administration Cluster, groups of HR

employees through provincial HR forums, the national HRM&D steering committees, HR planning national inter-departmental steering committees, and HR planning technical experts from both the public service and the private sector. In addition, the penultimate draft of this Framework was communicated to all heads of department via a circular requesting contributions and inputs. This has allowed all parts of the public service to gain a better understanding of the need to quantify the composition and size of the workforce, identify skills shortages and gaps, identify future workforce skills and development needs, and reflect on other factors, including structural ones, which are integral to a responsive public service workforce.

# DPSA MISSION, VISION AND VALUES

## 12. DPSA MISSION, VISION AND VALUES

The South Africa Constitution sets out the basic values and principles governing public administration.

The Constitution requires public administration to be governed by the democratic values and principles enshrined in the Constitution, including the following principles:

- A high standard of professional ethics must be promoted and maintained.
- Efficient, economic and effective use of resources must be promoted.
- Public administration must be development-oriented.
- Services must be provided impartially, fairly, equitably and without bias.
- People's needs must be responded to, and the public must be encouraged to participate in policy-making.
- Public administration must be accountable.
- Transparency must be fostered by providing the public with timely, accessible and accurate information.
- Good human resource management and career development practices that maximise human potential must be cultivated.
- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

The introduction of democracy in 1994 heralded comprehensive and fundamental transformation challenges to the South African public service, and in particular to service delivery institutions. In order to give effect to the rendering of services in line with the public service vision statement, departments are required to develop management plans which include addressing organisational structures, and formulating, implementing and monitoring service delivery plans and human resource plans.

The public service is the vehicle through which the government fulfills its promises by 'securing the wellbeing of the people of the Republic'. As noted by the Minister for Public Services and Administration, the effective performance of public officials and the capacity of departments to deliver services are both critical aspects of the government's agenda for transformation and development.

The service excellence promised by the public service cannot be achieved without the formulation of integrated departmental human resource plans developed in accordance with a strategic framework for the public service. The strategic framework for human resource planning ensures that departmental plans are integrated, support the dpsa's programmes and initiatives, and are aligned to the regulatory framework for human resource planning within the dpsa.

### 12.1 Vision

In line with its constitutional mandate, the vision of the dpsa is to be a global leader in public service excellence.

Supporting the dpsa's vision are its mission and value statements.

### 12.2 Mission

- Supporting the Minister in leading public service administration
- Providing professional advice and support to ensure public service excellence
- Promoting good governance nationally, on the African continent and globally

### 12.3 Value Statement

- An exemplary, professional, ethical and accountable department embodying the principles of Batho Pele and committed to service excellence

### 13. DPSA REGULATORY FRAMEWORK SUPPORTING HUMAN RESOURCE PLANNING WITHIN THE PUBLIC SERVICE (GOVERNANCE)

The dpsa has published various reports and regulatory documents, establishing a comprehensive and peremptory framework for human resource planning within the public service. In terms of this regulatory framework, all departments under the governance of the dpsa are required to submit annual human resource plans.

The regulatory framework has been established in terms of the following publications, the contents of which are discussed further in this framework document.

#### 13.1 White Paper on Human Resource Management in the Public Service

Support for the requirements of human resource planning emerged in the White Paper on Human Resource Management in the Public Service, which was published on 3 December 1997. The rationale for this requirement was to strongly promote the development of departmental policies within the parameters defined by national norms and standards, which strongly affects the notion of managerial autonomy. It further set out the following:

- A policy framework to accomplish the shift from personnel administration to human resource management; and
- The mandatory requirements of, and steps required to be taken by, national departments and provincial administration to develop and implement their human resource management programmes.

This White Paper aimed to ensure that human resource management would result in a diverse, competent, and well-managed workforce, capable of and committed to delivering high-quality service to the people of South Africa. Furthermore, human resource management in the public service should become a model of excellence in which service to society stems from individual commitment instead of compulsion. The management of people should be regarded as a significant task for those who have been charged with that responsibility and should be conducted in a professional manner.

The White Paper on Human Resource Management in the Public Service envisioned that the new framework for human resource management in the public service would “be underpinned by transparent human resource strategies based on sound planning ...”. It furthermore emphasized that human resource planning is essential for ensuring that an organisation’s human resources are capable of meeting its operational objectives. Human resource planning ensures that an organisation:

- Obtains the quality and quantity of staff it requires;
- Makes the optimum use of its human resources;
- Is able to anticipate and manage surpluses and shortages of staff; and
- Develops a multi-skilled, representative and flexible workforce, which enables the organisation to adapt rapidly to a changing operational environment.

Paragraph 9 of the Executive Summary of the White Paper on Human Resource Management in the Public Service provides that national departments and provincial administrations will be responsible, within nationally defined parameters, for planning and managing their human resources to meet their own strategic and operational objectives. Within departments, the prime responsibility for the day-to-day management of human resources will rest with line managers. Personnel administration components will be developed into fully fledged human resource management units, providing policy advice and professional human resource services.

Paragraph 12 of the Executive Summary further provides that national departments and provincial administrations will be required to develop human resource strategies which are integrated with their strategic and operational plans, in order to ensure that their future staffing needs are met. These strategies will include specific employment equity objectives and targets for achieving a representative workforce.

Chapter 4, Section 4.2 of the White Paper makes specific reference to human resource planning in terms of what it should accomplish, steps involved, human requirements, human resource capacity, succession planning, and human resource strategy.

#### 13.2 Public Service Regulations, 2001 (as amended)

The Public Service Regulations, published in 2001 and subsequently amended, compelled departments to engage in human resource planning with a view to meeting the resulting departmental human resource needs, specifically taking into account Part III.D of Chapter I of the Regulations.

Part III.D of Chapter I of the Public Service Regulations requires executing authorities to-

- (a) assess the human resources necessary to perform her or his department’s functions, with particular reference to-
  - i.the number of employees required;
  - ii.the competencies which those employees must possess; and

- iii. the capacities (whether permanent or temporary) in which those employees shall be appointed;
- (b) assess existing human resources by race, gender and disability as well as by occupational category, organisational component and grade with reference to their-
  - i. competencies;
  - ii. training needs; and
  - iii. employment capacities;
- (c) plan within the available budgeted funds, including funds for the remaining period of the relevant medium-term expenditure framework, for the recruitment, retention, deployment and development of human resources according to the department's requirements determined in terms of Regulation III D.1(a), which plan must, as a minimum, include-
  - i. realistic goals and measurable targets for achieving representativeness, taking into account Regulation III D.2; and
  - ii. targets for the training of employees per occupational category and of specific employees, with specific plans to meet the training needs of persons historically disadvantaged; and
- (d) address the position of employees affected by the abolition of unnecessary posts, and employees shall be retrenched only in accordance with the Labour Relations Act and collective agreements as the last resort.

### 13.3 Guidelines on Integrated Human Resource Planning in the Public Service

In 2002 the Department of Public Service and Administration (dpsa) issued 'Guidelines on Integrated Human Resource Planning in the Public Service'. The Strategic Human Resource Planning Guideline and Toolkit replaces the previous guideline issued and provides a framework for the entire HR planning process going forward.

The Guideline and Toolkit is meant to assist departments in the development of a human resource plan (HR plan) as contemplated in Part III.D of Chapter I of the Public Service Regulations, 2001 (as amended):

- Guideline and toolkit
- Report template
- Human resource planning project charter template.

### 13.4 Human resource planning component of the dpsa

To support the regulatory framework for human resource planning, the HR planning component was established within the dpsa. The role of the HR planning component is to provide and oversee the regulatory framework for human resource planning within the public service.

Equally, the HR planning component seeks to ensure that all human resource planning initiatives within the public service demonstrate close alignment and integration with the dpsa human resource management and development sub-programmes for the public service.

The HR planning component also developed the Strategic Human Resources Planning Guideline and Toolkit.

### 13.5 Draft Human Resource Planning Strategy for the Public Service Strategic Framework Vision 2015

In 2008, the HR planning component of the dpsa published the draft Human Resource Planning Strategy for the Public Service Strategic Framework Vision 2015.

All HR planning initiatives must further take cognisance of the broader developmental framework established by the government and must be grounded in and aligned to government priorities as encapsulated in the Joint Initiative on Priority Skills Acquisition (JIPSA), the Accelerated Skills and Growth Initiative for South Africa (AsgiSA), the National Skills Development Strategy II (NSDS II), the evolving National Human Resources Development Strategy for South Africa as well as the draft Single Public Service Legislation.

### 13.6 Summary

Reference is made to these regulatory frameworks to give a clear indication as to where the HR planning mandate is derived from. This Strategic Framework represents the continued efforts by the dpsa to build HR planning capacity to enhance performance and service delivery at departmental level.

It is envisaged that this strategic framework will assist departments in carrying out their HR planning activities to ensure that there is capacity to match and accomplish the agenda set out by the government as a developmental state. The linkage between strategic planning and HR planning cannot be overemphasized, as it is the driver of this planning process. Neither can ever be a success on its own, and this Strategic Framework seeks to highlight its importance.

## 14. HR PLANNING

### 14.1 Definition of HR planning

There are a number of definitions that can be used to explain what HR planning entails. To ensure alignment with international norms and standards, the following definition has been identified as most appropriate for the South African public service.

“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.”

### 14.2 Elements of HR planning definition

In reviewing this definition of HR planning, the following elements emerge. HR planning entails:

- A systematic and systemic process that is integrated, methodical, and ongoing.
- Identifying the human capital required to meet organisational goals, which consists of determining the number and skills of needed employees 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.

There are multiple reasons for engaging in HR planning. Aside from the dpsa’s regulatory framework requiring HR planning, the benefits to departments and executing authorities are numerous. The following are some common reasons for doing so:

- 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;
- Assists managers in creating a high-quality workforce capable of continually growing and changing;

- Assists managers in identifying partnering, outsourcing, de-layering, and reorganising opportunities; and
- Provides critical information for inclusion in budget requests and strategic plans.

HR planning helps organisations accomplish their missions through their people. It provides a means for organisations to align their human resource strategies with their functional activities and technology to achieve their goals and desired outcomes. For many organisations, changes in the operating environment have affected their missions, goals, and objectives, thus changing desired outcomes. For other organisations, products and services have changed the amount of work or the way work is done. Changes in technology also affect the strategies and processes of work. These changes place new demands on organisations to acquire and deploy a workforce with new characteristics and competencies to address new objectives, technologies, and environmental influences.

HR planning links strategic planning, programme management, human resources, and budgeting decisions. It identifies the characteristics and competencies needed of people to achieve desired outcomes, and it facilitates those competencies being present in the workforce when and where they are needed. The outputs of HR planning support strategic objectives, business functions, technology initiatives, human resources strategies, and budget requests.

In summary, integrated and systematic HR planning initiatives will significantly enhance the achievement of departmental strategic objectives.

### 14.3 Purpose of the Strategic Framework

The purpose of this Strategic Framework is to provide guidance on and a holistic approach to HR planning in the public service, identifying key areas of policy and practice considered to be vital to creating an integrated strategic approach to HR planning that will facilitate the development and implementation of strategies, tools, and interventions to achieve departmental strategic objectives and Government’s Programme of Action.

This Strategic Framework is premised on the promotion of an integrated strategic approach for the development and implementation of HR planning initiatives and on building HR planning capacity within the public service. Furthermore, it is based on Government’s Programme of Action, national priority areas and integrated strategic HR planning interventions to achieve departmental strategic objectives.

# HR PLANNING

## 14.4 Objectives of the Strategic Framework

The objectives of the Strategic Framework are to assist departments in understanding their roles and responsibilities with regard to the development and implementation of their HR plans. It will further assist departments in terms of understanding the linkage between departmental strategic objectives and human resource planning. Of critical importance is that this Strategic Framework is a service delivery model for departments to adopt during their HR planning processes.

This Strategic Framework sets out the HR planning component's vision and explains its role in providing a conceptual platform for HR planning in the public service. The framework further explains how HR planning interacts, through its cluster model, with other departments in order to achieve macro HR planning outcomes.

## 14.5 Aggregated HR planning framework

The government of South Africa has a range of institutions that render services to citizens. These institutions are generally referred to as the public sector and range from national and provincial government departments to constitutional institutions and national and provincial public entities.

**Table 1:** Summary of public service institutions

Classification	Nature
Schedule 1	National departments
Schedule 1	Provincial administrations
Schedule 2	Provincial departments
Schedule 3	Organisational components

The Public Finance Management Act, 1999 provides for the classification of constitutional institutions as set out in Table 2.

**Table 2:** Summary of constitutional institutions

Classification	Nature
Schedule 1	Constitutional institutions
Schedule 3A & C	National/provincial public entities
Schedule 3B & D	National/provincial government business enterprises

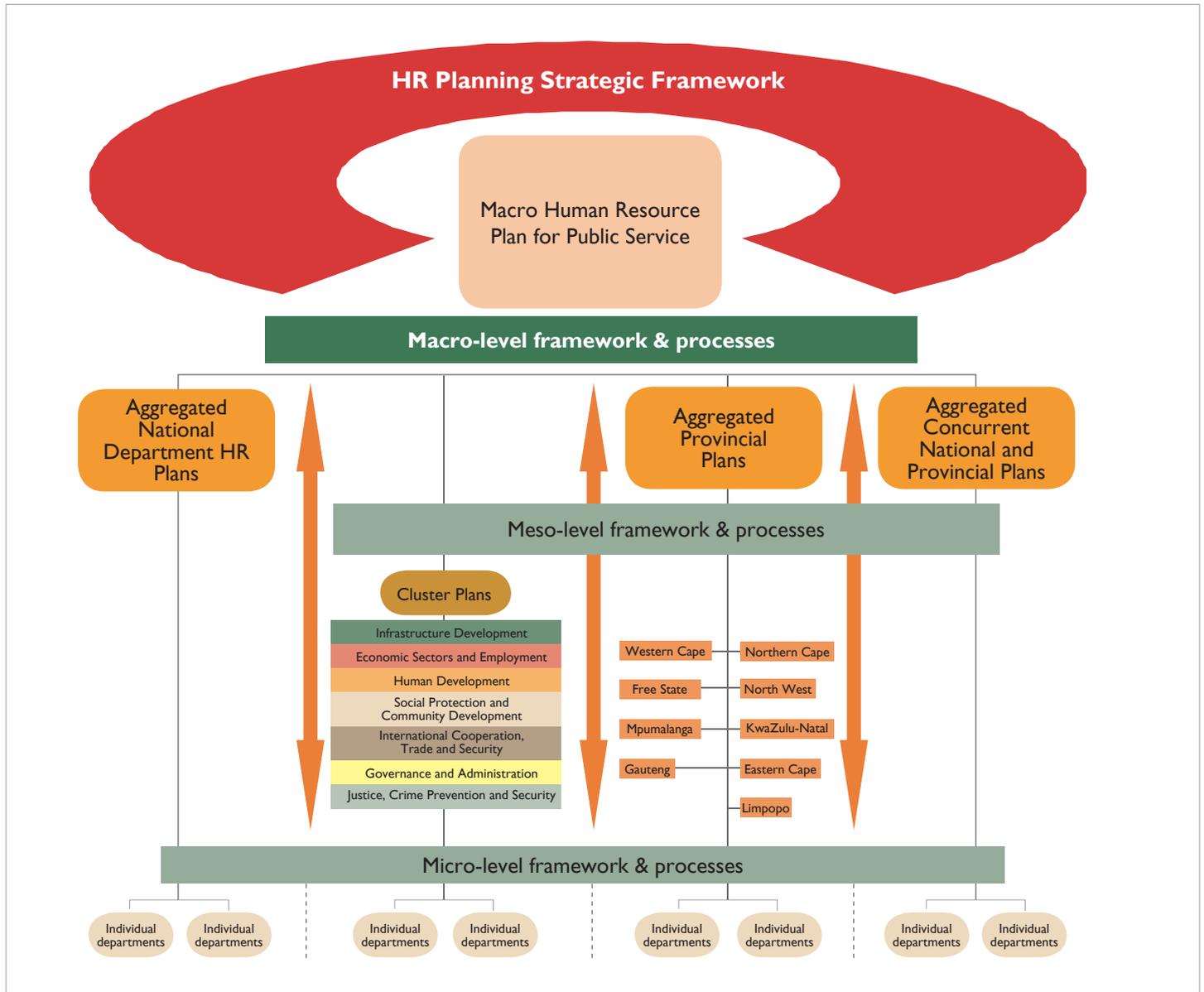
In order to develop a macro HR plan for public services, the strategic framework envisages an aggregated bottom-up approach within the various organisational frameworks.

Micro-level HR plans, developed in accordance with the applicable line, cluster or provincial strategic frameworks, are aggregated into a single macro HR plan for the public service.

The aggregated bottom-up planning framework as depicted in Figure 1 will ensure that micro-level HR planning initiatives are consolidated at the meso level, allowing for the extraction of strategic HR planning initiatives at the macro level. The macro HR plan will in turn further inform the future development of the HR Planning Strategic Framework along with the strategic thrusts for HRP&P identified in the HRP Parthenon framework.

# HR PLANNING

**Figure 1:** Aggregated HR planning framework



The aggregated strategic framework envisages the future development of planning frameworks and processes at the macro level. For example, a provincial government may in time develop planning frameworks and processes to ensure that provincial department HR plans are in line with provincial planning mandates.

support interventions to improve the HRM&D function in the public service. Since competencies form the foundation for a number of HR practices, the Framework will be central to the development of currently employed HR practitioners and should also impact positively towards enhancing the effectiveness of the recruitment of HR practitioners in general.<sup>1</sup>

## 14.5 HR planning competencies (capacity development)

The competency framework for human resource management and development (hereafter referred to as the Framework) was designed for the human resource management and development function in the public service. The aim of the Framework is to

To support HR planning within public service departments, HR competencies have been identified and distributed for consultation with public service stakeholders. Specific HR planning competencies have been identified which will form part of a broader range of initiatives for repositioning HR within the public service.

<sup>1</sup> Strategic framework HRM - dpsa circular dated 6 August 2008 Ann B 4 [http://www.dpsa.gov.za/documents/ep/2008/annexure\\_B\\_14\\_1\\_1\\_p\\_6\\_08\\_2008.pdf](http://www.dpsa.gov.za/documents/ep/2008/annexure_B_14_1_1_p_6_08_2008.pdf)

# HR PLANNING

**Table 3:** Human resource planning competency

COMPETENCY		HUMAN RESOURCE PLANNING
DEFINITION		This is the ability to ensure that a department has the right number of people, with the right composition and competencies, in the right place and at the right time, and the ability to identify both current and future HR needs as well as potential challenges in order for the department to consistently deliver on mandates and achieve its strategic goals and objectives.
PROFICIENCY LEVELS AND BEHAVIOURAL INDICATORS		
Level 1 (Basic)	Level 2 (Intermediate)	Level 3 (Advanced)
The proficiency level required to perform at the level of a new entrant into the HR field. In displaying this proficiency the person will be able to access, analyse and evaluate information with supervision. He/she will be able to respond to problems within a particular framework. The person is involved in a variety of routine and non-routine work activities, using a wide choice of procedures ranging from standard to non-standard.	Functioning at this proficiency level will require the person to analyse, evaluate and reformat a wide range of information as well as to formulate appropriate responses to both concrete and abstract problems. A person functioning at this level will require minimum supervision and limited guidance from a supervisor. A broad range of varied work activities is performed in a variety of contexts, most of which are complex and non-routine.	Functioning at this proficiency level will require the ability to analyse and critically evaluate information. Problems of a complex and abstract nature will be solved whilst displaying highly specialised and technical capabilities pertaining to the HR function. A broad range of complex work activities is performed in a wide variety of contexts.
<ul style="list-style-type: none"> <li>□ Maintains the HR profile database of the department.</li> </ul>	<ul style="list-style-type: none"> <li>□ Translates the departmental strategic vision for HR into an operational framework to guide HR strategic planning.</li> <li>□ Develops the HR strategy and plan of the department based on inputs from executive and line managers; understanding and ongoing maintenance of the department's HR profile.</li> </ul>	<ul style="list-style-type: none"> <li>□ Interfaces with the executing authority to determine the department's strategic vision for HR.</li> <li>□ Engages with the executive and line managers of the department to facilitate collective strategic envisioning of the HR strategy for the department.</li> </ul>
<ul style="list-style-type: none"> <li>□ Gathers research information on personnel movement within the department and labour market demand and supply trends.</li> </ul>	<ul style="list-style-type: none"> <li>□ Assesses and evaluates the existing HR capacity.</li> <li>□ Identifies human capital requirements and priorities and research on labour market supply and demand.</li> <li>□ Analyses the gap between demand and supply and develops a plan that seeks to close the gap.</li> </ul>	<ul style="list-style-type: none"> <li>□ Manages and coordinates the forecasting of the department's HR requirements to deliver on strategic objectives.</li> </ul>

# HR PLANNING

COMPETENCY		HUMAN RESOURCE PLANNING
DEFINITION		This is the ability to ensure that a department has the right number of people, with the right composition and competencies, in the right place and at the right time, and the ability to identify both current and future HR needs as well as potential challenges in order for the department to consistently deliver on mandates and achieve its strategic goals and objectives.
PROFICIENCY LEVELS AND BEHAVIOURAL INDICATORS		
Level 1 (Basic)	Level 2 (Intermediate)	Level 3 (Advanced)
<ul style="list-style-type: none"> <li>□ Administers the consultative processes and activities related to the development of the HR plan.</li> <li>□ Implements the operational processes for the development, distribution, and maintenance of the HR plan of the department.</li> </ul>	<ul style="list-style-type: none"> <li>□ Develops the HR plan of the department through a consultative process linked to the strategic priorities and medium-term Strategic Framework.</li> <li>□ Communicates the HR plan and engages with stakeholders of the department to educate and prepare them for acceptance and implementation.</li> <li>□ Develops action plans to implement identified strategies.</li> </ul>	<ul style="list-style-type: none"> <li>□ Manages and coordinates the development, implementation and maintenance of the HR plan.</li> <li>□ Facilitates executive decision-making on the HR plan of the department.</li> <li>□ Defines strategies required to ensure successful implementation of the plan.</li> </ul>
<ul style="list-style-type: none"> <li>□ Administers reporting and data-gathering processes related to HR planning and maintains databases.</li> </ul>	<ul style="list-style-type: none"> <li>□ Engages with line and executive managers to monitor and evaluate performance on the implementation of the HR plan.</li> <li>□ Identifies strategic adjustments between operating conditions and the requirements of the HR plan.</li> </ul>	<ul style="list-style-type: none"> <li>□ Sets the implementation strategy and performance indicators for the HR plan.</li> <li>□ Manages the monitoring and evaluation of the HR plan.</li> </ul>

The HR planning component will further spearhead with PALAMA capacity-building programmes in HR planning, and ensure the development of a suite of unit standards through SAQA to

provide credit-bearing curricula for HR practitioners and public service employees assigned with HR planning responsibilities.

# HR PLANNING

**Table 4:** HR planning unit standards registered with SAQA

- Demonstrate knowledge and insight into the relationship between strategic human resource planning and an organisation’s strategic planning.
- Analyse qualitative and quantitative data required to inform a strategic human resources plan.
- Demonstrate analytical competencies needed for effective human resource planning in the public service.
- Monitor the on-going performance of a selected public service department in the context of human resource planning.
- Demonstrate knowledge and understanding of South African governmental planning, reporting and regulatory structures and their implications for departmental planning.
- Standards generation process report SGB: Generic management strategic human resource planning in the public service.

## 14.6 HR organisational structure (organisational support)

Equally, to ensure consistency in human resource organisational structures within public service departments, a revised human resource structure has been identified. A key consideration in the development and implementation of HR plans is whether the HR function is strategically structured to enable HR practitioners

to focus on long-term strategic planning initiatives. The revised HR organisational structures will ensure that human resources departments are competent and capable of carrying out their HR planning responsibilities as required in terms of the public service’s Regulatory framework for HR planning.

**Table 5:** Overview of human resources functional organisational structures

Functional level	Sub-function level	Operational level
<b>Human resource management and development</b>  <b>Purpose:</b> To provide a strategic human resource function within the department	<b>Human resource practices and administration</b>  <b>Purpose:</b> To render efficient human resource administration services	<b>Recruitment and selection</b> <b>Purpose:</b> To provide staffing services
		<b>Conditions of service and remuneration</b> <b>Purpose:</b> To manage the conditions of service and remuneration matters
		<b>Personnel records</b> <b>Purpose:</b> To manage HR personnel records
	<b>Human resource organisational strategy and planning</b>  <b>Purpose:</b> To develop human resource strategies and ensure the alignment of organisational structures to the departmental strategic plan	<b>Skills development</b> <b>Purpose:</b> To manage and monitor the implementation of the skills development legislation
		<b>Training and capacity development</b> <b>Purpose:</b> To manage the training and development of employees
		<b>Learnership and internship programmes</b> <b>Purpose:</b> To manage learnership and internship programmes
		<b>Performance management</b> <b>Purpose:</b> To manage and implement a performance management system

# HR PLANNING

Functional level	Sub-function level	Operational level	
<p><b>Human resource management and development</b></p> <p><b>Purpose:</b> To provide a strategic human resource function within the department</p>	<p><b>Employee health and wellness</b></p> <p><b>Purpose:</b> To manage employee health and wellness programmes</p>	<p><b>Quality-of-work-life management</b></p> <p><b>Purpose:</b> To provide for quality of work life</p>	
		<p><b>Occupational health and safety</b></p> <p><b>Purpose:</b> To manage the implementation of occupational health and safety programmes in the department</p>	
	<p><b>Human resource utilisation and capacity development</b></p> <p><b>Purpose:</b> To provide optimal development of departmental human resources</p>	<p><b>HR planning and post provisioning</b></p> <p><b>Purpose:</b> To manage the human resource policy and planning process</p>	<p><b>HR monitoring and evaluation</b></p> <p><b>Purpose:</b> To monitor and evaluate the implementation of HR strategies</p>
			<p><b>Organisational development and design</b></p> <p><b>Purpose:</b> To provide organisational design and development services</p>
			<p>Basic functional level</p>
		<p><b>Change management</b></p> <p><b>Purpose:</b> To ensure the proper implementation of the change management process</p>	
		<p><b>Job evaluation</b></p> <p><b>Purpose:</b> To coordinate and facilitate the job evaluation function</p>	
		<p><b>HR information and knowledge management</b></p> <p><b>Purpose:</b> The coordination of human resources information and knowledge management</p>	
		<p><b>HRM information system</b></p> <p><b>Purpose:</b> To maintain an HRM information system</p>	

# HR PLANNING

Functional level	Sub-function level	Operational level
<b>Human resource management and development</b>  <b>Purpose:</b> To provide a strategic human resource function within the department	<b>Employee relations and people management</b>  <b>Purpose:</b> To provide sound employee relations	<b>Labour relations</b> <b>Purpose:</b> To manage labour relations matters
		<b>Collective bargaining</b> <b>Purpose:</b> To manage the collective bargaining process

Detailed human resources functional organisational charts are located on [www.dpsa.gov.za](http://www.dpsa.gov.za) : circular<sup>2</sup> dated 6 August 2008.

<sup>2</sup> [http://www.dpsa.gov.za/documents/ep/2008/annexure\\_A\\_14\\_1\\_1\\_p\\_6\\_08\\_2008.pdf](http://www.dpsa.gov.za/documents/ep/2008/annexure_A_14_1_1_p_6_08_2008.pdf)

### 15. A REVIEW OF GENERAL COMPLIANCE WITH HR PLANNING IN ORGANISATIONS

As the natural custodians of human capital, human resource (HR) professionals should lead the development thereof. Yet most HR functions have no strategic planning process for human capital, much less a consistent way to describe and measure it. The SHRM® /Balanced Scorecard Collaborative: 'Aligning HR with Organisation Strategy' survey conducted in 2002 identified two significant barriers in the implementation of strategy:

#### 15.1 Barrier I: Describing strategy

While there are many frameworks for describing organisational strategy, there is no single generally accepted one. Organisations have long used income statements and balance sheets to describe financial strategies. Though every organisation may have a different financial strategy, financial reports use standard categories (in what is known as a 'chart of accounts') to describe their strategy. As a result, any educated business person can review financial reports and understand an organisation's financial strategy.

This does not apply in the case of a business strategy; there are no standard ways of describing customers, products, processes, etc. This problem is most profound when it comes to describing intangible assets such as human capital, where the HR and accounting professions do not have common frameworks for describing phenomena. It is not possible to manage what one cannot measure, and it is not possible to measure what one cannot describe. Unless these two professions can develop a shared framework to describe strategy and the role of human capital in it, strategy management will forever remain an art rather than a science.

#### 15.2 Barrier II: Managing strategy

From a historical perspective, organisations, in general, do not have adequate processes to manage strategy.

Consider the following excerpt from a Fortune Magazine study :

- 60 per cent of organisations do not link strategy to budgeting.
- 70 per cent of organisations do not link middle management incentives to strategy.
- 85 per cent of executive teams spend less than one hour per month discussing strategy.
- 95 per cent of the typical workforce do not understand their organisation's strategy.
- 70 to 90 per cent of organisations fail to execute their strategies.

It is important for senior executives and HR managers to eliminate these barriers to the development and management of human capital by HR functions.

The SHRM 'Aligning HR with Organisation Strategy' survey identified various indicators in determining whether HR planning efforts were aligned to organisational strategy. They found that organisations successful in the implementation of strategy had the following indicators:

- Had a clearly articulated statement of strategic direction.
- Communicated the strategic direction throughout the 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 the overall organisational 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 a significant time per month discussing the organisation's strategic direction.
- Used analytical and measurement indices to evaluate and redirect strategy.
- Established clear linkages between the organisation's strategic planning process and annual planning/budgeting process.

The HR Planning Strategic Framework document, in conjunction with the Planning Toolkit and Guideline, seeks to ensure that these barriers are addressed when developing, implementing and reviewing departmental HR plans.

#### 15.3 A review of compliance with HR planning in the public service

Point 2.2.1 of Government's Programme of Action 2008 ('Capacity of the State') requires the development of a human resource planning strategic framework. A key indicator requires reporting on 'the level of compliance of departments having HR plans'.

In 2006, the dpsa conducted an audit to improve the quality of HR planning at departmental level. The full research report, 'Development of Interventions to Improve the Quality of Human Resource Planning at Departmental Level in the Public Service', is annexed to this framework document.

A review of historical HR plans submitted reveals the following shortcomings. These shortcomings have been evaluated against the seven planning components identified in the Strategic HR Planning Guideline and Toolkit (Section 9).

**Table 6:** Seven planning components

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

In answer to the shortcomings, the HR planning component has identified the following solutions and remedial action:

- 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.

The Office of the Auditor-General has emphasized in its audit report that an increase in compliance with regulatory imperatives is the first step towards improved performance and service delivery.

HR planning has also been identified as one of the key levers for the 'repositioning of HR in the public service', approved by

Cabinet in June 2008:

“Of course you are aware that we have had this matter of human resource development on our agenda for some years, as we must, because of the challenge of skills shortages. So, again this matter was discussed extensively, and the strategy agreed on includes:

- acceleration of training outputs in priority areas to achieve accelerated and shared economic growth;
- movement towards universal access to high-quality and relevant education;
- technology and innovation in both the public and private sectors;
- ensuring that our planning capacities throughout the state system improve; as well as
- monitoring and evaluation to ensure that we do indeed produce these sorts of people and skills that the economy and society require.”

Source: Transcript of July post-Cabinet Lekgotla Media Briefing by President Mbeki, 27 July 2008

### 15.4 HR planning in the SA public service context

One of the original public service reforms involved the decentralisation of the human resource framework, as articulated in the White Paper on Human Resource Management in the Public Service, 1997. This move was seen as a progressive step away from the centralised control of the apartheid state and was intended to empower managers to take the critical decisions that would lead to efficiency and effectiveness by unlocking the rule-bound bureaucratic culture inherited.

With the benefit of hindsight, it has been discovered that decentralisation results in discrepancies in the application and co-ordination of human resource management functions in the public service. The absence of proper norms and standards across the public service has emerged due to the decentralisation of the human resource function, with fragmented co-ordination and inconsistent application.

Departments were required to develop their own human resource management policies and strategies, whilst the national policy development role was restored within the dpsa. This meant that the dpsa would develop human resource management policies and then provide technical assistance and support with the implementation thereof.

With these developments, the need for HR planning in the public service emerged, with the intention to ensure that departments are appropriately resourced to continuously enhance service delivery. Since HR planning was a new concept in the public service, the dpsa developed tools to assist departments with the development and implementation of their own HR plans. This culminated in the Guidelines on Integrated Human Resource Planning in the Public Service in 2002.

However, departments had difficulties in applying the guidelines in practice. This was partly due to a lack of adequate capacity in terms of knowledge and skills to embark on this process. From the time of their introduction in 2002, departments relied almost exclusively on service providers, with little or no skills transfer and capacity building.

In 2005, the dpsa conducted a feasibility study on the use of the HR planning guidelines and challenges experienced by departments. The findings from this study revealed that departments had problems with the implementation of the guidelines and required additional and more user-friendly tools to comply with this regulatory framework. Subsequently, the process of interventions to improve the quality of HR planning in the public service was initiated by the dpsa.

This process involved the review of the previous guidelines and the development of activities to be carried out in this process,

and of a standard reporting tool to be used throughout the public service. It was also informed by the Cabinet decision that HR planning must be conducted at a macro level in the public service, where a national human resource plan would be developed. A standard reporting format was developed to assist the dpsa in consolidating departmental HR plans into a national human resource plan.

The South African Management Development Institute (PALAMA) also came on board by designing a human resource planning course, a manual for which is available from PALAMA. This training initiative was embarked upon by PALAMA to support the implementation of the dpsa tools and to assist departments to comply with the regulatory framework on HR planning.

In February 2006, the government introduced AsgiSA, the objectives of which are to address scarce and critical skills facing the country. Subsequent to that, JIPSA was established to address scarce and critical skills needed to meet AsgiSA's goals and objectives. This is a high-level initiative by the government, business, and labour which is led by the Deputy Presidency of the country. Its reason for existence is to acquire the priority skills needed to achieve AsgiSA's goals of accelerated and shared economic growth, and it has identified the following five high-profile skills areas:

- 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.

The dpsa is convinced that the aforementioned interventions will improve the standard of HR planning in the public service and will contribute to the achievement of departmental strategic objectives and Government's Programme of Action, especially in terms of addressing skills shortages.

### 15.5 HR planning challenges in the public service

There are a number of challenges that impact on a department's endeavours to conduct HR planning, including departmental capacity, organisational structures, restructuring, leadership and accountability, role definition of the human resource function, process and design of the HR plan, information management, training and development.

### 15.5.1 Capacity

It is acknowledged that the capacity of the public service to deliver on its objectives is seriously under-developed and constrained by a range of factors, including human resource management, human resource planning, human resource development, poor linkages and partnership between government and training providers, and an inadequate focus on norms, values, attitudes, and the orientation of public officials. With regard to HR planning capacity within the public service, it has emerged that departments lack the knowledge, understanding and skills to develop and implement their own HR plans.

### 15.5.2 Organisational structures

Another constraint on the public service's capacity to deliver lies in inappropriate organisational structures. Structures are often created on the basis of the need to perform certain functions, without sufficient attention being paid to service delivery processes. Many departments have not designed and documented the service delivery models which should inform their organisational structures. This is a challenge for HR planning, resulting in employees not being correctly placed and appropriately utilised according to their skills and competencies.

In addition to this, organisational structures are neither well maintained nor rigorously managed. A common problem is that vacancies arise and new posts are created without the abolition of old posts. As a result, departments end up with a number of so-called unfunded vacancies. Personnel budgets are fully expended, but the Auditor-General's reports identify high vacancy levels arising from these so-called unfunded vacancies. This uncertainty regarding the number of vacancies makes it impossible for departments to properly manage their vacancy rates and to conduct HR planning demand forecasting.

### 15.5.3 Restructuring

An extraneous factor affecting human resource planning is the challenge which departments face of constant changes in leadership and management positions at provincial level. These changes result in departments being in a constant state of restructuring and reorganising. This lack of stability affects service delivery and internal departmental processes, because a department's strategic intents must remain aligned to the constant changes being brought about.

The lack of finality in some departments on the decentralisation of functions further adversely affects human resource planning. In some cases it is reported that internal business processes and prescripts are not complied with in that new structures are not linked to the strategic intent of the department, thus hindering human resource planning.

### 15.5.4 Leadership and accountability

There is a tendency within departments towards a lack of, or limited, involvement of the human resource component in strategic planning processes. The human resource function is seen as transactional and operational, and not strategic.

This results in a lack of appreciation by other line managers of the role of the human resource function in supporting the core business of the department. This lack of buy-in and support from senior management results in the non-approval of HR plans and support for other key human resource functions.

Line managers do not take ownership of the HR planning process as part of management responsibilities, leaving this function to junior officials who feel disempowered and out of their depth, as they cannot take strategic decisions. Departments also feel that inadequate resources are allocated to develop strong HR planning skills, not only among HR planners, but also among line managers.

The relationship between HR units and line managers is weak and based on the delivery of mundane transactions and not a strategic contribution by HR.

### 15.5.5 Role definition of the human resource function

Human resource components are of the opinion that they are disempowered and isolated from the core business of their departments. The human resource function, in all its aspects, is not taken seriously enough by line departments. It is not seen as a strategic function, but rather as a 'pliable' support function. The strategic human resource functions are located at a junior level of staff.

Various difficulties are experienced with the recruitment and selection processes in the respective departments, compounded by the failure to align these processes with the skills audit outcomes, as well as by a shortage of HR planning skills in the country. This has an impact on the attraction and retention of skilled and competent employees to drive departmental strategic processes.

There is the existence of silos within HR components and the plans created to manage the sub-components, where each has to compete for resources and attention within the broader framework of departmental dynamics. The fragmentation of human resource processes due to inherent functional silos in the way human resource organisations are designed, particularly in big departments, leads to inefficiencies and prolonged turnaround times for service delivery.

### 15.5.6 Process and design

Regarding the process and design of HR planning, departments express mixed feelings, indicating a lack of the following:

- Central support centres that provide timely advice and that collect and share best practices for HR planning across the public service;
- Responsive and flexible tools, developed and shared within the public service;
- Strategic advice and policy inputs to management as full partners in departmental and HR planning by the dpsa;
- Adequate and appropriate HR planning consulting support to departments by the dpsa;
- Independent capacity to develop own HR plans;
- Understanding and recognition of qualitative and quantitative aspects of HR planning and the impact thereof on developmental outcomes;
- Communication of HR planning processes, roles, responsibilities and benefits to line managers, supervisors, human resource specialists, employees and organised labour; and
- Well designed, integrated and institutionalised processes based on good management, values and principles.

### 15.5.7 Information management

Data verification by departments has been cited as one of the challenges arising from a multiple departmental system, i.e. PERSAL, BAS and VULINDLELA. Departmental access to and the maintenance of VULINDLELA and PERSAL systems do not provide adequate and credible HR planning data and information and in most instances cannot be relied upon as being valid. This has an impact on the authenticity of the HR planning information sourced from these systems.

Departments also feel information on HR planning is not shared amongst departments and is not easily accessible. This has resulted in best practices not being shared amongst departments. Departments do not have a good demand and supply forecasting capacity, nor are they able to continuously improve HR planning-related information systems and processes.

Besides the aforementioned information systems, departments need to be sensitised regarding other systems available to assist them with their HR planning processes. These could be sourced from Stats SA, where demographic information is available, and the Department of Labour, where information on labour force surveys can be found.

### 15.5.8 Training and development

There is a need for a major review and evaluation of the current training and development approaches, in particular as they relate to HR planning. Some of the training and development challenges that departments are faced with are listed below.

- There are inadequate HR planning communication and structural mechanisms to bring together HR practitioners as a community.
- Human resource professionals, and not only HR planners, are unable to understand HR planning concepts and practices and apply these to their work.
- Competency profiles for HR planners are not widely used and understood.
- Adequate and practical training on HR planning is not readily available within the public service.
- Due to lack of training, departments do not have the necessary knowledge and dedicated human resource professionals to produce, manage and analyse human resource data and information using standardised terminology and methodology.
- There is no process for following up on and researching HR planning practices within the public service.
- There is a blurred understanding of HR planning, and a low priority is given to planning.

Clearly, for the public service to deliver efficiently and effectively, it needs to manage its organisational structures rigorously and continue to ensure maximum alignment between structures, people and developmental goals. Furthermore, the public service needs to enhance the capacity of the State to deliver by integrating and coordinating all its planning processes and practices.

### 15.5.9 Monitoring and evaluation

HR planning is not thoroughly reviewed on a regular basis within the public service; as a result, developed plans are not implemented. The main reason cited for this is the unavailability of a monitoring and evaluation framework and a lack of ownership of the HR plans. HR planning is seen as more of a compliance burden than a strategic process, and is allocated to the human resources unit for development.

The importance of HR planning is further contradicted when seen in the context of the MTSF. Another main concern is that the section dealing with HR planning in the annual report does not fully address HR planning, but merely gives a high-level summary of the quantitative analysis, which cannot be used as a basis for monitoring and evaluating it.

It is important that a distinction is made between monitoring and evaluation. They should be viewed as two complementary but separate functions that serve distinct purposes. Monitoring is a routine on-going assessment of activities, applied to assess inputs in a project in terms of outputs and outcomes. Evaluation, on the other hand, is an assessment of the impact the project has on the attainment of organisational objectives, performed during the evaluation period. The latter is non-routine, unlike with monitoring.

There rests a responsibility with the dpsa, therefore, to ensure that a monitoring and evaluation framework for HR planning is developed to overcome the challenges briefly highlighted above.

### 16. A PUBLIC SERVICE HUMAN RESOURCES CONCEPTUAL FRAMEWORK

In the face of growing expectations and technological innovations in service delivery, and an ageing population with varying needs that differ from those of previous generations, decision-makers are increasingly being challenged to improve efficiency in the use of public service resources. Part of this is done by changing the level and mix of public service staff delivering services and ensuring there is an adequate number of staff to meet the needs of citizens.

Decisions about the level and deployment of public service human resources are often made in response to short-term financial pressures as opposed to evidence of the effect public service staff have on service delivery outcomes.

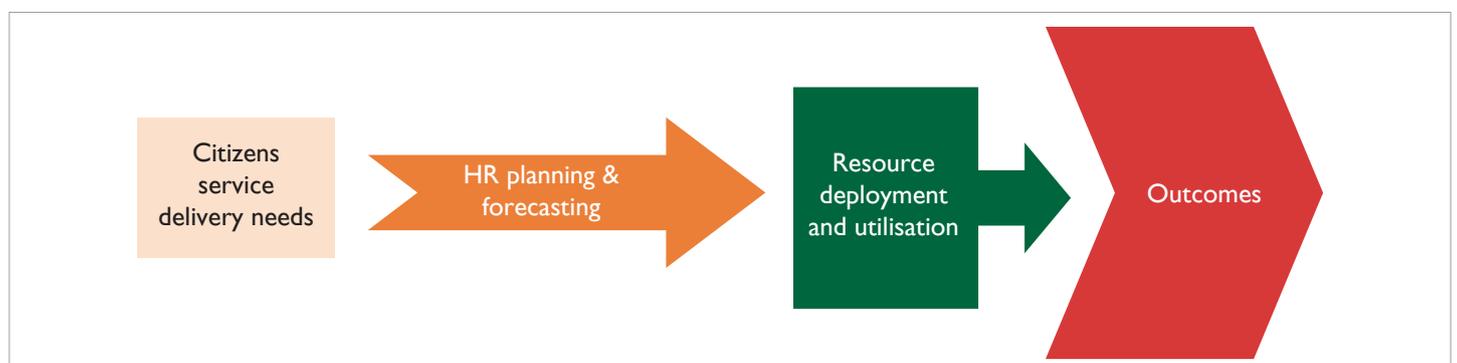
There are three general approaches to determining workforce levels and mix:

- 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?)<sup>5</sup>

While, as Lavis and Birch<sup>6</sup> have suggested, there is no unambiguous 'right' way to model human resources, there is growing consensus that in order to be effective, morally justifiable, and politically defensible, public service human resource planning must be matched as closely as possible with citizens' service delivery needs. Unless we understand the needs of the population, it is difficult to plan for a workforce and system to meet those needs.

A simplified model is presented below:

**Figure 2:** Human resource model



<sup>5</sup> O'Brien-Pallas, L. Baumann, A., Birch, S., and Tomblin Murphy, G. (2000)

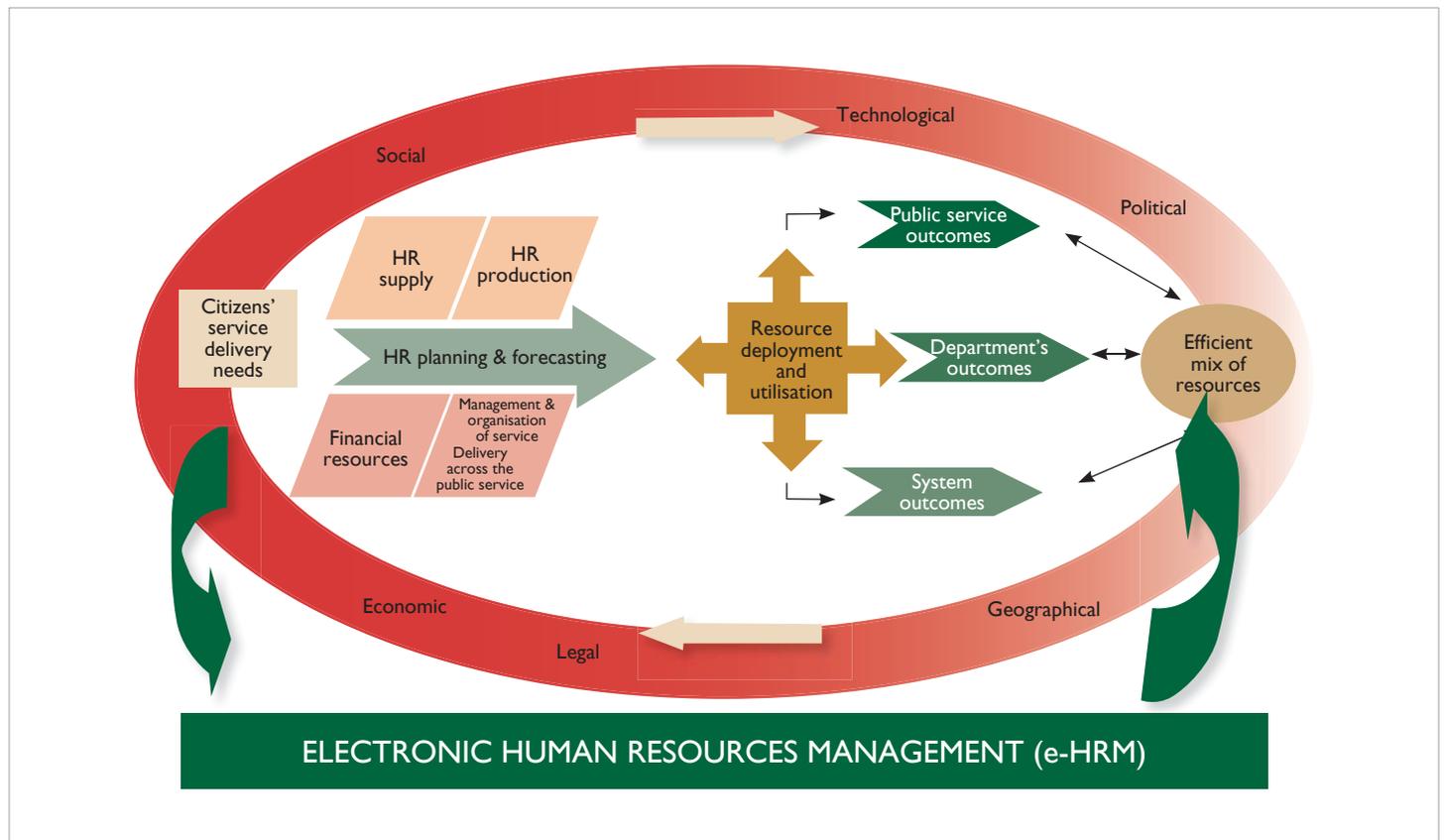
Health human resource planning in home care: How to approach it - that is the question. *Healthcare Papers*, 1 (4), 53-59

<sup>6</sup> Lavis, J. N., and S. Birch (1997) The answer is ..., now what was the question?

Applying alternative approaches to estimating nurse requirements. *Canadian Journal of Nursing Administration*, 10(1), 24-44

## A PUBLIC SERVICE HUMAN RESOURCES CONCEPTUAL FRAMEWORK

**Figure 3:** Public service human resources conceptual framework



The above framework is informed by, and was adapted in part from, a theoretical framework developed by Tomblin, O'Brien-Pallas, Alksnis, Birch, Kephart, Pennock, Pringle, Rootman and Wang<sup>7</sup>, which was based on elements of a conceptual framework developed by O'Brien-Pallas, Tomblin Murphy, Baumann, and Birch<sup>8</sup>. The latter framework was adapted from earlier work by O'Brien-Pallas and Baumann<sup>9</sup>, and builds upon earlier work, including Anderson's<sup>10</sup> service utilisation model, Donabedian's<sup>11</sup> quality-of-care framework, Leatt and Schneck's<sup>12</sup> conceptualisation of technology in human services organisations, and the work of a Canadian think-tank summarised by Kazanjian, Pulcins, and Kerluke<sup>13</sup>.

The framework 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.

Some of the key elements of the framework are briefly defined below, to highlight the complex and dynamic nature of public service human resources planning.

- <sup>7</sup> Tomblin Murphy, G. and O'Brien-Pallas, L., et al. 2003. Health Human Resources Planning: an examination of relationships among nursing service utilization, an estimate of population health and overall health status outcomes in the province of Ontario. Canadian Health Services Research Foundation
- <sup>8</sup> O'Brien-Pallas, L., et al. 2001. Framework for analyzing health human resources (p.6). In Canadian Institute for Health Information. Future development of information to support the management of nursing resources: Recommendations. Ottawa: CIHI.
- <sup>9</sup> O'Brien-Pallas, L.L. & Baumann, A. (1992). Quality of nursing worklife issues - A unifying framework. Canadian Journal of Nursing Administration, 5(2), 12-16.
- <sup>10</sup> Andersen, R.M. (1995). Revisiting the behavioral model and access to medical care: Does it matter? Journal of Health and Social Behavior, 36(1), 1-10
- <sup>11</sup> Donabedian, A. (1966). Evaluating the quality of medical care (Review). Milbank Memorial Fund Quarterly, 44(3 Suppl.), 166-206
- <sup>12</sup> Leatt, P., & Schneck, R. (1981). Nursing subunit technology: A replication. Administrative Science Quarterly, 26, 225-236
- <sup>13</sup> Kazanjian, A., Pulcins, I.R., & Kerluke, K. (1992). A human resources decision support model: Nurse deployment patterns in one Canadian system. Hospital & Health Services Administration, 37(3), 303-319

### 16.1 Elements of the human resources conceptual framework

- **Citizens' service delivery** needs reflect people's various needs in terms of 'a better life for all' and the antecedent public services available to citizens. Addressing the service delivery needs of the population provides the motive, context, and justification for public service human resources planning practices.
- The **HR production** element of the framework highlights the fact that future population service delivery needs must be considered when setting targets for public service education and training programmes.
- The **HR supply** element reflects the actual number, type, and geographic distribution of public service provision. It recognises that supply is fluid and is related to production elements, as well as to factors such as recruitment/retention, licensing, regulation, and scope of practice, where applicable.
- The **planning and forecasting** element reflects the varieties of available public service human resources planning practices and models and their assumptions, methods, data requirements, and limitations.
- **Public service, departmental, and system outcomes** refer to establishing the effectiveness and quality of public service human resource practices by examining their effect on citizens' lives, job satisfaction, and system costs and efficiencies.
- **Efficient mix of human and non-human resources** (such as fiscal resources, physical plant, space, supplies, equipment, and technology) reflects the number and type of resources that must be developed in order to achieve the best citizen, service delivery provision, and system outcomes.
- **Context** elements (represented in the outer broad band of the framework) speak to the need to recognise factors outside the public service delivery system that influence citizens' access to service delivery, the public service system, and the public service human resource planning process.
- **Electronic human resource management (e-HRM)** at the base of the model represents the implementation of HR strategies, policies, and practices in organisations through the conscious and directed support, and/or with the full use, of web-technology-based channels, supported by a human resource

information system (HRIS) — an integrated system of hardware, software, and databases designed to provide information used in HR decision-making and human resource analytics and metrics. It contributes to administrative and operational efficiency by ensuring the availability, compilation and management of HR data for effective strategic HR planning.

Such a needs-based approach to public service human resources planning gives policy makers and implementers the means to develop human resource strategies and implementation plans that meet the needs of the population and respond to the changing needs of society over time.

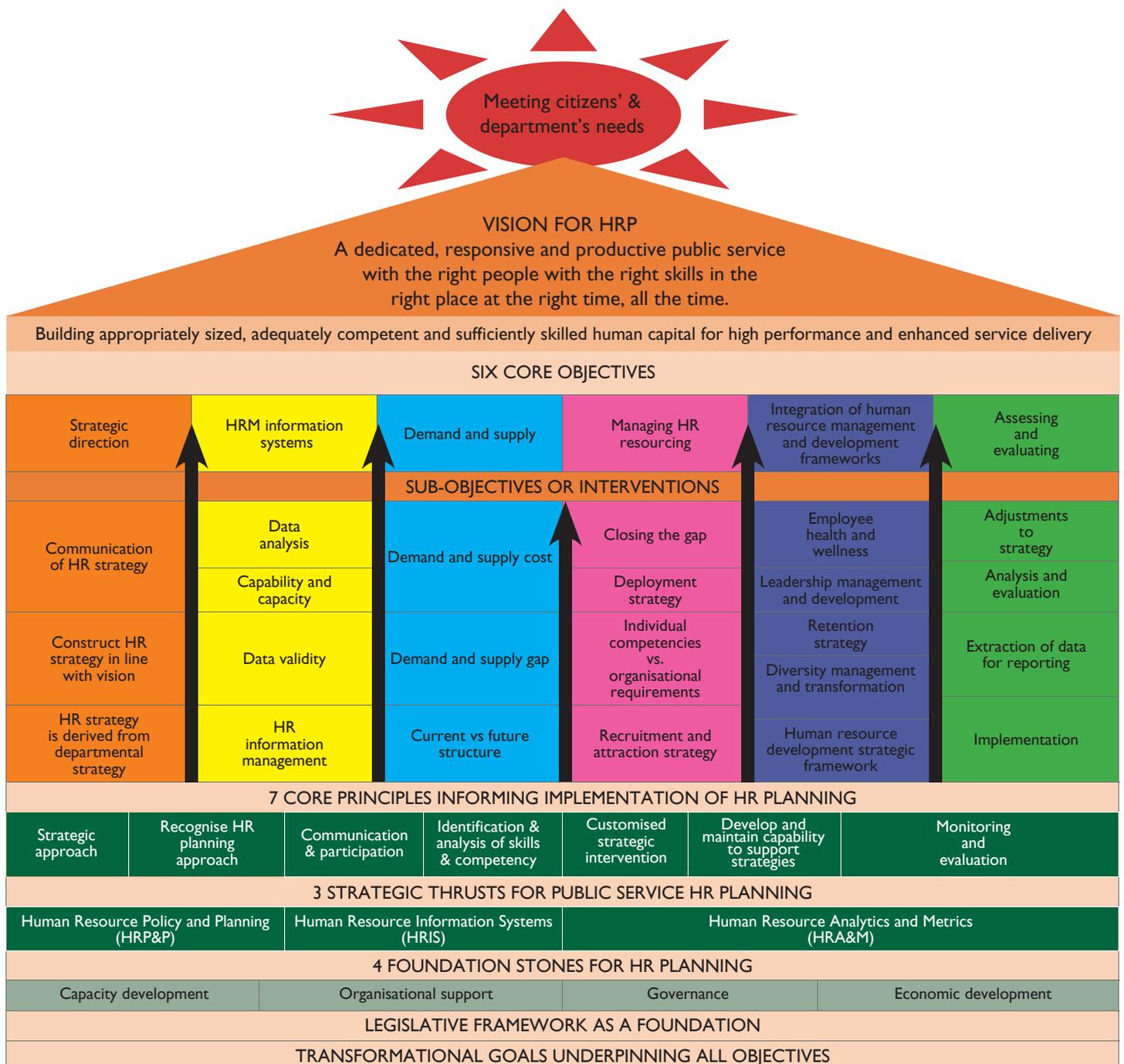
# HR PLANNING STRATEGIC FRAMEWORK

## 17. THE HR PLANNING STRATEGIC FRAMEWORK

As stated under 7.8, 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 4 provides an overall representation of the strategic approach towards effective strategic human resource planning in the public service.

**Figure 4:** HR planning strategic framework



# HR PLANNING STRATEGIC FRAMEWORK

## 17.1 Elements of the Strategic Framework

The roof of the Parthenon House represents the vision and 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 the support structure are 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.

## 17.2 Vision for human resource planning

The vision for human resource planning is 'to ensure a dedicated, responsive, and productive public service with the right people, at the right place, at the right time, all the time'. To realise this vision and ensure that the HR planning process achieves its set objectives, management buy-in and commitment are essential. Without building departmental capacity to develop and implement an HR plan, this vision will not be realised.

## 17.3 Mission for human resource planning

The mission for human resource planning is 'building appropriately sized, adequately competent, and sufficiently skilled human capital for high performance and enhanced service delivery'.

## HR PLANNING LEGISLATIVE AND REGULATORY FRAMEWORK

### 18. HR PLANNING LEGISLATIVE AND REGULATORY FRAMEWORK

**Table 7:** Legislative and regulatory framework

LEGAL FRAMEWORK FOR HR PLANNING IN THE PUBLIC SERVICE				
Constitution of the RSA, Act 108 of 1996	Promotion of Equality and Prevention of Unfair Discrimination Act, Act No. 4 of 2000 Employment Equity Act, Act No. 55 of 1998 Basic Conditions of Employment Act, Act No. 75 of 1997	The Public Finance Management Act (PFMA), Act No. 1 of 1999 (as amended) Skills Development Act, 1998 Labour Relations Act, Act No. 66 of 1995	Public Services Act, 1994 Public Service Regulations, 2001, Chapter I Immigration Amendment Act, Act No. 3 of 2007	
STRATEGIC FRAMEWORKS FOR HR PLANNING IN THE PUBLIC SERVICE				
White Paper on Human Resource Management in the Public Service, 1997 Batho Pele Handbook on Service Delivery	White Paper on the Transformation of the Public Service, 1995 Public Service HRD Strategy 2 National Skills Development Strategy II	Millennium Development Goals Government's Programme of Action Apex Priorities National HRD Strategy NEPAD AU, Regional & Global Programmes		
ECONOMIC AND SOCIAL POLICY FRAMEWORK AND PROGRAMMES				
Presidential pronouncements and Budget Speech	Integrated developmental plans (IDP)	Medium-Term Strategic Framework	National spatial development perspectives	Provincial growth and development strategies
DEVELOPMENTAL PROGRAMMES				
Accelerated and Shared Growth Initiative for South Africa (AsgiSA)		Joint Initiative for Priority Skills Acquisition (JIPSA)		
DPSA PROGRAMMES & POLICY FRAMEWORKS				
HRD Strategic Framework (Implementation Guide and Annual Implementation Plan) Public service mentorship programme Public service internship programme Baseline Implementation Guide Implementation of the massified induction programme		Strategic Framework for Gender Equality within the Public Service Managing HIV/AIDS in the Workplace: A Guide for Government Departments Handbook on Reasonable Accommodation for People with Disabilities in a Public Service		
DPSA HRP POLICY FRAMEWORKS				
HR Planning Strategic Framework HR Planning Guide HR Planning Template		HR Organisational Structure HR competencies HR unit standards		

### 19. FOUR FOUNDATION STONES OF HR PLANNING INITIATIVES

The HR Planning Strategic Framework has transversal levers of action that include key government initiatives, sub-programmes, and strategic focus areas to be included in the implementation of the Framework. This section is the core of this Strategic Framework and consists of the following four key governmental initiatives:

- Capacity development
- Organisational support
- Governance
- Economic development

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

#### 19.1 Capacity development initiatives

Building human capital for high performance to ensure enhanced service delivery is one of the pillars of this HR Planning Strategic Framework. Capacity development must be seen in its variety of forms to ensure that the right set of training and development options is explored in response to the needs of the departments in driving their HR planning processes. Within the public service, there is a critical need to develop human capital capacity and to provide the necessary infrastructure to efficiently and effectively conduct HR planning.

It has been mentioned that cross-cutting support structures and systems represent a vital core in conducting HR planning, hence the importance of linking HR planning and HR development to developing capacity in people. Capacity development therefore remains one of the critical initiatives that underpin the achievement of the objectives of all the strategic programmes within this conceptual framework for HR planning.

It is the responsibility of the public service to ensure that all employees are provided with access to opportunities for developing individual capacities to operate at the required level within the department. This will ensure that departments have the necessary capacity to develop and implement their respective HR plans without relying on services provided by expensive consultants.

The public service is faced with a challenge of limited capacity to understand and integrate government strategies with departmental strategic and operational plans, including the integrated developmental plans (IDPs), and provincial growth developmental plans (PGDPs). This, again, has a major impact on

departments' capability to develop and implement their respective HR plans.

Departmental work plans, which are designed to translate into organisational performance and therefore performance management, are not always aligned to Government's Programme of Action. This has serious implications for the achievement of government strategies and departmental strategic objectives in enhancing service delivery. The main cause for the desegregation of activities within the public service is the failure by departments to appropriately and effectively integrate their planning processes, which is a requirement for human resource planning.

A lot is expected of PALAMA, following its conversion into a public service academy, in terms of driving the training and development programmes that will ensure that organisational performance and Government's Programme of Action are prioritised. Their programmes should, as far as possible, be outcomes-based and practical in nature so that learning and knowledge gained can be transferred to the workplace.

Currently, most training and development programmes are very theoretical. By focusing on outcomes-based training and development, PALAMA will assist trainees by increasing their level of proficiency so that service delivery and organisational performance may be enhanced, and Government's Programme of Action may be realised.

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 planning and information system knowledge frameworks.

Amongst the capacity building programmes that have been initiated by government and its partners, intended to assist leaders and managers, are the Accelerated Development Programme and the Executive Leadership and Development Programme.

## FOUR FOUNDATION STONES OF HR PLANNING INITIATIVES

The curricula for these programmes entail discussions and analyses of different processes for strategic planning and management, strategic human resource management and planning, programme and project management, leadership and good governance, research methodology for SMS in the public sector, finance management and budgeting, policy formulation and implementation, communication and customer-focused strategies, change management, and the SA economy in a global context.

These programmes are very much aligned to HR planning practices, as they set the foundation for the development and implementation thereof. This is not an exhaustive list of running government-initiated programmes; more can be accessed through institutions such as PALAMA and the like.

### 19.2 Organisational support initiatives

The concept of organisational support initiatives firstly refers to the integrated operational aspects of the departments upon which a holistic HR planning function is dependent. While these may not necessarily be direct functions or concerns of HR planning, they need to be integrated in all the departmental planning processes to ensure effective HR planning. By virtue of the cross-cutting nature of the HR planning portfolio, every other function within a department has to play its role effectively to ensure the achievement of HR planning strategic goals.

The management and success of HR planning in the public service depend on the extent to which departmental support structures and systems are applied. While the fundamental principle of HR planning is to ensure that the required number of employees with the required competencies is available when needed, it cannot be isolated from departmental efforts to attract, recruit, and retain a competent workforce.

This will ensure the proper implementation of talent management strategies in terms of managing employee performance and properly utilising their skills and competencies, hence an integrated approach. This very core element is what constitutes the effective mainstreaming of departmental planning processes and organisational support initiatives that are critical for ensuring that structures, systems, and processes are put in place.

Secondly, organisational support initiatives include institutional support for appropriate HR organisational structures to support HR planning in the dpsa.

As defined in the HRM Report:

*Processes such as strategic HR planning, strategy translation and organisational development should now become the core functions of the new HR in the public service. This is so as these functions leverage service delivery by developing strategic visions for human resources in departments and knowing and understanding the supply-demand*

*dynamics in the labour market and linking these to the personnel projections of the department in the medium to long term, thus developing recruitment strategies that will deliver best talent on time, within the right budget and in the right place.<sup>14</sup>*

As discussed in this framework document, HR organisational structures have been comprehensively reviewed. Within the HR organisational structures, HR planning has been identified as a key strategic component, supported by the capacity initiatives discussed in 9.3.1 above.

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.

### 19.3 Governance initiatives

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.

Good governance should be exercised as a highly prioritised area at all levels of government, not only at policy and operational level, but also at national, provincial, and local level. It should also be visible departmentally within the respective branches, components, and units. While governance may be driven from the top, the successful implementation of the Strategic Framework needs to occur at all levels of the department.

Governance initiatives should also be linked to interventions implemented to track service delivery progress, promote accountability, quality and integrity, and assess the impact of services rendered. There are many focus areas of good governance relating to the implementation of the HR Planning Strategic Framework, and in this instance eight are being prioritised. These are considered to be the key areas of intervention which can accrue the highest value-add in strengthening national structures and performance outcomes for HR planning.

<sup>14</sup> DPSA; Report on the Development of Interventions to Improve the HRM Function in the Public Service; Pretoria;

## FOUR FOUNDATION STONES OF HR PLANNING INITIATIVES

### 19.4 Economic growth and development initiatives

Economic growth and development initiatives seek to respond to the Millennium Development Goals and the developmental state agenda of the government. In its overall agenda, Government seeks to build an economically vibrant state and to address the many challenges that affect its people. Among the most important national goals for the next decade, within the context of HR planning, is skills development.

Government's attempt to achieve its set objectives is hindered by the low skills level of its public service in strategic areas. This results in backlogs in service delivery initiatives. Many government programmes and initiatives are undertaken in skills development in response to the general absence of people with appropriate skills for driving the developmental state agenda. Public service efforts that have been put in place to drive the developmental agenda of the country must be geared towards boosting employment levels, alleviating poverty, and enhancing the skills base of the population. It is within these objectives that this Strategic Framework can find its base and locate itself.

It is the purpose of this Strategic Framework to provide a collective, shared, integrated and coordinated response to HR planning, so that public service programmes can take cognisance of the developmental priorities upon which this Framework has been conceived. Collective efforts are necessary to ensure the achievement of the strategic goals. The success of the

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.

#### 19.4.1 Programme of Action (PoA)

The Programme of Action, commonly known as 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.

#### 19.4.2 Responsiveness to Millennium Development Goals (MDGs)

The main goals for programme performance is to prioritise, address and achieve the Government's Millennium Development Goals. These Millennium Development Goals are listed below.

**Table 8: Millennium Development Goals**

<b>Goal 1:</b>	Eradicate extreme poverty and hunger	Through the development of new plant breeding knowledge and tools to develop robust varieties of staple food crops, which will help to increase incomes, nutrition and food security among rural and urban food producers and consumers.
<b>Goal 2:</b>	Achieve universal primary education	Through improved household income status deriving from more successful agriculture.
<b>Goal 3:</b>	Promote gender equality and empower women	Through enabling women to command more resources, including any additional food and income derived from more productive and profitable agriculture. Increasing numbers of women, especially in marginal areas, rely directly on agriculture for food and income and would benefit directly from varieties that grow better in marginal conditions. Benefits to women often yield benefits for children as well.
<b>Goal 4:</b>	Reduce child mortality	Through improved household nutritional status and income status deriving from more successful agriculture.
<b>Goal 5:</b>	Improve maternal health	Through improved household nutritional status and income status deriving from more successful agriculture.
<b>Goal 6:</b>	Combat HIV/AIDS, malaria, and other diseases	Through improved household nutritional status and income status deriving from more successful agriculture.
<b>Goal 7:</b>	Ensure environmental sustainability	Through the development of new plant breeding knowledge and tools to develop robust varieties of staple food crops that yield well with less water, on a smaller area, and with fewer agricultural chemicals.
<b>Goal 8:</b>	Develop a global partnership for development	Through fostering partnerships that ultimately serve development goals.

## FOUR FOUNDATION STONES OF HR PLANNING INITIATIVES

The above MDGs have an impact on how departments conduct proper and effective HR planning. If departments fail to plan properly and effectively and to take into account their strategic intents, these MDGs will not be realised, contrary to Government's expectations.

It is therefore important that all HR planning initiatives and their objectives, outcomes, and practices are geared towards responding to the MDGs. One of the many challenges facing development programmes is the lack of professionals trained in interdisciplinary approaches to problem-solving. In response to this, the programme on the MDGs focuses on proposing an interdisciplinary approach in dealing with issues directly related to development.

For the public service to respond positively to the achievement of the MDGs, it is imperative that HR planning is effectively conducted to attract and retain the right caliber of employees to this Government intervention and other relevant initiatives for providing a better life to all the people of South Africa.

# RATIONALE FOR THE STRATEGIC THRUSTS

## 20. RATIONALE FOR THE STRATEGIC THRUSTS

This Strategic Framework is based on three strategic functional areas:

1. Human Resource Policy and Planning (HRPP)<sup>15</sup>;
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.

This Strategic Framework will play a key role in assisting departments in the development of their own strategic frameworks, which must be aligned to this strategic approach. The Human Resource Planning Guidelines and Template for the development and implementation of departmental HR plans is also aligned to this Strategic Framework.

### 20.1 Human resource policy and planning (HRP&P)

Policies are specific guidelines, methods, procedures, rules, forms and administrative practices that direct the thinking, decisions, and actions of managers and employees in strategy implementation. They represent a general course of action that guides continuous decision-making. They include guidelines, rules and procedures for the achievement of objectives. Their development, review and promulgation should be done on a regular basis.

Human resource policies signify the intent of an organisation to intervene in specific directions to ensure proper and effective human resource development and utilisation. The goal of human resource policies is to continuously develop the potential and capabilities of the workforce and to ensure it achieves set organisational strategic objectives. It should be noted that human resource planning is a continuous and dynamic process which changes as the priorities and content of organisational strategic objectives change to adapt to the environment.

It is anticipated that this will be a public service-wide HR planning policy development and implementation functionality. 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.

The Guide and the Template are currently being piloted in the public service to validate their relevance, and the response so far has been very positive. The HR planning component will be expected to ensure that these tools are regularly reviewed and evaluated for development in line with the international standards that informed their development.

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.

### 20.2 The human resource information system (HRIS)

The purpose of HRIS is to store, manipulate and provide data on employees. The history of HRIS started in the late 1950s with payroll information, which later evolved into automated employee data. In the 1990s, new technologies conquered the information and communication technology field (ICT). At this stage, the focus of HRIS was more on record-keeping and organisational effectiveness. The new millennium has brought more technical solutions for information system design as well as for HRIS. The following definitions are available for HRIS:

- A system used to acquire, store, manipulate, analyse, retrieve and distribute pertinent information about an organisation's human resources (Kavanagh, Geutal and Tannenbaum (1990).
- The composite of databases, computer applications, and hardware and software that are used to collect/record, store, manage, deliver, present and manipulate data for human resources (Broderick and Boudreau, cited by Kossek et al. (1994)).
- A systematic procedure for collecting, storing, maintaining, retrieving and validating data needed by an organisation about its human resources, personnel activities, and organisation unit characteristics (Walker, cited by Kovach and Cathcart Jr. (1999)).

<sup>15</sup> Organisational design is not discussed here. Please refer to the DPSA: GUIDE ON HOW TO DESIGN, IMPLEMENT AND MAINTAIN ORGANISATIONAL STRUCTURES IN THE PUBLIC SECTOR (2007) and the relevant framework. [http://www.dpsa.gov.za/documents.asp#org\\_design\\_guide](http://www.dpsa.gov.za/documents.asp#org_design_guide)

# RATIONALE FOR THE STRATEGIC THRUSTS

The development and growth of HRM have increased the need for personnel data collection. Strategies, statistics, income statements, and future planning have to be taken into account when investing in human resources. The HRIS enables fast and valid information processing and information receiving. The HRIS should, for example, provide a properly designed and updated skills inventory, thus enabling departments to readily identify employees with particular skills in order to satisfy their changing needs. From an HR perspective, the strategic use of the information assets of the organisation means that HR business processes, organisational support systems and HR information technology are aligned to continuously capture, maintain and utilise key strategic information in order to improve departmental performance.

In the work of Mayfield, Mayfield and Lunce (2003), the role of the HRIS is seen as the 'operational link between strategic operational vision and human resource implementation' (Mayfield et. al (2003)), 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.

The labour market is a dynamic environment, with labour supply and demand continuously changing in response to the technological, economical, political and social environments. To formulate labour and employment policies, it is imperative that relevant, up-to-date and timely labour market information is available. The public service's database and information system for labour market supply and demand is highly underdeveloped, predominantly unmanaged, and relatively distorted.

The HRIS will be used to serve as a source of information for the development of the department's Strategic Human Resource Plan. The HRIS will also ensure improved organisational effectiveness by enabling the efficient and effective storage and retrieval of relevant records of employee details, including documentation on performance reviews, secure private personnel records, etc.

The dpsa and its partners are currently working on two systems that will benefit the entire public service. The first is the HRConnect system, which deals with the incremental consolidation of information and the population of the skills database through a common reference framework for skills audits and occupational and job profiling. The outcome of this process will furthermore ensure the synergising of occupational categories and the standardisation thereof within the public

service in line with the Organising Framework of Occupations prescribed by the Department of Labour.

The second system is the Integrated Financial Management System (IFMS), a project led by the dpsa and National Treasury to review and upgrade Government's transverse information technology (IT) systems against the backdrop of new legal and departmental requirements. This transverse system covers the following Government IT systems:

- Financial management systems
- Human resource and payroll management systems
- Integrated supply chain management systems (including asset and procurement management).

The IFMS will provide HR information system functionality with regard to, inter alia, recruitment, assumption of duty, termination of services, career management, performance management, education, development and training, health and safety, labour relations, human resource planning, human resource administration, salaries, benefits and allowances, etc.

As can be seen, the HRIS model concentrates on the general organisational, systems theoretical, and HRD functions. The HRIS model explicitly includes information technology and systems points of view. The e-HRM model concentrates on the benefits of the use of web-based systems.

## 20.3 HR analytics and metrics (HRA&M)

The effective use of HR information and HR benchmarks requires a fundamental shift in how HR managers view their roles, their responsibilities and the process for determining priorities. A change in focus will be required from issues of management to a new methodology for determining their priorities, based on impact on organisational effectiveness. This change is signified by how information is utilised. 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. While some current systems have the technological capability of providing more effective reporting of HR information through the use of HR dashboards, specialised reports and data cubes, all of this will be meaningless if departments do not have both the professional competence in interpreting and using this information in decision-making, and the commitment to change the nature of how the HR function works in the organisation.

The rapid development and use of internet technology has also boosted the implementation of electronic human resource management (e-HRM). Research in this area reveals that information technology is a driver for current and upcoming

# RATIONALE FOR THE STRATEGIC THRUSTS

changes in HRM. Besides this practical aspect, the implementation of e-HRM opens up new possibilities for e-HRM researchers. The use of internet technology to support HRM tasks reveals new ways of engaging with data. In addition, new innovative data analysis methods, subsumed under the concept of 'web mining', are available to analyse this data. This is promising in terms of gaining insight into usage behaviour based on analysing objective data, as opposed to working with subjective and perceptive data gained by polling the users.

## 20.3.1 HR metrics

A variety of indices can be used to evaluate the system. 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).

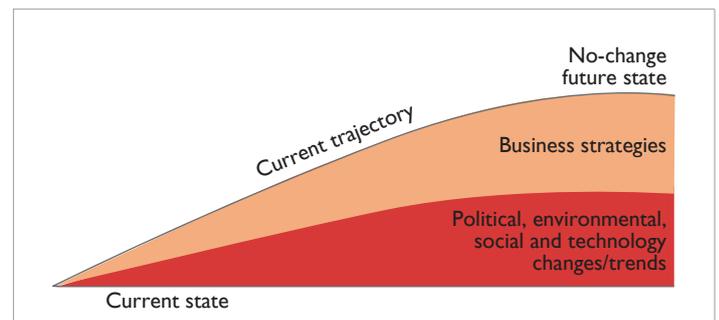
## 20.3.2 HR targeting

Every organisation is heading towards a future determined, on the one hand, by its current trends and practices in areas such as recruitment, turnover and promotion and, on the other hand, by social trends taking place in the wider society in which the organisation operates. These trends determine what the available future workforce will look like, and how to attract and motivate the available workers. A wide range of factors, including an ageing population, changing education trends, outsourcing, globalisation and the increased focus on work/life balance, promise to pose significant future workforce challenges for the organisation, but they also present great opportunities. The challenges must be met and opportunities taken, for the current path will often not be the one that leads the organisation to future success.

Although the future of all organisations will be influenced by their current trends and practices, this does not mean that they must passively accept their current path. Organisations are equipped for, and capable of, defining their own preferred future — and then focusing their actions on achieving that goal. This fundamentally means that the 'no-change future state' to which

the organisation is tracking will be different to its current state in terms of its workforce (see diagram).<sup>17</sup>

**Figure 5:** Future state scenario



Looking beyond the current state is essential for an organisation's competitive advantage and sustainability in every field — business planning, financial management, and enhanced service delivery and customer analysis. Most organisations expend a great deal of energy to effectively plan for their future products, services, customers, citizens, competitors and finances — but very few apply strategic planning techniques to the human resources, that are the real source of advantage.

HR targeting is the people equivalent of the financial plan, and is a critical component of an organisation's business strategy. Clearly, people are needed to execute the business plan, yet most organisations have no strategic plans for their future workforce. Strategic workforce planning allows an organisation to swiftly and intelligently position itself for changing conditions, and to maximise options for the future, by ensuring that the right people are in place to execute the strategy. Without planning and targeting, a departmental strategy is just wishful thinking!

The fundamental reason for performing human resource planning is not for compliance, but 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.

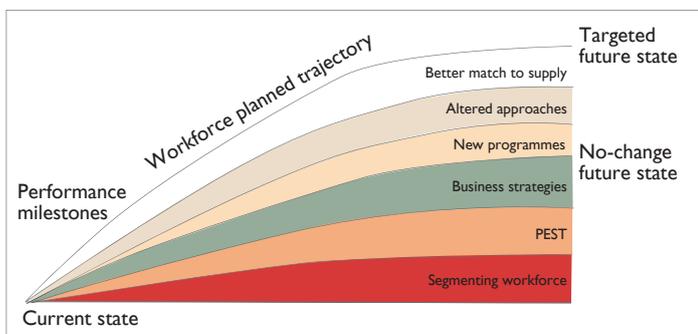
<sup>17</sup> Stacy Chapman and Tess Walton: A Real-World Approach to Planning the Right Workforce for Tomorrow's Organisations, Part I: An Introduction to Workforce Planning (25/09/2007)

# RATIONALE FOR THE STRATEGIC THRUSTS

As well as human resources expertise, strategic workforce planning incorporates some key concepts, processes and analytical skills from other corporate functions, including finance, strategic planning, risk management and marketing. Strategic workforce planning enables the organisation to get to the DNA of its workforce data to discover critical issues, compare different groups, understand patterns and trends, home in on critical segments of the workforce such as mature workers and top performers, and customise its approach to managing the different segments of its workforce — which provides a good insight into some of the ‘non-HR’ functions that come into play when HR planning is done well.

The illustration below depicts how the future workforce of the organisation can be impacted by things both within and beyond the organisation’s control. As well as being impacted by external and internal trends, the future state that every organisation is headed for can be significantly influenced by efforts organisations make to better reach the available future workforce. By HR planning, and implementing appropriate changes based on that planning, departments could achieve their targeted future — the workforce they need for strategic organisational success!

**Figure 6:** Targeted future state scenario<sup>17</sup>



## 20.3.3 HR analytics challenge for organisational effectiveness

HR targeting and analytics will have a significant impact on the functional effectiveness of an organisation’s effectiveness if it can:

- Identify patterns in workforce data that may indicate potential business problems or opportunities;
- Apply workforce and business analytics to calculate returns on investments and support decisions;
- Create strategies to address changing talent requirements; and

- Contribute workforce analytics and judgment to guide the organisation’s day-to-day workflow and decisions.

## 20.3.4 The relationships between reporting, analysis and analytics

### 20.3.4.1 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.

### 20.3.4.2 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...”

### 20.3.4.3 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:

<sup>17</sup> Stacy Chapman and Tess Walton: A Real-World Approach to Planning the Right Workforce for Tomorrow’s Organisations, Part I: An Introduction to Workforce Planning (25/09/2007)

# RATIONALE FOR THE STRATEGIC THRUSTS

## 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.

### 20.3.4.4 HR reporting

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:

#### 20.3.4.5 Administrative reports:

These are mostly one-dimensional and static volume-based list reports which often cannot be easily manipulated.

#### 20.3.4.6 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.

#### 20.3.4.7 Strategic reports:

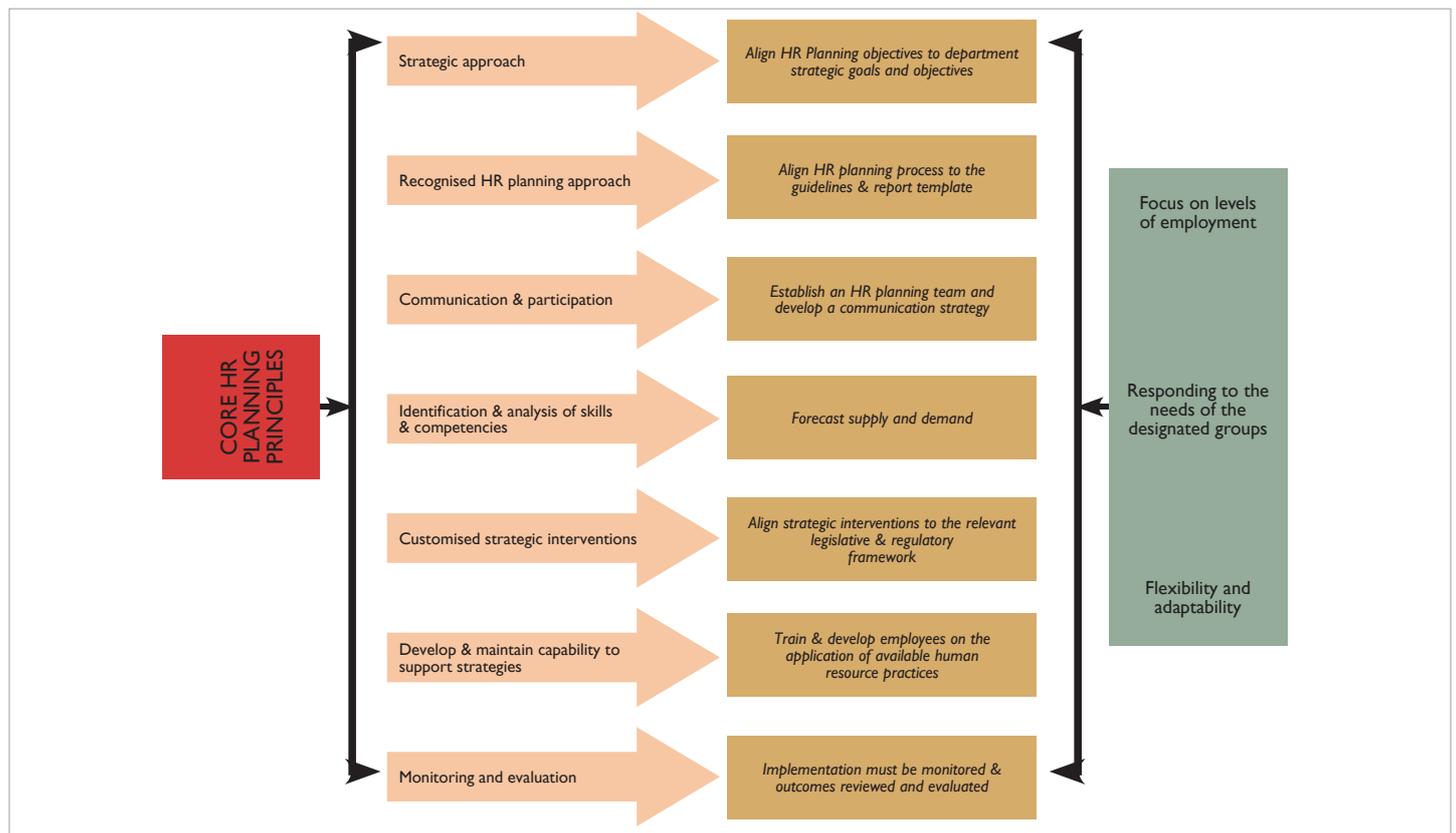
These are high-level reports with key recommendations in terms of skills shortages and new strategic HR direction needed by the department, based on the analysis and synthesis of qualitative and quantitative data. They are impact- or action-oriented, and are often in the form of key performance indicators (KPIs).

# CORE HR PLANNING PRINCIPLES

## 21. CORE HR PLANNING PRINCIPLES

Figure 5 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 7:** Core HR planning principles



- Responding to the needs of designated groups

This is part of the transformational agenda of the public service. Employment equity considerations and skills development interventions for people from designated groups are of paramount importance in driving this transformational agenda, because they link to the major policy impetus of the developmental state. Employment equity prescripts play a pivotal role in the development and implementation of a department's HR plan with its emphasis on the development and empowerment of people from designated groups in meeting the department's representation targets. People from designated groups must know their responsibilities and obligations in a developmental state and what role to play in fostering their representation.

- Focus on all levels

This will ensure that the Human Resource Planning Strategic Framework is inclusive of all employees in the public service and focuses on all levels of employees within a department. Each employee has a role to play in the achievement of the department's service delivery mandate and its strategic objectives. Human resource planning activities and practices at the different levels of the department may require different interventions, hence the importance of role clarification at every level of engagement.

- Flexibility and adaptability

Flexibility and adaptability must be instilled within the culture of the public administration, since we function in a dynamic environment where departmental business plans and employee performance are frequently affected by changes in strategies and policies. There are also frequent changes in organisational and operational activities which require flexibility and adaptability. This planning principle refers to the need to manage organisational operations in shifting sands – a form of management that requires constant awareness of environmental changes and on-going interventions to maintain relevance.

## SIX CORE OBJECTIVES UNDERPINNING HR PLANNING

### 22. SIX CORE OBJECTIVES UNDERPINNING HR PLANNING

The six broad interconnected components of this system, identified in Figure 6, consist of three planning steps and three execution steps.

The top three components represent the need for planning. Organisations must determine their strategic direction and the outcomes they seek. This is usually accomplished with some form of strategic planning. Classic strategic planning is a formal, top-down, staff-driven process. When done well, it is workable at a time when external change occurs at a more measured pace. However, as the pace and magnitude of change increase, the approach to strategic planning changes substantially:

- First, the planning process becomes more agile; changes in plans are much more frequent and are often driven by events rather than made on a predetermined time schedule.
- Second, the planning process is more proactive. Successful organisations no longer simply respond to changes in their environment, they proactively shape their environment to maximise their own effectiveness.
- Third, the planning process is no longer exclusively top-

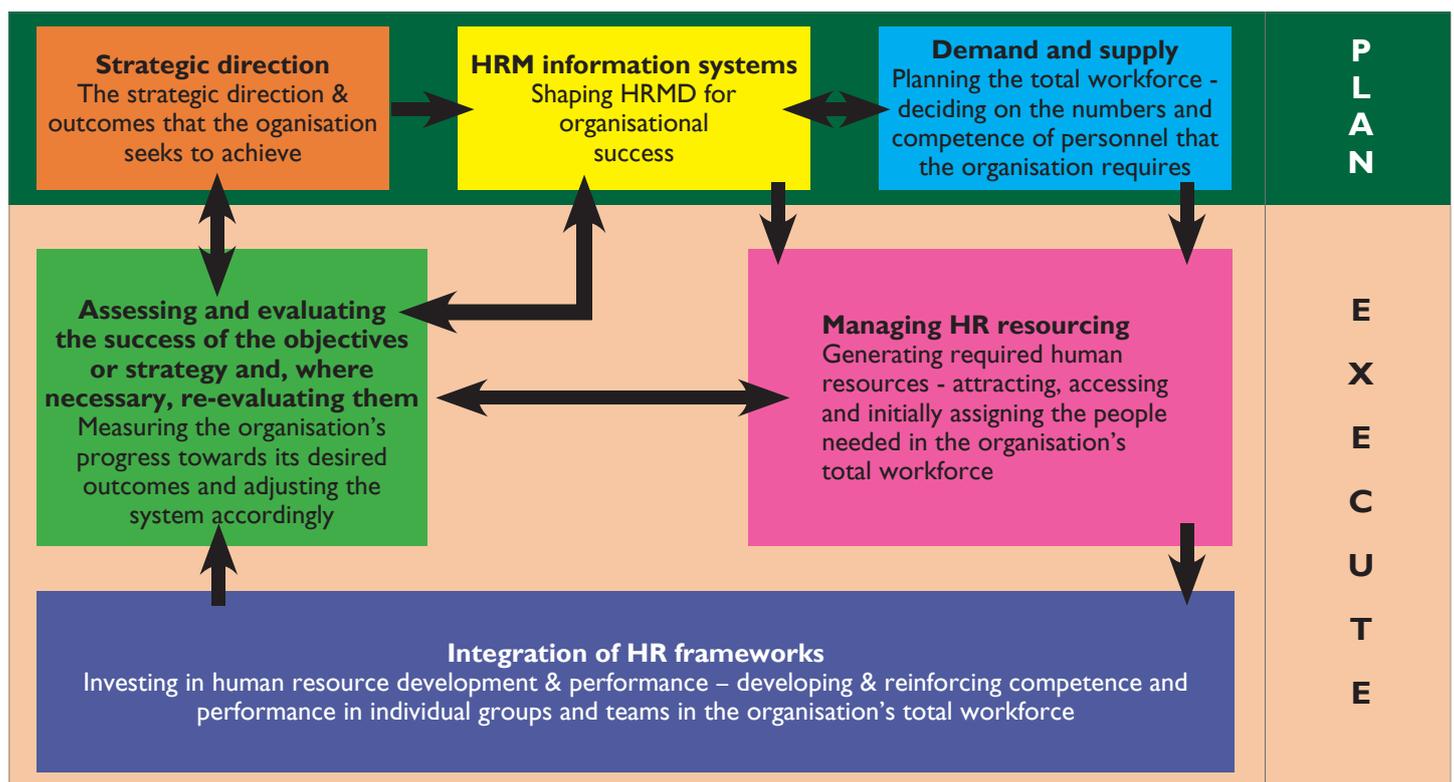
down; input into the process comes from many different organisational levels and segments. This creates more employee ownership of the plan and capitalises on the fact that often the most valuable business intelligence can come from employees who are at the bottom of the organisational hierarchy.

- Lastly, the strategic planning process becomes less reactive and more driven by line leadership.

Once strategic planning is under way, a process must be undertaken by the organisation to design and align its HRMD policies and practices to provide for organisational success. The remaining step in planning is to determine the quality and quantity of human resources that the organisation needs for its total force.

The rest of the HR strategic system exists for and is guided by these plans, policies, and practices. These execution components contain mechanisms that generate the correct skill sets, invest in staff development and performance, and productively employ them in the organisation. The last component provides a means to assess and sustain the competence and performance of the organisation and the people in it with regard to outcomes that the organisation seeks.

**Figure 8:** Core objectives underpinning HR planning



## SIX CORE OBJECTIVES UNDERPINNING HR PLANNING

### 22.1 Strategic objectives

These core objectives form the basis for the six strategic objectives identified in the Parthenon House.

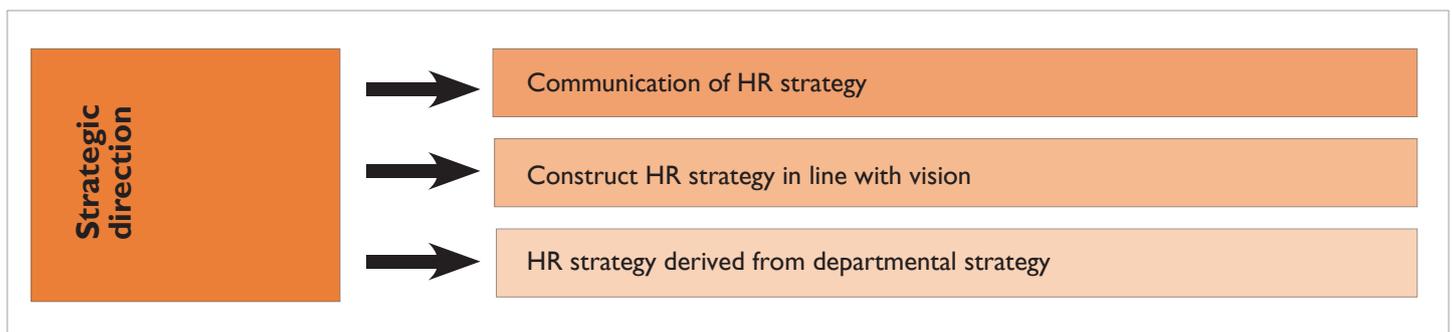
**Table 9:** Six strategic objectives

Strategic objectives	Outcomes	Sub-objectives
<b>1: STRATEGIC DIRECTION</b> To ensure that all workforce planning is aligned to the strategic plan.	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. <b>The dpsa's overall objective is to offer ORGANISATIONAL SUPPORT</b>	1.1 Sharing of the overall vision and strategic direction
		1.2 Constructing the human resource strategy and intent with regard to the overall strategy
		1.3 Communicating both overall strategy and HR strategy
<b>2: HRM INFORMATION SYSTEMS</b> To ensure that all human capital information is available so that planning is possible.	dpsa's objective is to provide a framework indicating what data would be required in reporting for WFP analysis, and support the maintenance of such information. <b>The dpsa's overall objective is DATA INTEGRITY AND SYNCHRONISED REPORTING</b>	2.1 HR information management
		2.2 Data validity
		2.3 Capability and capacity
		2.4 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.	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. <b>The dpsa's overall objective is to ENSURE CORRECT WORKFORCE PLANNING</b>	3.1 Check the current vs future structural needs
		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)
		3.3 Demand and supply cost
<b>4: MANAGING HR RESOURCING</b> To attract, assess and assign people required in the total workforce.	dpsa's objective is to attract, select and retain an appropriately skilled workforce. <b>The dpsa's overall objective is EFFECTIVE PEOPLE ATTRACTION AND PLACEMENT</b>	4.1 A clear recruitment and attraction strategy must be in place (policies with focus on time scales, budgets, preferred service providers and transformational goals)
		4.2 Individual competencies vs organisational requirements
		4.3 Deployment strategy
		4.4 Closing the gap

## SIX CORE OBJECTIVES UNDERPINNING HR PLANNING

Strategic objectives	Outcomes	Sub-objectives
<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.	dpsa's objective is to ensure governance and compliance through all the departments. <b>The dpsa's overall objective is to ENSURE AN UNDERSTANDING OF THE INTERDEPENDENCE OF dpsa HUMAN RESOURCE POLICY FRAMEWORKS AND PROGRAMMES</b>	5.1 HRD Strategic Framework
		5.2 Retention strategy
		5.3 Leadership Management and Development Strategic Framework
		5.4 Employee Health and Wellness Strategic Framework
		5.5 Diversity Management Strategic Framework
<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 that crises are avoided.	dpsa's objective is to evaluate the process to ensure that the direction is suitable and the strategy sound. <b>The dpsa's overall objective is to EVALUATE AND MONITOR THE SUCCESS OF THE WORKFORCE STRATEGY FOR TIMEOUS CHANGES.</b>	6.1 Implementation
		6.2 Extraction of data for reporting
		6.3 Analysis and evaluation (in line with objectives and strategy)
		6.4 Adjustments to strategy where necessary

**Figure 9:** Strategic direction



### 1) OBJECTIVE ONE: STRATEGIC DIRECTION

This is key to the success of any HR plan. It is made up of four sub-objectives or interventions, namely:

- *Derive an HR strategy from the department's strategy*  
An HR strategy must be aligned to the department's goals and objectives. Human resource planning is a significant player in the department's strategy. The workforce that is needed to fulfill the goals and objectives must form part of its HR strategy.
- *Construct the HR strategy*  
Once the department's strategy has been set, the HR strategy needs to be constructed in line with the goals and

objectives set. It is important to test the HR strategy against the department's strategy for alignment.

- *Communicate and align stakeholders*  
It is important to communicate the HR strategy to all stakeholders to ensure that it is aligned to the department's goals as well as to highlight changes that will be required to the workforce. It is furthermore important 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.

## SIX CORE OBJECTIVES UNDERPINNING HR PLANNING

**Figure 10:** Alignment between strategic planning and HR planning<sup>10</sup>

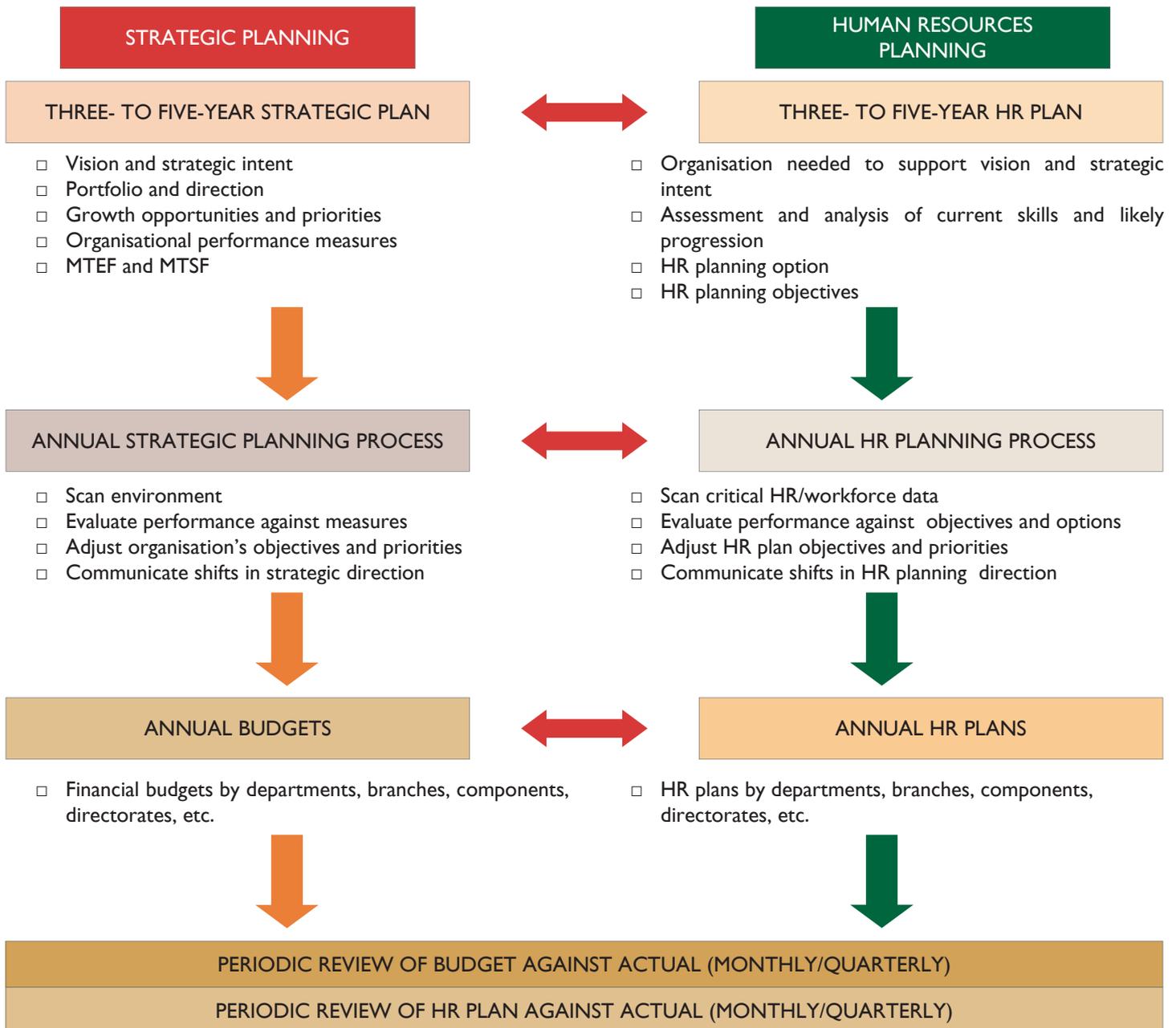


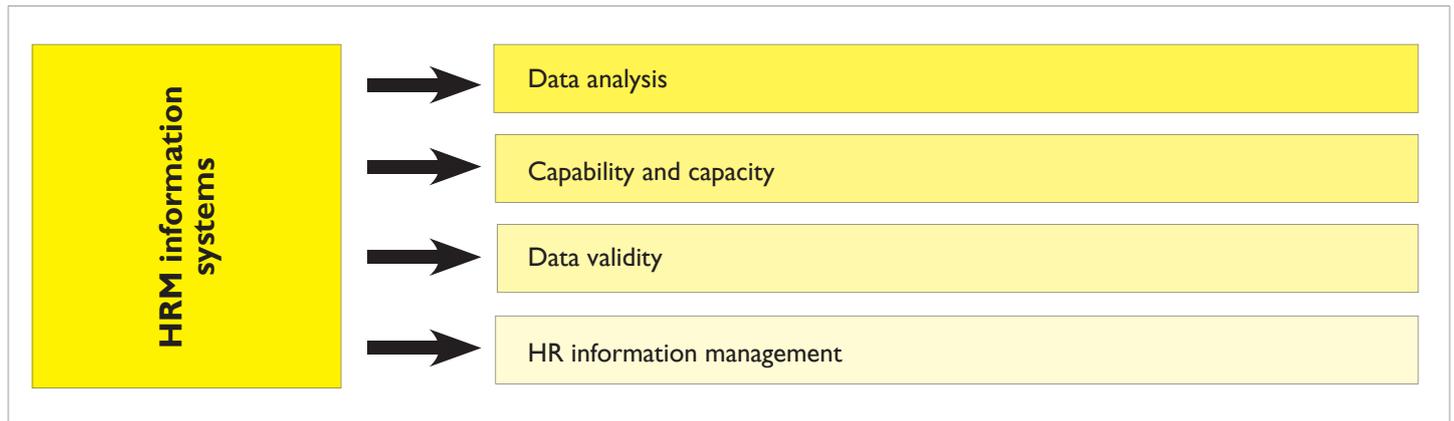
Figure 9 above illustrates the theoretical foundation of alignment between strategic planning and HR planning processes. Covered in this diagram is objective one (1) – “Strategic direction” in Figure 8, in sub-objective one (1), which requires HR planners to derive an HR strategy from the department’s strategy. As depicted in the diagram, the first section represents the scope of the organisation’s business. At the core is 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.

<sup>10</sup> Adopted from “Mind the Gaps, Please” by Brian Wilkerson, February 28, 2008

### 2) OBJECTIVE TWO: HUMAN RESOURCE INFORMATION SYSTEMS

**Figure 11:** Human resource information systems

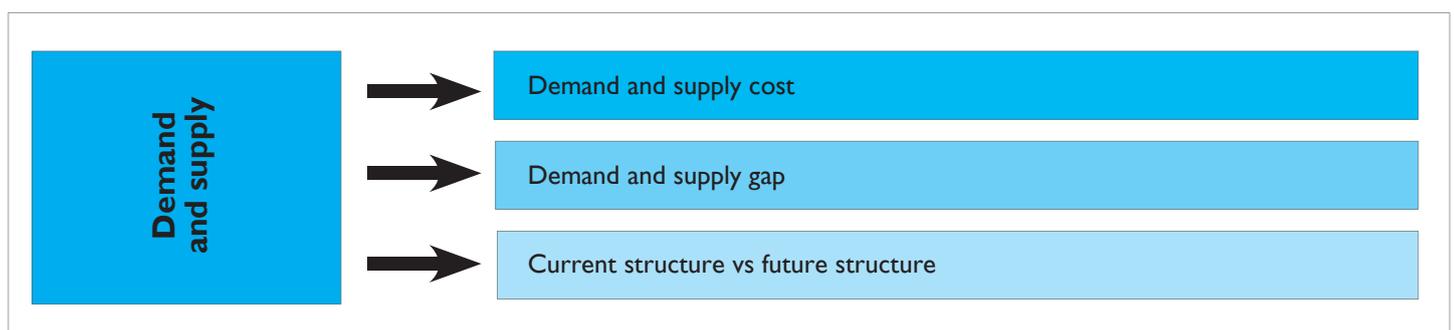


The human resource information strategy system has four sub-objectives, namely:

- *HR information management*  
HR information management includes the capturing and updating of the human resource system. Most information is strictly private and confidential and needs to be managed accordingly.
- *Data validity*  
The information on the system is required to be accurate and relevant. Data is required for reporting and decision-making.
- *Capability and capacity*  
Skilled resources must be available to manage the HRIS, and the system must have the means to store the required fields of data. The filing and retaining of paperwork is relevant here, and a process for storage must be in place with documents being retained as appropriate.
- *Data analysis*  
The extraction of data for reporting is critical to the process of workforce planning. You need to know the make-up of the current skill sets and the desired skill sets, as well as the relevant transformational information. Data that is extracted must be analysed for meaningful application.

### 3) OBJECTIVE THREE: DEMAND AND SUPPLY

**Figure 12:** Demand and supply



## SIX CORE OBJECTIVES UNDERPINNING HR PLANNING

This objective is one of the main deliverables within workforce planning and is made up of the following sub-objectives:

- *Current vs future structure*  
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.
- *Demand and supply gap*  
The gap between what is current and what is required in terms of the strategy will now be clear. The future structure will take time to develop; this is not just about the attraction of new skills, it is about the management, development and growth of existing skills as well.
- *Demand and supply cost*  
It is very important to cost the change process. Talent management and realignment processes are costly. The process is not complete without a cost analysis.

### 4) OBJECTIVE FOUR: MANAGING RESOURCES FOR HR

**Figure 13:** Managing HR resourcing



Objective four aims at filling the structure effectively within the department. This requires the fulfillment of the following sub-objectives:

- *Recruitment and attraction strategy*  
The attraction of new skills is critical to your workforce plan. A clear process and strategy are required for successful workforce planning.
- *Individual competencies vs organisational requirements*  
The competencies of your current workforce need to be measured against your future needs. The development of the people has to be aligned to organisational requirements.
- *Deployment strategy*  
In some cases, people will be transferred to different working areas to ensure a more effective alignment with the strategy. Deployment is about creating opportunities for those that have the capacity, and placing them in the most efficient way.
- *Closing the gap*  
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.

### 5) OBJECTIVE FIVE: INTEGRATION OF HR FRAMEWORKS

**Figure 14:** Integration of HR frameworks



A number of other human resource management and development strategies culminate in 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 sub-objectives include (but are not limited to):

- *HRD*  
The intent of the strategy is to build an efficient and effective public service through the establishment of policies, structures and operational processes for developing capable and high-performing employees.
- *Retention strategy*  
A strategy that includes principles on retaining current skills is needed. An example of a related policy is the one on remuneration and reward guidelines. This will assist with the attraction and retention of the required skills.
- *Diversity management*  
The intent of the diversity management framework is to spearhead the creation of an integrated and enabling environment that will facilitate the development of strategies, mechanisms and interventions by the public sector to achieve the strategic goals of government.

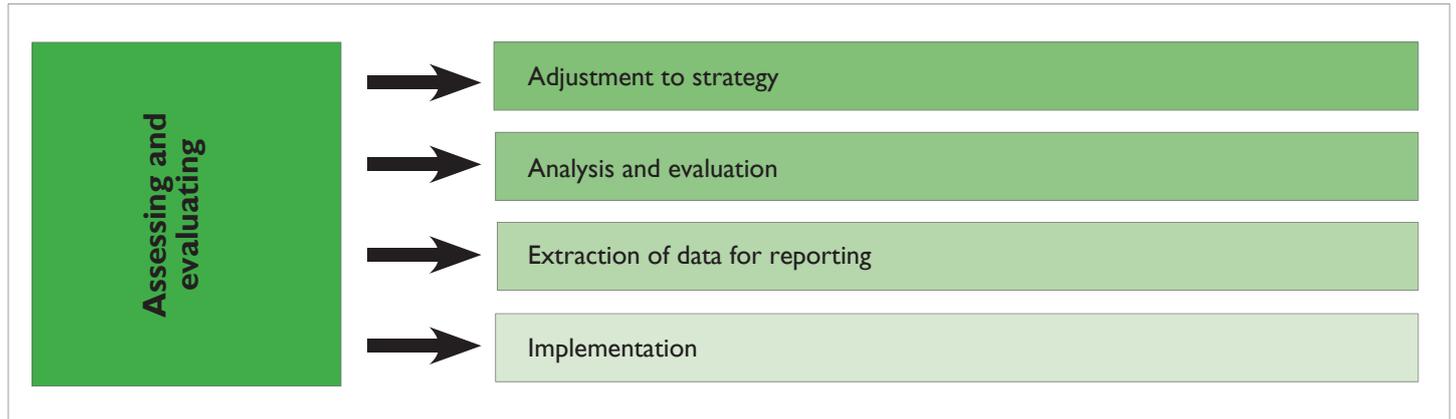
It is premised on the promotion and protection of non-discrimination, human dignity and the human rights of all people, particularly women, persons with disabilities and black people within the public service. It takes cognisance of the role of institutions in promoting non-sexism, non-racism and inclusivity, particularly pertaining to organisational transformation and

change and how changes are managed within the context of a transforming and developing state.

- *Leadership, development and management*  
A constant effort to grow leadership skills within the department must be evident. This can be achieved through HRD programmes as well as internal coaching and mentoring.
- *Employee health and well-being*  
A strategy is needed for ensuring a safe working environment as well as the health and well-being of the workforce. The dpsa currently has the following policy frameworks that contribute to this goal:
  - Managing HIV/AIDS in the workplace: A guide for government departments
  - Health and productivity management
  - Occupational hygiene and safety management
  - Wellness management.

6) **OBJECTIVE SIX:** ASSESSMENT AND  
EVALUATION

**Figure 15:** Assessment and evaluation



- *Implementation*  
A clear implementation plan, deadlines and activities are needed. The most appropriate communication tool has to be selected.
- *Extraction of data*  
A team of expert resources is needed to extract the required data from the HRS. The format must be relevant in terms of the objectives and easily analysed. The HRS must be accurate.
- *Analysis and evaluation*  
Human resource/business specialists are required to evaluate the outcomes in terms of the strategy.
- *Adjustments to strategy where necessary*  
Responsibility has to be assigned to departments and individuals regarding evaluation and any necessary changes that need to be made.

# THE FOUR PRIORITIES FOR ACTION

## 23. THE FOUR PRIORITIES FOR ACTION

Four over-arching priorities, set out in Figure 15 below, have been identified as part of the preceding objectives and sub-objectives. This was done in collaboration with national and provincial departments, after an analysis of policy documents and primary and secondary sector research, supported by appropriate data analysis. The priorities identified reflect differing HR planning and workforce needs, situations and goals, and support the desired transition to new roles and ways of working which will be necessary to deliver the vision for the Public Service HR Planning Framework. This Framework sets an expectation for all parts of the public service, including national and provincial partners, stakeholders, providers and leaders, to support the identified priorities and subsequently to take forward actions in the Implementation Plan.

best people and then develop them and their existing employees to be outstanding. All of this must be done within the context of equality, diversity and transformation. This is the high-level investment in employees that the public service needs to make, and indeed is making, to secure a better life for all.

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.

**Figure 16:** Priorities

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

Each of the four priorities for action has significance for the citizen seeking government services, the young person wanting to consider a career in the public service, adult learners already employed in the public service, employees and employers. If departments and public service training providers are to provide and contribute towards world-class service delivery, they must first understand their workforce. In order to deliver excellent services they must identify their workforce priorities, recruit the

# THE FOUR PRIORITIES FOR ACTION

## PRIORITY 1: UNDERSTANDING THE NATURE OF THE WORKFORCE

The planning and measuring of success can only be achieved through systematic processes which have robust data at their heart, to ensure the best use of resources and to pinpoint areas of priority needs relating to recruitment and skills development.

**Table 10:** Priority one

THEMES	AIMS	ANTICIPATED OUTCOMES	ACTIONS
<p><b>THEME 1:</b> <i>Gathering robust data on the public service workforce</i></p>	<ul style="list-style-type: none"> <li>□ All departments should understand and acknowledge the value and importance of regular employer and workforce data collection for themselves.</li> <li>□ Consistent annual employer and workforce data collected from an increasing number of departments.</li> <li>□ A robust collection process with strong protocols and data protection, made effective by departments' commitment to a minimum set of data that will meet all provider and stakeholder requirements.</li> </ul>	<ul style="list-style-type: none"> <li>□ All departments supply appropriate workforce data each year.</li> <li>□ Early identification of gaps and shortage areas based on a reliable picture of key workforce characteristics, e.g. number of employees; occupational breakdown; age; gender; ethnicity; declared disabilities; working hours; qualifications; skills gaps and shortages; use of human resources planning tools, etc.; and skills and training needs across all participating departments.</li> <li>□ National, provincial and other benchmarking data and services in place to support the public service's annual national report on workforce data and trends, published by the dpsa to inform departments and others such as higher education and public service training academies.</li> <li>□ Departments, learning providers and stakeholders will have the relevant information to take a planned approach to reduce the level of skills gaps and shortages experienced within departments, while at the same time promoting diversity within the workforce at all levels. Data used to analyse and inform policy commitments.</li> </ul>	<ul style="list-style-type: none"> <li>□ Develop a system to fully capture workforce data.</li> <li>□ Collect workforce data from specific parts of the public service.</li> <li>□ Support improved data-gathering mechanisms.</li> </ul>

# THE FOUR PRIORITIES FOR ACTION

THEMES	AIMS	ANTICIPATED OUTCOMES	ACTIONS
<p><b>THEME 2:</b> <i>Using data to understand the public service workforce and improve future planning</i></p>	<ul style="list-style-type: none"> <li>□ Anticipate at national level the size and scale of the public service workforce required for the future, and identify the gaps in relation to the current workforce position.</li> <li>□ Regular analysis and interpretation of data, policy documents and relevant publicly available research to provide meaningful information and intelligence in a format that all departments and stakeholders can use for their own planning and development purposes.</li> <li>□ Harness evolving technology to improve access to information and intelligence by all departments and learning providers, to assist workforce planning across the public service.</li> <li>□ Strengthened ability to analyse and inform local, provincial and national human resources policy planning and funding decisions.</li> </ul>	<ul style="list-style-type: none"> <li>□ Forecasting of the future size, scale and skills mix of the public service workforce that will be needed at national level to respond to future challenges.</li> <li>□ Establishment of a national capability for forecasting workforce trends with representatives from across the public service to help inform and shape the provision and format of information and intelligence available to the public service.</li> <li>□ Accurate data used as evidence to support management and stakeholders in meeting their responsibilities; inform decisions on workforce effectiveness and efficiency; interpret benchmarks for departments; and make a case for investment in the professionalisation and development of employees.</li> <li>□ Availability of nationally formulated and validated information and HR intelligence resources as a 'basis for action' for workforce planning and development for all individual learning providers and public service stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>□ Create readily available, relevant and valid workforce data in a form that is meaningful and useable for improved decision support systems.</li> <li>□ Develop capability for forecasting and scenario planning.</li> </ul>
<p><b>THEME 3:</b> <i>Using data to understand workforce diversity and target actions</i></p>	<ul style="list-style-type: none"> <li>□ Improve the capacity of departments to identify and manage representation within their organisation.</li> <li>□ Accurate evidence which justifies targeted interventions to address gender responsiveness, diversity and disability in the workforce.</li> </ul>	<ul style="list-style-type: none"> <li>□ Accurate data used as evidence that departments are meeting their monitoring responsibilities with regard to race, disability, gender and other targets.</li> <li>□ Clear understanding and identification of current representation/under-representation in terms of race, gender, and staff with disabilities across all departments.</li> </ul>	<ul style="list-style-type: none"> <li>□ Produce specific data relating to workforce diversity.</li> <li>□ Departments use workforce data to facilitate the achievement of diversity outcomes and objectives.</li> <li>□ Conduct workforce diversity surveys.</li> </ul>

# THE FOUR PRIORITIES FOR ACTION

## WHY PRIORITY 1 IS NEEDED:

- Realistic forecasting is needed at a national level to assist workforce planning by informing policy development, national investment and other types of support for the workforce.
- Reliable workforce and employer skills and training data are vital to enable individual departments to project the kinds of changes to the workforce that will be required.
- Without comprehensive and accurate data, informed funding decisions and positive interventions cannot be made.
- Workforce intelligence is essential in providing evidence to agree priority areas and allocate resources.
- The fact that only a small number of departments responded to a recent request to collect workforce data and

findings indicates that some departments may need training to develop their workforce data collection capacity and capability. The case for expanding data collection is clear. It is essential that the public service has a comprehensive understanding of its workforce, and receives useful benchmarking data about the sector, to ensure that policy and planning decisions are based upon a complete and accurate understanding of the workforce status at all times.

- Departments collect and use workforce data differently. Some are already collecting and using data to inform their workforce strategies and business plans. Others are only collecting some of the data needed and do not analyse it, store it electronically, or use it to inform decisions about supporting and developing their own workforce.

## PRIORITY 2: ATTRACTING AND RECRUITING THE BEST PEOPLE

Citizens are entitled to first-class services from the best people available. The public service must make every effort to demonstrate the rewards of working in the public service. This

will enable it to attract outstanding individuals that will deliver an outstanding quality of service, and to take the sector forward into the future as the employer of choice.

**Table 11:** Priority two

THEMES	AIMS	ANTICIPATED OUTCOMES	ACTIONS
THEME 4: <i>Recruiting the people we need</i>	<ul style="list-style-type: none"> <li>□ Ensuring that all employees are qualified or working towards a qualification.</li> <li>□ Improving the supply of staff in technical, professional, management and leadership positions, especially in areas of shortages due to occupational scarcity, critical skills and new workforce roles.</li> </ul>	<ul style="list-style-type: none"> <li>□ A fully qualified public service workforce.</li> <li>□ The identification and support of strengthened career progression routes by all public service training providers across higher education and public service institutions.</li> </ul>	<ul style="list-style-type: none"> <li>□ Implement systems to support training programmes and unit-standards-based and non-unit-standards-based qualifications.</li> <li>□ Create targeted programmes to tackle current skills shortages and gaps.</li> </ul>

# THE FOUR PRIORITIES FOR ACTION

THEMES	AIMS	ANTICIPATED OUTCOMES	ACTIONS
<p><b>THEME 4:</b> <i>Recruiting the people we need</i></p>	<ul style="list-style-type: none"> <li>□ Promotion of good practice regarding flexible opportunities for employment and for other roles and responsibilities, especially for older workers in industry, those with career responsibilities, or individuals with a disability.</li> </ul>	<ul style="list-style-type: none"> <li>□ The identification and prioritisation of shortages in key occupations and areas of vocational and other specialisation, and a significant reduction of gaps in supply.</li> <li>□ Development of qualifications and systems for recognition of experience across the public service.</li> </ul>	<ul style="list-style-type: none"> <li>□ Carry out a recruitment survey to identify areas with shortages and investigate levels of supply if they become low.</li> <li>□ Implement employee health and wellness frameworks.</li> </ul>
<p><b>THEME 5:</b> <i>Increasing the diversity of the workforce at all levels</i></p>	<ul style="list-style-type: none"> <li>□ Improving the diversity profile of the workforce in all categories.</li> <li>□ Increasing awareness of role models and mentors.</li> <li>□ Increasing the percentage of employees, particularly within senior management and leadership, from identified and/or targeted under-represented groups.</li> </ul>	<ul style="list-style-type: none"> <li>□ A workforce with a representative equality and diversity profile.</li> <li>□ Continued work with support networks to ensure that future leaders from diverse backgrounds are identified, nurtured and developed.</li> <li>□ The public service benefits from an expanded talent pool.</li> </ul>	<ul style="list-style-type: none"> <li>□ Develop internal guidelines.</li> <li>□ Provide training.</li> <li>□ General influencing activities.</li> <li>□ Create sustainable employee pools.</li> <li>□ Take on interns.</li> </ul>
<p><b>THEME 6:</b> <i>Improving and marketing the workforce image to increase supply and utilisation opportunities</i></p>	<ul style="list-style-type: none"> <li>□ Raising the professional standing of public service employees within all departments to promote public service as a career of choice.</li> <li>□ Developing standards and specifications for all key roles and new roles as identified.</li> <li>□ Widely accessible and available advice and career guidance of high quality on working in the public service sector.</li> <li>□ Raising the profile of a career in the public service in South Africa through nationwide recruitment campaigns and sector promotion.</li> <li>□ Improving the health, safety and wellness of the workforce.</li> </ul>	<ul style="list-style-type: none"> <li>□ A culture where public service training academies, universities, further education and training colleges, private training providers, stakeholders and Government are working jointly to make a difference to the supply and professional standing of a high-calibre workforce.</li> <li>□ Promotion of good practice and an inclusive and supportive working culture in all departments that is responsive to the differing needs of employees and committed to removing barriers that may limit potential and service delivery.</li> <li>□ Greater understanding by the general public and industry of the public service workforce and the crucial role played by public service departments in learning and skills delivery, thereby improving the lives of all South Africans.</li> <li>□ Individual health, safety and wellness as well as organisational wellness, linked to productivity and improved service delivery outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>□ Develop systems to enable recognition of experience.</li> <li>□ Provide information, advice and guidance on career development in relation to organisational and individual needs.</li> <li>□ Develop a joint approach to HR planning and workforce development for increased responsiveness to demand drivers exerted on the organisation.</li> <li>□ Communication and consultation.</li> </ul>

# THE FOUR PRIORITIES FOR ACTION

## WHY PRIORITY 2 IS NEEDED:

- There is an overwhelming need to create and promote a refreshed, positive image for the public service in order to better manage skills supply and demand by attracting new employees and ensuring existing ones are aware of the exciting new opportunities that are available.
- It is increasingly important for the public service workforce to reflect its learner base.
- The demand-led nature of the environment and the challenge of increasing expectations of flexible and superb-quality service provision by citizens, the government, employers and employees will require even greater skills and responsiveness from the workforce.

## PRIORITY 3: RETAINING AND DEVELOPING A MODERN, RESPONSIVE AND PROFESSIONALISED WORKFORCE

The public service needs to ensure that the knowledge and skills base of the workforce is current, relevant and comprehensive in order to deliver excellence in service provision to citizens and employers.

**Table 12:** Priority three

THEMES	AIMS	ANTICIPATED OUTCOMES	ACTIONS
THEME 7: <i>Skilling the workforce, from initial training to continued skills and professional development (CSPD)</i>	<ul style="list-style-type: none"> <li>□ Ensuring employees are supported through initial training and induction and that they achieve relevant qualifications.</li> <li>□ Encouraging individuals to view continuous skills and professional development as an essential part of their own development.</li> <li>□ Ensuring the workforce is equipped with skills to address technological changes, including new ways of working and delivering services.</li> <li>□ Embedding wider employability skills such as communication, interpersonal, team-working and problem-solving skills.</li> </ul>	<ul style="list-style-type: none"> <li>□ A culture of CSPD within the public service, focused on meeting employee needs at employer and individual level.</li> <li>□ Leaders at all levels that are effective and competent, that value working in partnerships, and that are able to harness existing and emerging technologies to meet the diverse needs of employees and citizens.</li> <li>□ Reviewing by every department of its workforce as part of the self-assessment process and within the Framework, as a measure of performance.</li> <li>□ A workforce sharing and learning from other public services as well as from the private, voluntary and community sectors.</li> <li>□ A public service workforce that provides the impetus for its own learning needs by taking action towards skills development.</li> </ul>	<ul style="list-style-type: none"> <li>□ Develop a framework to support and embed CSPD.</li> <li>□ Identify, develop and enroll employees on training to support CSPD.</li> <li>□ Dissemination and awareness-raising of skills requirements and opportunities.</li> <li>□ Development of good practice guides and materials.</li> </ul>

# THE FOUR PRIORITIES FOR ACTION

THEMES	AIMS	ANTICIPATED OUTCOMES	ACTIONS
<p><b>THEME 7:</b> <i>Skilling the workforce, from initial training to continued skills and professional development (CSPD)</i></p>	<ul style="list-style-type: none"> <li>□ Underpinning professionalisation with an emphasis on the further development of skills in services, relationship management, HR planning and skills brokerage.</li> <li>□ Supporting departments in extending their HR capacity to develop effective leaders and managers and promoting the 'repositioning of HR' to ensure that a fully professional, expert and well trained modern workforce is always available in all departments.</li> <li>□ Developing partnership and collaborative skills to work across professional and organisational boundaries and with new employees.</li> </ul>	<ul style="list-style-type: none"> <li>□ Departments that approach their own employee development in similar yet flexible ways.</li> <li>□ The commitment of all stakeholders and partners across the public service to workforce planning and development that enhance all employees' skills and employers' performance.</li> <li>□ Improved retention of employees across the public service workforce.</li> <li>□ Departments that have effective ways of engaging employees in developing their own workforce strategy, for example through committees or networks and agreements.</li> </ul>	<ul style="list-style-type: none"> <li>□ Retention survey to identify areas of shortage and investigate levels of retention if they become low.</li> </ul>
<p><b>THEME 8:</b> <i>Being responsive by ensuring that new demands for workforce skills are met</i></p>	<ul style="list-style-type: none"> <li>□ The workforce is more flexible in accommodating all employee needs, however financed.</li> <li>□ Even stronger links are established with employers and local communities.</li> <li>□ Vocational and technical expertise remains up to date, including being e-confident as technology evolves.</li> <li>□ Development of new roles for the changing service delivery environment, e.g. Thusong centres and IFMS.</li> </ul>	<ul style="list-style-type: none"> <li>□ A public service workforce that is responsive to a changing employee-employer profile and its diverse needs, demands and skill requirements.</li> <li>□ A workforce that can sustain and evolve its skills to respond to and embrace the opportunities and requirements created by the rapidly changing environment in which it operates, especially technological and social changes.</li> <li>□ Emerging and developing technologies are applied appropriately to deliver services.</li> </ul>	<ul style="list-style-type: none"> <li>□ Put in place frameworks and models to support individual development.</li> <li>□ Engage individual staff in professional development.</li> <li>□ Promote leadership to create a culture of individual staff development.</li> <li>□ Create a public service that enables and promotes workforce responsiveness.</li> <li>□ Improve employer engagement with and responsiveness to HRP.</li> <li>□ Support development programmes for the workforce.</li> <li>□ Support the use of technology.</li> <li>□ Develop toolkits to support responsiveness.</li> </ul>

# THE FOUR PRIORITIES FOR ACTION

## WHY PRIORITY 3 IS NEEDED:

- We need to build a professional, expert workforce that understands the diverse and changing needs of citizens. For this, we need the commitment of individual employees to learn, improve and update their skills on a regular basis — to engage in CSPD throughout their careers.
- There is a real need for the workforce to become more diverse in its backgrounds and experience so that, as a sector, it can draw on the widest talent pool for all roles, in particular for senior leadership and management.
- New requirements, such as the Occupational-Specific Dispensation (OSD), have already been introduced to achieve a step change in the status of professionals across the public service workforce. New initial qualifications have been registered with SAQA. The next steps will include building development paths to add to existing employee skills and enable them to take on new roles.
- It is crucial that employees be engaged in the formation, development and delivery of workforce strategies and plans if we are to secure an understanding of and commitment to the vision and aims for a responsive and professionalised workforce.

## **PRIORITY 4: ENSURING THAT EQUALITY AND DIVERSITY ARE AT THE HEART OF STRATEGY, POLICY-MAKING, PLANNING AND DEVELOPMENT**

The impact of the public service, and the individuals working within it, is significant upon individual citizens, communities and the employer. It is therefore a responsibility of the public

service to raise aspirations through modeling best practice in transformation and diversity.

**Table 13:** Priority four

THEMES	AIMS	ANTICIPATED OUTCOMES	ACTIONS
<b>THEME 9</b> <i>Ensuring that equality and diversity are at the heart of strategy, policy-making, planning and development</i>	<ul style="list-style-type: none"> <li>□ To ensure that equality and diversity are at the heart of the reform of the public service.</li> <li>□ Unequivocal leadership and accountability for increasing the diversity of the workforce at all levels as identified by the Cabinet.</li> <li>□ The achievement of diversity-led human resources processes and practices by all organisations within the public service.</li> </ul>	<ul style="list-style-type: none"> <li>□ An inclusive and supportive working culture that is proactive and flexible in recognising the differing and changing needs of the workforce.</li> <li>□ A public service workforce that has a broad understanding of equality and diversity principles, and can deliver services effectively.</li> <li>□ A public service where all departments have comprehensive strategies in place and constantly strive to reduce social barriers that inhibit the potential of employees and the achievement of organisational performance.</li> </ul>	<ul style="list-style-type: none"> <li>□ Offer leadership training.</li> <li>□ Create departmental forums.</li> <li>□ Embed equality strategies through contracting and regulation.</li> </ul>

# THE FOUR PRIORITIES FOR ACTION

THEMES	AIMS	ANTICIPATED OUTCOMES	ACTIONS
<p><b>THEME 9</b> <i>Ensuring that equality and diversity are at the heart of strategy, policy-making, planning and development</i></p>	<ul style="list-style-type: none"> <li>□ Diversity as an integral part of planning processes, and the recognition of social and organisational transformation benefits.</li> <li>□ An effective framework to drive forward change and share good practice.</li> </ul>	<ul style="list-style-type: none"> <li>□ Departmental HR planning strategies with a strong focus on diversity.</li> <li>□ Departments that model the values of social cohesion in their practices. Organisations will rigorously assess how far they deliver against this objective.</li> <li>□ All departments and stakeholders recognise, celebrate and reward the sustained practising of these values.</li> <li>□ All departments ensure that individuals in the workforce have the right skills and attitudes in relation to this agenda.</li> <li>□ Organisations utilise workforce data and demographics to compare statistics reported for the public service workforce.</li> <li>□ Occupations with under-utilisation are identified and goals are established to reduce the under-utilisation.</li> </ul>	<ul style="list-style-type: none"> <li>□ Align and support national agreements and programmes.</li> <li>□ Support equality and diversity.</li> <li>□ Establish a review committee for providing technical assistance, reviewing/ approving plans, and monitoring progress toward the achievement of goals.</li> </ul>

## WHY PRIORITY 4 IS NEEDED:

- The advantages of attracting a more diverse workforce are frequently lost in discussions about targets and strategies to address under-representation. They should be the starting point for reviewing recruitment, selection procedures, promotion and succession planning, and professional development.
- One of the potential strengths of South Africa, in a global economy, is our diverse working population, but this is dependent on ensuring that everyone can contribute equally. Therefore, promoting good relations between employees, addressing unlawful discrimination, and removing barriers that limit workforce potential must be at the core of all workforce planning and development activities.
- Demographic changes and the economic needs of the country mean that the public service must do more to recognise the essential contributions that people with disabilities can make.
- If the public service is to be an employer with world-class skills, then it is clear that Government's policies, collectively and individually, 'will act to narrow gaps in opportunity, recruitment, deployment, retention and development where these gaps are detrimental to social justice and economic success'.
- Current legislation and the frameworks set a number of requirements for embedding equality and diversity across policy, planning and training, by monitoring and performing impact assessments of work that is undertaken.

# THE FOUR PRIORITIES FOR ACTION

Summary of the outcomes, objectives, sub-objectives, priorities and themes for HR planning

**Table 14:** Summary of outcomes

Strategic objectives	Outcomes	Sub-objectives	Priority	Themes
<p><b>I: STRATEGIC DIRECTION</b></p> <p>To ensure that all workforce planning is aligned to the strategic plan.</p>	<p>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 <b>ORGANISATIONAL SUPPORT</b>.</p>	<p>1.1 Sharing of the overall vision and strategic direction</p> <p>1.2 Constructing the human resource strategy and intent with regard to the overall strategy</p> <p>1.3 Communication of both overall strategy and HR strategy</p>	All	All
<p><b>2: HRM INFORMATION SYSTEM</b></p> <p>To ensure that all human capital information is available so that planning is possible.</p>	<p>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 <b>DATA INTEGRITY AND SYNCHRONISED REPORTING</b>.</p>	<p>2.1 HR information management</p> <p>2.5 Data validity</p> <p>2.6 Capability and capacity</p> <p>2.7 Data analysis</p>	<p><b>Priority 1:</b> Understanding the nature of the workforce</p>	<p><b>THEME 1:</b> Gathering robust data on the public service workforce</p> <p><b>THEME 2:</b> Using data to understand the public service workforce and improve future planning</p> <p><b>THEME 3:</b> Using data to understand workforce diversity and target actions</p>

# THE FOUR PRIORITIES FOR ACTION

Strategic objectives	Outcomes	Sub-objectives	Priority	Themes
<p><b>3: DEMAND AND SUPPLY</b></p> <p>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.</p>	<p>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 <b>ENSURE CORRECT WORKFORCE PLANNING.</b></p>	3.1 Checking current vs future structural needs	<p><b>Priority 2:</b> Attracting and recruiting the best people</p> <p><b>Priority 4:</b> Ensuring that equality and diversity are at the heart of strategy, policy-making, planning and development</p>	THEME 4: Recruiting the people we need
		3.2 Promoting effective human resource planning in terms of the supply and demand of human resources in the public service		THEME 5: Increasing the diversity of the workforce at all levels
		3.3 Demand and supply costing		THEME 6: Improving and marketing the image of the workforce to increase supply and utilisation opportunities
<p><b>4: MANAGING HR RESOURCING</b></p> <p>To attract, assess and assign people required in the total workforce.</p>	<p>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></p>	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)	<p><b>Priority 2:</b> Attracting and recruiting the best people</p> <p><b>Priority 4:</b> Ensuring that equality and diversity are at the heart of strategy, policy-making, planning and development</p>	THEME 4: Recruiting the people we need
		4.2 Individual competencies vs organisational requirements		THEME 5: Increasing the diversity of the workforce at all levels
		4.3 Deployment strategy		THEME 6: Improving and marketing the image of the workforce to increase supply and utilisation opportunities
		4.4 Closing the gap		THEME 9: Ensuring that equality and diversity are at the heart of strategy, policy-making, planning and development

# THE FOUR PRIORITIES FOR ACTION

Strategic objectives	Outcomes	Sub-objectives	Priority	Themes
<p><b>5: INTEGRATION OF HR FRAMEWORKS</b></p> <p>To invest in and reinforce the competence and performance of individual and team deliverables in terms of dpsa policy frameworks and programmes.</p>	<p>The dpsa's objective is to ensure governance and compliance throughout all departments.</p> <p>The dpsa's overall objective is to <b>ENSURE AN UNDERSTANDING OF THE INTERDEPENDENCE OF dpsa HUMAN RESOURCE POLICY FRAMEWORKS AND PROGRAMMES.</b></p>	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		
<p><b>6: ASSESSING AND EVALUATING THE SUCCESS OF THE OBJECTIVES OR STRATEGY AND, WHERE NECESSARY, RE-EVALUATING THEM.</b></p> <p>Measuring the progress towards the desired strategy, thus ensuring that changes are made timeously and crises are avoided.</p>	<p>The dpsa's objective is to evaluate the process to ensure that the direction is suitable and the strategy sound.</p> <p>The dpsa's overall objective is to <b>EVALUATE AND MONITOR THE SUCCESS OF THE WORKFORCE STRATEGY FOR TIMEOUS CHANGES.</b></p>	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		

## WHAT THE STRATEGIC FRAMEWORK AND IMPLEMENTATION PLAN MEAN FOR YOU

### 24 WHAT THE STRATEGIC FRAMEWORK AND IMPLEMENTATION PLAN MEAN FOR YOU

This Strategic Framework has been developed through consultation with all parts of the public service. One of the clear messages from consultation was that this Framework must be meaningful for departments and their workforces, as much as for national stakeholders. Commitment and willingness from across the public service system and shared responsibility at individual, organisational, regional, provincial and national level will be required to achieve the aim for the public service workforce of having the right people with the right skills in the right place at the right time, all the time.

The Implementation Plan is intended to accompany this Strategic Framework and will capture the commitments required to make this vision a reality. It 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.

However, the consultation work to date has already led to suggestions and ideas as to how this Strategic Framework can be translated into specific actions and outcomes. These suggestions and ideas will be further developed as the Implementation Plan is adjusted. The chart overleaf 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.

Suggested uses of this Strategic Framework by the different parts of the public service

**Table 15:** Strategic Framework Implementation Plan

INDIVIDUAL MEMBERS OF THE WORKFORCE	RANGE OF POTENTIAL COMMITMENTS
<ul style="list-style-type: none"> <li><input type="checkbox"/> Heads of department</li> <li><input type="checkbox"/> Managers</li> <li><input type="checkbox"/> Directors</li> <li><input type="checkbox"/> HR directors/managers</li> <li><input type="checkbox"/> Line managers</li> <li><input type="checkbox"/> Professionals</li> <li><input type="checkbox"/> HR planning and development support staff</li> <li><input type="checkbox"/> All other employees who help to deliver the departmental objectives</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Manage the quality of HR data.</li> <li><input type="checkbox"/> Work to relevant role standards and professional codes of conduct.</li> <li><input type="checkbox"/> Be willing to maintain excellent occupational currency within the public service and their work area.</li> <li><input type="checkbox"/> 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><input type="checkbox"/> Recognise the value of and take part in internal and partnership networking and peer support activities.</li> <li><input type="checkbox"/> 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><input type="checkbox"/> Self-assess skills needs against work requirements.</li> <li><input type="checkbox"/> Work with individuals under line management to identify training needs, and support training and development under human resource arrangements.</li> <li><input type="checkbox"/> Membership of professional bodies.</li> </ul>

## WHAT THE STRATEGIC FRAMEWORK AND IMPLEMENTATION PLAN MEAN FOR YOU

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 MEMEBERS 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>

## WHAT THE STRATEGIC FRAMEWORK AND IMPLEMENTATION PLAN MEAN FOR YOU

<b>PROVINCIAL DEPARTMENTS AND PARTNERS</b>	<b>RANGE OF POTENTIAL COMMITMENTS</b>
<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>
<b>NATIONAL PARTNERS/STAKEHOLDERS AND GOVERNMENT</b>	<b>RANGE OF POTENTIAL COMMITMENTS</b>
<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>
<b>INDIVIDUAL MEMBERS OF THE WORKFORCE</b>	<b>RANGE OF POTENTIAL COMMITMENTS</b>
<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>

## 25. PROGRAMME PERFORMANCE

Departmental strategic plans involve a process of strategic planning as required by both the Public Service Regulations and the Treasury Regulations. National Treasury also released the Framework for Managing Programme Performance Information which departments must ensure compliance with. The aims of this framework are to:

- Clarify definitions on standards for performance information, in support of regular audits of such information, where appropriate.
- Improve integrated structures, systems, and processes required to manage performance information.
- Define roles and responsibilities for managing performance information.
- Promote accountability and transparency by providing Parliament, provincial legislatures, municipal councils, and the public with timely, accessible, and accurate performance information.

The Framework for Managing Programme Performance Information also 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. The Public Service Regulations, 2001 and, to some extent, the Treasury Regulations, determine and prescribe the content of strategic planning processes to be embarked upon by departments.

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, in the context of national and provincial departments, includes the alignment of the Medium-Term Strategic Framework (MTSF), Millennium Development Goals (MDGs), strategic planning,

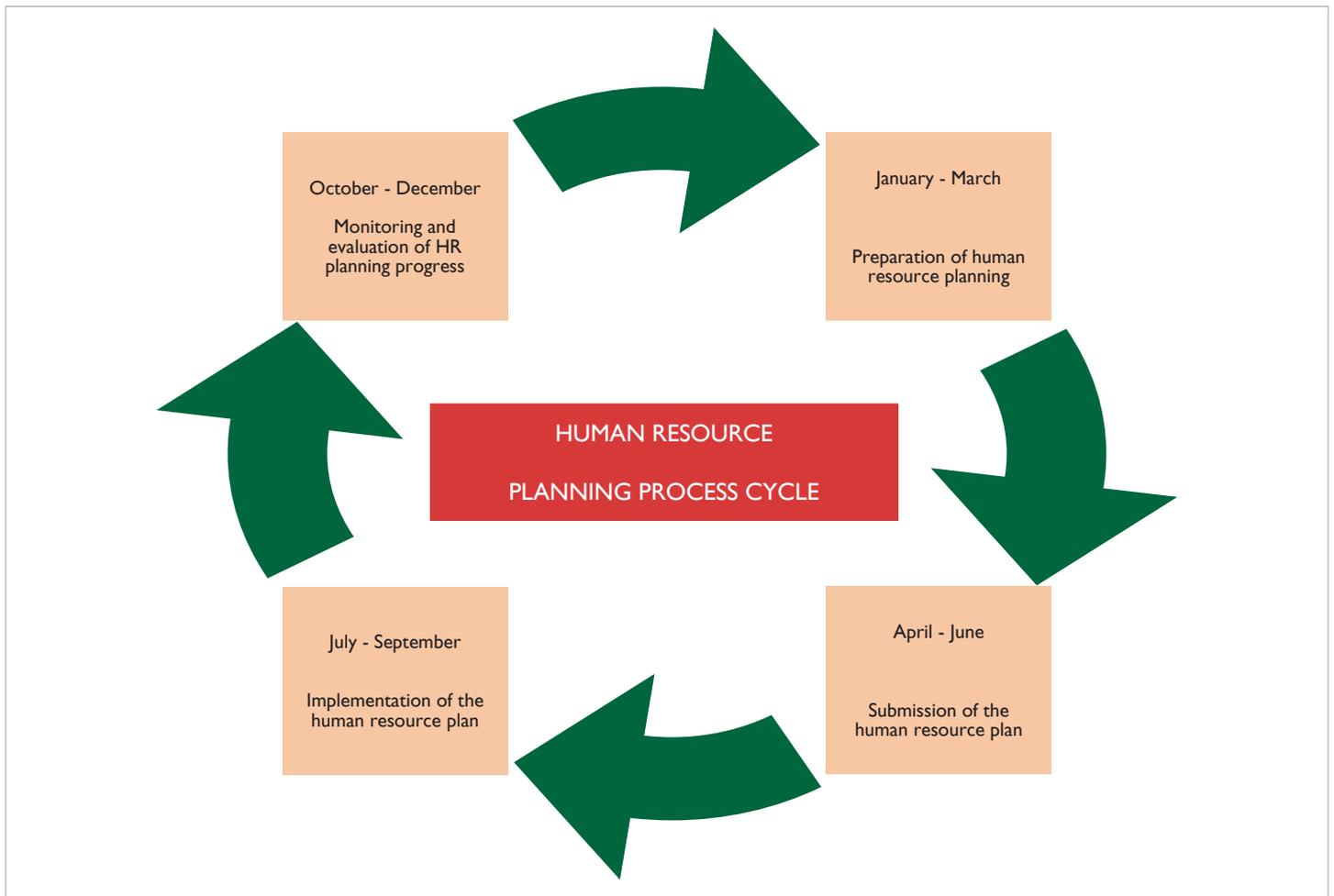
business and operational plans, the Programme of Action, programmes and annual reporting. Planning in government is critical and has to take into account the reality of different cycles.

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.

### 25.1 Strategic HR planning cycle process

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

**Figure 17:** Human resources planning process cycle - simplified



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.

# PROGRAMME PERFORMANCE

**Figure 18:** Human resource planning process cycle - detailed

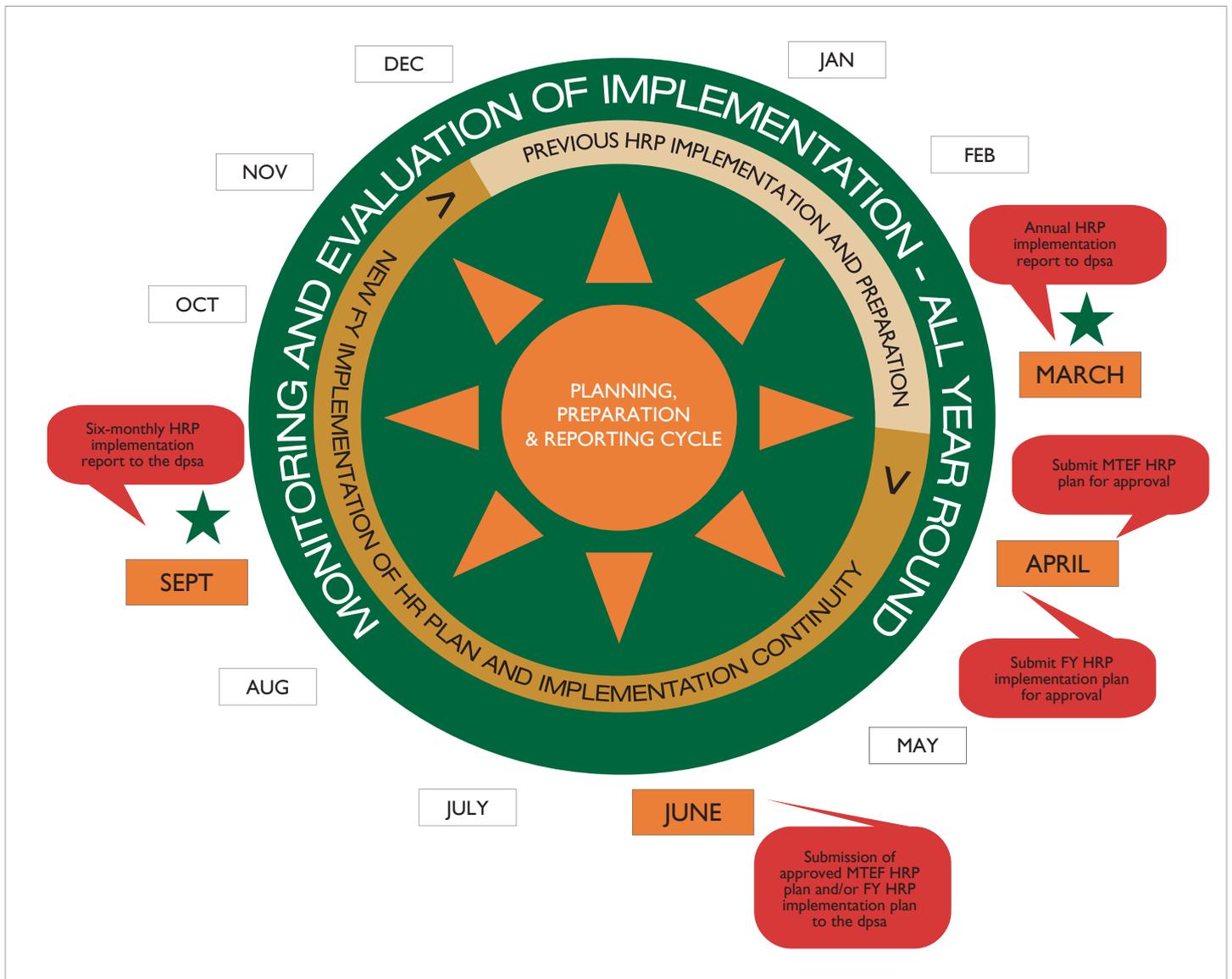


Figure 17 illustrates the timeframes for planning, implementation, monitoring and reporting against the implementation plan. The ★ represents external reporting points.

## 25.2 Implementation Plan

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 16:** Implementation plan

	Planning process cycle	Project Charter alignment	Target by quarter			
			Q1	Q2	Q3	Q4
I.	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			

# PROGRAMME PERFORMANCE

	Planning process cycle	Project Charter alignment	Target by quarter			
			Q1	Q2	Q3	Q4
2.	Implementation of the human resource plan	<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	<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	<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
						X
						X

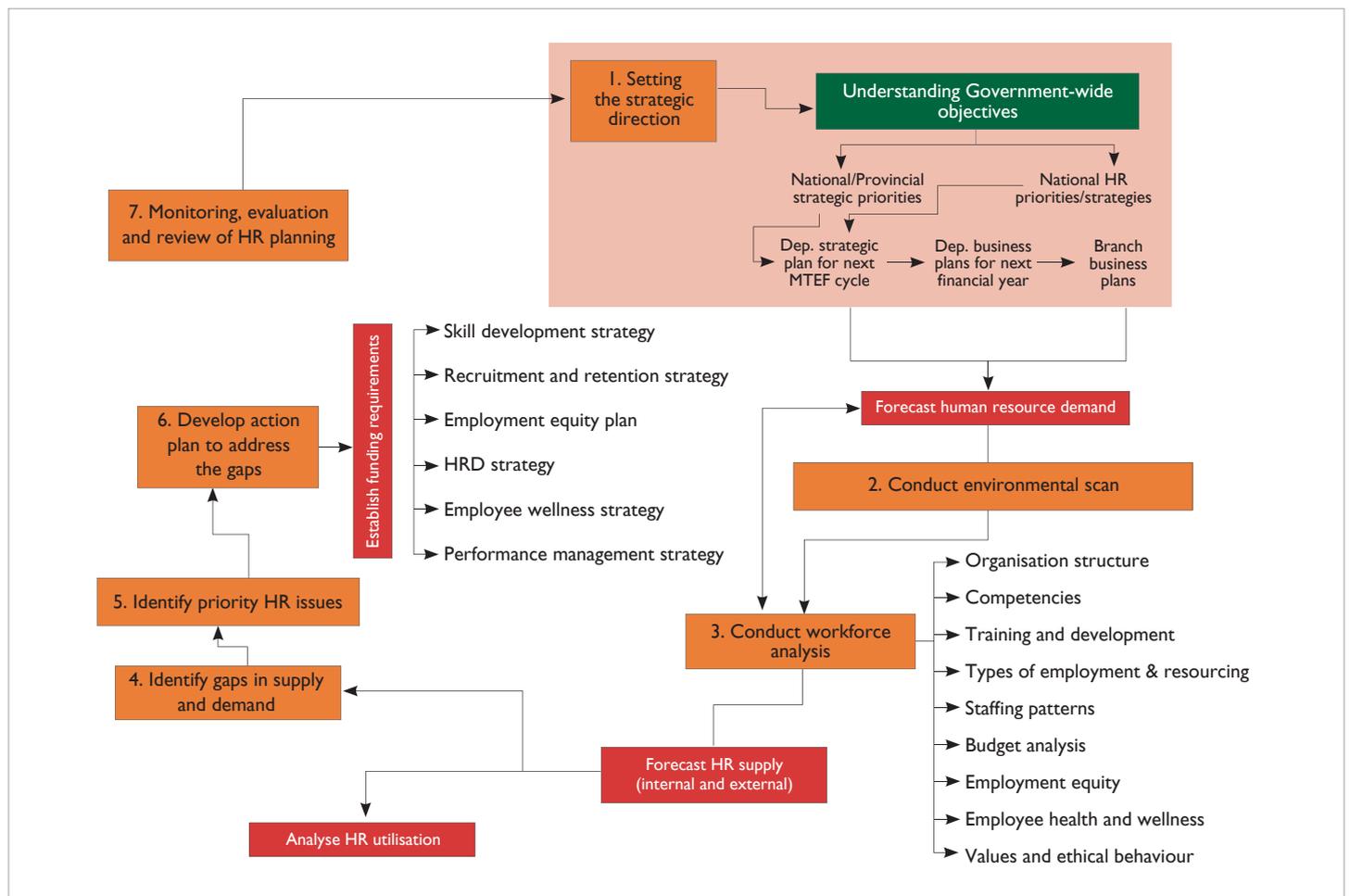
# HR PLANNING PROCESS METHODOLOGY

## 26. HR PLANNING PROCESS METHODOLOGY

Figure 17 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

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

**Figure 19:** 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.

## OUTLINING CONTENT STRUCTURE FOR THE HR PLANNING STRATEGY

### 27. OUTLINING CONTENT STRUCTURE FOR THE HR PLANNING STRATEGY

**Table 17:** Content structure for 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.

**Figure 20:** Content structure for HR planning diagram supporting 16.1 and Table 15

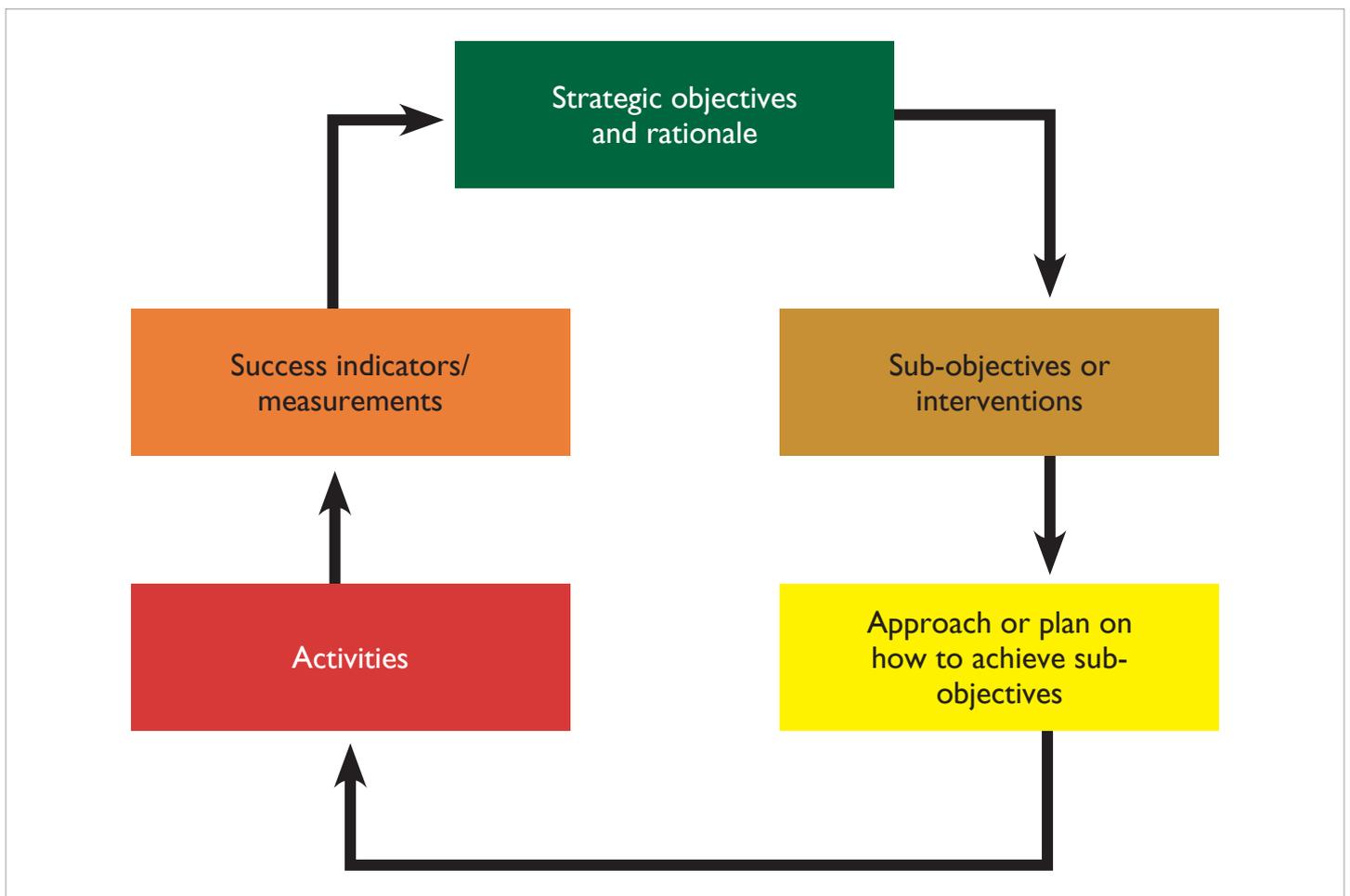


Figure 20 above supports the Strategic Framework for HR Planning in the Public Service as presented by analogy to a Parthenon House, and the Implementation Plan. The strategic objectives represent the six core objectives, namely: strategic direction, human resource information systems, demand and supply, managing resources for HR, integration of human resource management and development frameworks, and assessment

and evaluation. The sub-objectives are linked to each strategic objective. The activities are linked to an implementation plan with measurable outcomes which will provide practical help to support the workforce in meeting the department's objectives.

# STRATEGIC OBJECTIVES

## 28. STRATEGIC OBJECTIVES

**Table 18:** Strategic objectives

<b>STRATEGIC OBJECTIVE 1: 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 <b>ORGANISATIONAL SUPPORT</b>		
Sub-objective/interventions	Initiation of process or tools required	Success indicators
I.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.
I.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.
I.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.
<b>Rationale and strategic focus</b>		
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.		
<b>Approach</b>		
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 OBJECTIVES

## 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 resources 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 OBJECTIVES

## 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 structured 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 OBJECTIVES

## 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 OBJECTIVES

## 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 OBJECTIVES

## 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	a) Development in line with HRD strategy b) Coaching and mentoring c) Identification of leaders	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 OBJECTIVES

## 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	<ul style="list-style-type: none"> <li>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.</li> <li>b) The HRS must be accurate.</li> </ul>	<ul style="list-style-type: none"> <li>a) Accurate data and relevant reporting are produced.</li> </ul>
6.2 Analysis and evaluation (in line with objectives and strategy)	<ul style="list-style-type: none"> <li>a) Human resource/business specialists required to evaluate the outcomes in terms of the strategy</li> </ul>	<ul style="list-style-type: none"> <li>a) Reporting and analysis or evaluation of the data are produced and acted on.</li> </ul>
6.3 Adjustments to strategy where necessary	<ul style="list-style-type: none"> <li>a) Assigning responsibility to departments and individuals with regard to evaluation, with changes being made where required</li> <li>b) Performance alignment</li> </ul>	<ul style="list-style-type: none"> <li>a) Clear feedback from the stakeholders that the strategy is confirmed and understood.</li> </ul>
6.4 Implementation	<ul style="list-style-type: none"> <li>a) Clear implementation plan, deadlines and activities</li> <li>b) Selection of the most appropriate communication tool</li> </ul>	<ul style="list-style-type: none"> <li>a) Communication to stakeholders regarding progress and evaluation.</li> </ul>

### Rationale and strategic focus

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).

### Approach

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.

# TIMELINES FOR VISION 2015

## 29. TIMELINES FOR VISION 2015

**Table 19:** Timelines for vision 2015

2006-2008

Jan 06 March 07	April 07 Jun 07	Jul 07 Sept 07	Oct 07 Dec 07	Jan 08 Mar 08	Apr 08 Jun 08	Jul 08 Sep 08	Oct 08 Dec 08
Consultation on review of HR Planning Guidelines	Draft Guidelines published on DPSA website	Piloting of Guidelines and refining of draft Guidelines			Circular issued on due date and format for submission of HR plan	Draft and approved plans received  MPSA approves Guidelines	Develop tools and analyse received plans
		Development of draft HRPSF	Consultation		Ongoing consultation on draft HRPSF  Draft published on dpsa website  HOD circular issued, requesting comments and feedback	Ongoing consultation on draft HRPSF  External review	PS HRPSF approved by MPSA
				Development of HR planning unit standards for the PS	Draft unit standards distributed for public comment	Unit standards submitted to SAQA and gazetted	Unit standards registered  Learning programme development with PALAMA

# TIMELINES FOR VISION 2015

**Table 20:** Timelines for vision 2015

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	

**Table 21:** Timelines for vision 2015

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

# TIMELINES FOR VISION 2015

**Table 22:** Timelines for vision 2015

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

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