NAME OF DEPARTMENT

HUMAN RESOURCE PLAN (HRP)		
Select (X)	*Indicate the type of Human Resource Plan*	*Indicate the period*
	HUMAN RESOURCE PLAN FOR THE MTEF PERIOD	
	ANNUAL ADJUSTED HUMAN RESOURCE PLAN FOR THE PERIOD	

DEPARTMENTAL CONTACT DETAILS

DEPARTMENT ADDRESS:	***Physical:***
	Postal:
CONTACT PERSON	***NAME:***
	SURNAME:
DESIGNATION:	
COMPONENT:	
TELEPHONE NO:	*(Code) (__ _ _)*
CELL PHONE NO.:	
FAX NO:	
E-MAIL ADDRESS:	
DATE COMPLETED:	*DD/MM/YY*
DATE OF APPROVAL	*DD/MM/YY*
DATE SUBMITTED TO DPSA:	*DD/MM/YY*

TABLE OF CONTENTS

List of Tables

NOTES FOR USING THE HRP TEMPLATE:

- *The HRP Template should be used during the development of the HR Plan and its implementation Plan.*
- *The HRP Template MUST be completed in conjunction with the Strategic HR Planning Guideline available at www.dpsa.gov.za which supports the HR Planning Strategic Framework for the Public Service – Vision 2015.*
- *This completed HR Plan is the culmination of the HRP exercise of the Department and is NOT a process for doing HR Planning.*
- *Completion of this HRP Template is NOT A SUBSTITUTE for a thorough review as required by the Guideline.*
- *The HR Plan should contain a detailed analysis of Quantitative and Qualitative information.*
- *Please contact the Chief Directorate: Human Resource Planning at the DPSA should you have any queries regarding the completion of this template.*

- *Contact details :*

Chief Directorate: Human Resources Planning
Department of Public Service and Administration
12th floor
Batho Pele House
Private Bag X916
Pretoria
0001
Tel: (012) 336 1272
Fax: 0866188643
Email: hrp@dpsa.gov.za

HUMAN RESOURCE PLANNING RESPONSIBILITY MATRIX

Table 1 *Responsibility matrix*

☞ Please indicate the officials and their responsibility for HR Planning and in support attach the project charter

TITLE (*suggested*)	NAME	RANK	Role in the Development of the Plan
Head of Department		*DG*	
Head: HR Management		*Deputy Director General*	
Head: HR Development		*Chief Director*	
EE Manager			
Performance Management Manager			
Recruitment and Selection Manager			
Remuneration Manager			
Employee Wellness Manager			
Relevant line managers			
Chief Financial Officer			
Other			

SIGN OFF

I. HEAD OF DEPARTMENT (SIGN OFF)

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

I am satisfied and concur with the content of this Human Resource Plan and will ensure that the department in achieves its strategic HRP objectives for the defined period.

SIGNED	
DESIGNATION	
DATE	

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

This Human Resource Plan has been **Approved** by *(insert name)* _____ in my capacity as the Executing Authority.

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

SIGNED	
DESIGNATION	
DATE	

III. EXECUTIVE SUMMARY

☞ *This section should cover a summary of HR Plan for the Executive Authority.*

✎

IV. SUMMARY HRP DATA FACT SHEET

☞ *This section should cover HRP data presented in diagrams and tables as per the exemplar provided in the HRP Guideline.*

✎

V. LIMITATIONS

☞ Discuss Structural issues, including actual and perceived barriers which might constrain or restrict the achievement of objectives.

✎

SECTION ONE

1 INTRODUCTION

1.1 Overview of the department

☞ State what the department is all about and where it gets its mandate from.

✎

1.2 Vision

☞ State the vision of the department in line with the strategic objectives of the department.

✎

1.3 Mission

☞ State the mission of the department in line with the strategic objectives of the department.

✎

1.4   Values

☞ State the values in line with the strategic objectives of the department.

✎

1.5   Overview of the department programmes

☞ Provide a brief description of each programme. What are your current priorities per programme?

In terms of the programme structure for the Department, the following programmes are available:

Programme 1:   Administration

✎

Programme 2: (Insert Programme Name)

✎

Programme 3: (Insert Programme Name)

✎

Programme 4: (Insert Programme Name)

✏

Programme (Others): (Insert Programme Name)

✏

SECTION TWO

2. STRATEGIC DIRECTION

2.1 Departmental Strategic objectives

☞ As outlined in the department's strategic plan"

✎

2.2 Departmental HR Planning Strategic objectives

☞ HR Planning Objectives have to be constructed in line with the Department strategic planning objectives

✎

2.3 Alignment of the Department Strategic Objectives and HR Planning Objectives

☞ "Demonstrate alignment of HR Planning Objectives with Departmental Strategic Objectives". Please also attach a copy of your departmental strategic plan.

✎

SECTION THREE

3. ENVIRONMENTAL SCAN

o **Key Environmental Factors likely to impact on the Department**

3.1 Applicable External Factors

☞ Conduct an external assessment scan' (**opportunities and threats**) "This should be in line with PESTEL factors. Consider both macro and micro factors.*"*

Some of the types of **external workforce data** that you should collect include:

- Colleges' and educational institutions'enrollments and specialities.
- Government influences-policies, laws and regulations affecting the work and workforce.
- Economic conditions that affect available and qualified labour pools, i.e Unemployment rates, housing prices, transportation, etc.

Some of the External Sources of information:
- Universities
- Department of Labour
- Department of Education
- Department of Health and Social Services
- National and local newspapers, news magazines,
- Internet searches E.g. on technology trends
- Department of Economic Development.

3.1.1 Political Factors (list)

🖉

3.1.2 Economic Factors (list)

🖉

3.1.3 Social Factors (list)

✏️

3.1.4 Technological Factors (list)

🖉

3.1.5 Environmental Factors (list)

🖉

3.1.6 Legal Factors (list)

🖉

3.2   Applicable internal factors

Some of the types of **internal workforce** data that you should collect include:

- Identify the current workforce skills, looking at education, language skills and competencies for successful performance.
- Determine the demographic profiles of current employees-age, race, etc.- to determine the diversity of the workforce and areas for improvement.
- Track staff turnover data to determine the amount of turnover in the department, the types of turnover and reasons for staff turnover to determine the impact on the departments' ability to provide service. (Exit Interviews and Surveys).
- Know the political environment. What are your expectations in terms of possible changes in leadership: MINISTER, DDG, and DG?

Some of the Internal sources of information:

- Department's internet or intranet site,

- The human resources or budget and financial management staff, or
- From strategic planning documents.

☞ *"Conduct an internal Assessment Scan" (strength and weaknesses internal to the organization)*

✎

1) Analysis
2) Implications
3) Challenges
4) Recommendations

3.3   TRENDS IN THE MACRO ENVIRONMENT

3.3.1 Applicable international trends

✎ PESTEL factors

1) Analysis
2) Implications
3) Challenges
4) Recommendations

3.3.2 Applicable national trends

PESTEL factors

✎

1) Analysis
2) Implications
3) Challenges
4) Recommendations

3.3.3 Applicable provincial trends

✎ PESTEL factors

1) Analysis
2) Implications
3) Challenges
4) Recommendations

3.3.4 Likely impact on human resources within the department

✎

1) Analysis
2) Implications
3) Challenges
4) Recommendations

3.4 ENVISAGED CHANGES IN THE MACRO ENVIRONMENT

3.4.1 Likely changes in the macro environment

1) Analysis
2) Implications
3) Challenges
4) Recommendations

3.4.2 Potential impact of changes on the department

1) Analysis
2) Implications
3) Challenges
4) Recommendations

3.4.3 Potential impact of changes on partners/stakeholders

1) Analysis
2) Implications
3) Challenges
4) Recommendations

3.5   REVIEW OF KEY LABOUR MARKET TRENDS

3.5.1 Overview

☞ Describe key labour market trends applicable to your department.

1)   Analysis
2)   Implications
3)   Challenges
4)   Recommendations

3.5.2 Implications of skills management in your sector

1)   Analysis
2)   Implications
3)   Challenges
4)   Recommendations

3.5.3 Implications for supply and demand

1)   Analysis
2)   Implications
3)   Challenges
4)   Recommendations

SECTION FOUR

4. WORKFORCE ANALYSIS (SUPPLY AND DEMAND)

4.1 Organisational structure

This involves a comprehensive assessment of the structure of the department and its impact (both positive and negative) on overall service delivery.

Table 2 Current and envisaged structural aspects

SALARY LEVELS & JOB TITLE		POST DEMAND (What you need)			POST SUPPLY			TO BE APOLOSHED-			GAP (-/+)			FUTURE ADDITIONAL REQUIRED POSTS (New Demand)			FUTURE ENVISAGED STRUCTURE*		
ORGANISATIONAL STRUCTURE: DEMAND AN SUPPLY																			
		Y1	Y2	Y3	Y1	Y2	Y3	Y1	Y2	Y3	Y1	Y2	Y3	Y1	Y2	Y3	Y1	Y2	Y3
16	DG																		
15	DDG																		
14	CD																		
13	D																		
12	DD																		
11	DD																		
10	AD																		
09	Various																		
08	Various																		
07	Various																		
06	Various																		
05	Various																		
04	Various																		
03	Various																		
02	Various																		
01	Various																		

Gap=Post supply-abolished-post demand

Please note a Gap can either be positive (+) in case of a surplus and negative (-) in case of a shortage.

Table 3 *Management of Current and envisaged posts*

SALARY LEVELS & JOB TITLE		CURRENT Y1				FUTURE Y2			
		POST DEMAND (WHAT YOU NEED)				ANTICIPATED POST DEMAND (WHAT YOU MAY NEED)			
		Y1 PROPOSED	Y1 APPROVED	Y1 FUNDED	Y1 UNFUNDED	Y2 PROPOSED	Y2 APPROVED	Y2 FUNDED	Y2 UNFUNDED
16	DG								
15	DDG								
14	CD								
13	D								
12	DD								
11	DD								
10	AD								
09	Various								
08	Various								
07	Various								
06	Various								
05	Various								
04	Various								
03	Various								
02	Various								
01	Various								

The information reflected in (Table 3) should be analysed in order to address the gaps and challenges[1].

Consider these issues:

---

[1] **Please check H1.** *Checklist: Organizational structure, HRP Guideline and toolkit*

1) Is the current organisational structure been approved?
2) Are all posts within the current organisational structure funded?
3) Is the Work for each functional unit been clearly defined?
4) Are the lines of authority and accountability clearly indicated?
5) Is the number of positions per job category/occupational family clearly identified?
6) Is the payroll or PERSAL structure been updated and aligned to your funded and approved structure?
7) If your answer is no, what processes will be established to rectify the existing structure? Also include time frames.

The results of the findings should be summarised below

1) Analysis
2) Implications
3) Challenges
4) Recommendations

4.1.1 Post Provisioning Model

The post provisioning model for the allocation of posts to departments is based on the principle that available posts are distributed within a department proportionally to its number of weighted services.

> ☞ "Is the post provisioning model applicable to your department?" Please tick the correct box.   Yes ☐   NO ☐
>
> ☞ Please provide supporting documents and indicate implications as well as challenges.

Analysis should be summarised below:

🖉

4.1.2 Structural Challenges

Table 4 Structural challenges

Structural Functional Area	Barrier/Challenge to Delivery	Impact on HR	Action Steps Required

The information reflected in (Table 4) should be analysed in order to address the gaps and challenges.

Consider these issues:

> ☞ Is the current organisational structure helping to support anticipated changes in programme delivery?
>
> ☞ Has the organisation undergone:
> • Restructuring? And / or
> • Reorganisation?
> For restructuring, did you consult with the **dpsa**?

The results of the findings should be summarised below:

🖉

1) Analysis
2) Implications
3) Challenges
4) Recommendations

4.1.3 Job Evaluation

Table 5 *Job Evaluations conducted in the past three years.*

SALARY LEVELS	JOB TITLE	EVALUATIONS CONDUCTED		
		Y 1 (06/07)	Y 2 (07/08)	Y 3 (08/09)
16	DG			
15	DDG			
14	CD			
13	D			
12	DD			
11	DD			
10	ASD			
9/	ASD			
08	VARIOUS			
07	VARIOUS			
06	VARIOUS			
05	VARIOUS			
04	VARIOUS			
03	VARIOUS			
02	VARIOUS			

The information reflected in Table 5 should be analysed in order to address the gaps and challenges.

Consider these issues:

)How many job evaluations have been done? For what levels and posts?

)Indicate the financial implications of the approved job evaluations.

)How many Job evaluations have been done for new jobs in scare & critical occupations?

The results of the findings should be summarised below:

1) Analysis
2) Implications
3) Challenges
4) Recommendations

4.2   Competencies

☞In the table below, identify per occupations the knowledge, skills and competencies required in order to achieve your departmental objectives.

Table 6 *Competency Review*

Occupational Classification (OFO)/levels	Identified Competencies Per Occupational Classification	Availability Of Competencies		Can Be Developed	
		Yes	No	Yes	No

The information reflected in Table 6 should be analysed in order to address the gaps and challenges. In addition, your analysis should be based on issues around HRD functions, activities and initiatives and the following guiding questions[2]

Consider these issues:

☞Is there any career planning and pathing in place for employees?

☞If competencies are freely available, please indicate sources of supply.

☞If competencies can be developed, indicate strategies identified to develop these competencies.

☞Is the PMDS integrated with HRD&P?

☞Is there integration alignment and consolidation of systems, structures and activities to complete, support and sustain workforce development?

☞Do you have adequate qualified coaches and mentors?

☞Is an appropriate budget allocated to drive workforce Development activities?

☞Is there succession planning in your department?

---

[2]   **Please check H2.** *Checklist: Competencies, HRP Guideline and toolkit*

The results of the findings should be summarised below.

✏

1) Analysis
2) Implications
3) Challenges
4) Recommendations

Table 7 *Core competencies analysis*

☞ In the table below, identify core competencies required.

Core Competencies	Current Supply								Future Supply								Risk		Risk Assessment *High, Medium, Low*		
	Internal Availability[3]				External Availability				Internal Availability				External Availability				Yes	No	H	M	L
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D					

The information reflected in Table 7 should be analysed in order to address the gaps. In addition, your analysis should be based on issues around workforce development functions, activities and initiatives. The result of the findings should be summarised below.

🖉

1) Analysis
2) Implications
3) Challenges
4) Recommendations

---

[3] KEY – **A**=oversupply, **B**=Fully available, **C**=Available, no reserves, **D**=Not enough,   limited availability

Table 8 *Critical competencies*

☞ In the table below, indicate competencies that are currently critical as well as competencies that are likely to become critical in the future.

Critical Competencies[4]	Current Supply								Future Supply (Same Timeframes as Strategic Plan)								Risk		Risk Assessment High, Medium, Low[5]		
	Internal Availability				External Availability				Internal Availability				External Availability				Yes	No	H	M	L
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D					

The information reflected in Table 8 should be analysed in order to address the gaps. In addition, your analysis should be based on issues around workforce development functions, activities and initiatives. The result of the findings should be summarised below:

🖉

)   Analysis
2)   Implications
3)   Challenges

---

[4] KEY – **A**=oversupply, **B**=Fully available, **C**=Available, no reserves, **D**=Not enough, limited availability
[5] **High risk**=severe and immediate impact on service delivery, **Medium risk**=some impact on service delivery, **Low risk**=minimal impact on service delivery

4) Recommendations

☞ In the table below, identify Scare skills.

Table 9 *Scarce Skills (Scarce skills are defined as that occupations in which there is a scarcity of qualified and experienced people- current or anticipate[6]).*

Scarce Skills[7]	Current Supply								Future Supply								Risk		Risk Assessment High, Medium, Low[8]		
	Internal Availability				External Availability				Internal Availability				External Availability				Yes	No	H	M	L
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D					

The information reflected in (Table 9) should be analysed in order to address the gaps and challenges. In addition your analysis should be based on issues around workforce development activities and initiatives

☞ What mechanisms have you adopted to address the scarce skills?

---

[6] Strategic Human Resource Planning guideline and toolkit
[7] *KEY – **A**=oversupply, **B**=Fully available, **C**=Available, no reserves, **D**=Not enough, limited availability*
[8] ***High risk**=severe and immediate impact on service delivery, **Medium risk**=some* impact on service delivery, ***Low risk**=minimal impact on service delivery*

The results of the findings should be summarised below

.🖉

1) Analysis
2) Implications
3) Challenges
4) Recommendations

Table 10 *NQF Level of Qualifications*

☞In the table below, identify employee qualifications against the National Qualifications Framework (NQF) Levels.

Highest Qualification	Total Number	% Total	No. Verified	% Verified
National Certificate (Grade 12/FET)				
Certificate				
Diploma				
Degree				
Technical Certificate				
National Technical Certificate				
Post Grad Diploma				
Honours				
Masters				
Ph D				
Post Grad				
Other				

The information reflected in the preceding table should be analysed in order to address gaps and/ or challenges.

Consider these issues:

☞Have all current employees' qualifications been verified?
☞Have all new entrants' qualifications been verified? What process is being followed?

The results of the findings should be summarised below:

✎

1) Analysis
2) Implications
3) Challenges
4) Recommendations

Table 11 Number of Employees without Qualifications

☞ This should reflect number of employees per occupation and by age

Level	Age Groups											Total
	<19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	>64	

The information reflected in Table 11 should be analysed in order to address the gaps and challenges

The results of the findings should be summarised below:

🖉

1)   Analysis
2)   Implications
3)   Challenges
4)   Recommendations

Table 12 *Short Courses attended by employees in the past three years*

☞ *List short courses attended in support of Critical and Scarce skills and occupations, and indicate number of employees and as a % of Workforce.*

Name of Courses	Year 1 (06/7)		Year 2 (07/8)		Year 3 (08/9)		Cost
	No.	%	No.	%	No.	%	

The information reflected in Table 12 should be analysed in order to address the gaps and challenges

The results of the findings should be summarised below:

🖉

1) Analysis
2) Implications
3) Challenges
4) Recommendations

Table 13 *Field of Study*

FIELD OF STUDY	Number of Employees	% of Total workforce	Priority Ranking (1-5)[9]
Agriculture & Related Fields			
Culture & Arts			
Business, Commerce & Mgmt studies			
Communication Studies & language			
Education, Training & Development			
Manufacturing, Engineering & Technology			
Human & Social Studies			
Law, Military Science & Services			
Health Science & Social Services			
Phys, Math, Comp & Life Sciences			
Services			
Physical Planning & Construction			
Other			

The information reflected in (Table 13) should be analysed in order to address the gaps and challenges.

☞ *In terms of the strategic objectives, indicate which fields of study are most in demand and rate them in terms of priority.*
☞ *What is the strategy for addressing the issue of availability in terms of key fields of study?*

---

[9] *1 being the highest & 5 being the lowest*

The results of the findings should be summarised below:

✏

1) Analysis
2) Implications
3) Challenges
4) Recommendations

4.3   Training and development[10]

Table 14 *Training and development analysis*

Competency Gaps	Name of appropriate Intervention	Training Programme Readily Available (y/n/)	Number of People to attend training			Proposed Budget
			Y1	Y2	Y3	

The information reflected in Table 14 should be analysed in order to address the gaps and challenges.

☞ *Provide information on how training & development will address the issues of critical competencies over the period.*

☞ *Indicate your priorities in terms of interventions*

The results of the findings should be summarised below:

---

[10] Please check H3. *Checklist: Training and Development, HRP Guideline and toolkit*

1) Analysis
2) Implications
3) Challenges
4) Recommendations

4.4   Types of Employment [11]

Table 15 Employment types

Identified Employment Type	Number of Employees per Programme					TOTAL
	Pr. 1	Pr. 2	Pr. 3	Pr. 4	Etc	
Temporary						
Contract						
Permanent						
Internship						

The information reflected in Table 15 should be analysed in order to address the gaps and challenges.

The results of the findings should be summarised below:

1) Analysis
2) Implications
3) Challenges
4) Recommendations

---

[11] Please check H3. Checklist: Employment type and resourcing, HRP Guideline and toolkit

Table 16 Problems/Issues pertaining to Employment types

Employment Type	Problems/Issues Arising[12]	Action Steps Required
Temporary		
Contract		
Permanent		
Internship		

The information reflected in Table 16 should be analysed in order to address the gaps and challenges

The results of the findings should be summarised below:

1) Analysis
2) Implications
3) Challenges
4) Recommendations

---

[12]   Including budgetary implications

4.5   Age profile of Workforce by age per Programme

Table 17 *Human resources profile by age per programme*

SALARY LEVES	Number of Employees per Programme							TOTAL	
	PR. 1	PR. 2	PR. 3	PR. 4	Etc			Number	% of Workforce
< 20									
20-24									
25-29									
30-34									
35-39									
40-44									
45-49									
50-54									
55-59									
60-64									
>64									
TOTAL									

The information reflected in Table 17 should be analysed in order to address the gaps and challenges.

The results of the findings should be summarised below:

🖉

1) Analysis
2) Implications
3) Challenges
4) Recommendations

☞ Please explain age trends and implications for:

Retention
Recruitment
Retirement/ separations
Employee-Initiated Severance packages (EISP's), etc.

The results of the findings should be summarised below:

🖉

1)   Analysis
2)   Implications
3)   Challenges
4)   Recommendations

Table 18 Human resources profile by age and salary levels

SALARY LEVELS	Number of employees per Age Group											TOTAL
	<20	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	>64	
16												
15												
14												
13												
12												
11												
10												
9												
8												
7												
6												
5												
4												
3												
2												
1												
TOTAL												

The information reflected in Table 18 should be analysed in order to address the gaps and challenges.

The results of the findings should be summarised below:

1) Analysis
2) Implications
3) Challenges
4) Recommendations

4.6   Employment Equity[13]

4.6.1 Gender Responsive Planning

☞ "Indicate gender responsive planning as key contextual factor in HR Planning in terms of meeting government targets."

---

[13] Please check H7. Checklist: Employment Equity, HRP Guideline and toolkit

Table 19 *Workforce Equity Profile*[14]

LEVELS	FEMALES				MALES				TOTAL
	A	**C**	**I**	**W**	**A**	**C**	**I**	**W**	
Top Management									
Senior Management									
Professionals									
Skilled technical									
Semi-skilled									
Unskilled									
Total permanent									
Non-permanent									
GRAND TOTAL									

The information reflected in Table 19 should be analysed in order to address the gaps and challenges.

The results of the findings should be summarised below:

🖉

1) Analysis
2) Implications
3) Challenges
4) Recommendations

---

[14] KEY – **A**-African, **C-**Coloured, **I**-Indians,, **W**-Whites,

Table 20 *Employment Equity Targets*

Designated Group	Levels	Target %	Current %	% Gap	Action Steps Required
Africans	13-16				
	11-12				
	1-10				
Average % Sub - Total					
Women	13-16				
	11-12				
	1-10				
Average % Sub – Total					
People With Disabilities	13-16				
	11-12				
	1-10				
Average % Sub – Total					
Average % Total					

The information reflected in Table 20 should be analysed in order to address the gaps and challenges.

The results of the findings should be summarised below:

1) Analysis
2) Implications
3) Challenges
4) Recommendations

Table 21 *Desired (projected) employment equity numerical goals*

☞ *This Table should reflect desired employment equity numerical goals against Government-defined targets*

SALARY LEVELS	FEMALES [15]				MALES				TOTAL
	A	C	I	W	A	C	I	W	
16									
15									
14									
13									
12									
11									
10									
9									
8									
7									
6									
5									
4									
1-3									
GRAND TOTAL									

The information reflected in Table 21 should be analysed in order to address the gaps and challenges.

The results of the findings should be summarised below:

🖉

1) Analysis
2) Implications
3) Challenges
4) Recommendations

---

[15] KEY – **A**-African, **C**-Coloured, **I**-Indians,, **W**-Whites

Table 22 People with Disabilities

SALARY LEVELS	FEMALES				MALES				TOTAL
	A	C	I	W	A	C	I	W	
16									
15									
14									
13									
12									
11									
10									
9									
8									
7									
6									
5									
4									
1-3									
GRAND TOTAL									

The information reflected in Table 22 should be analysed in order to address the gaps and challenges.

The results of the findings should be summarised below:

1) Analysis
2) Implications
3) Challenges
4) Recommendations

4.7 Staffing Patterns

Table 23 Number of Persons employed for the past three years.

The table should indicate the number of people employed for the past three years.

PROGRAMME	Y 1	Y 2	Y3	Total
1				
2				
3				
4				
5				
Total				

The information reflected in Table 23 should be analysed in order to address the gaps and challenges.

The results of the findings should be summarised below:

1) Analysis
2) Implications
3) Challenges
4) Recommendations

Table 24 Number of interns per functional area for the past three years.

Functional Area	Y 1	Y 2	Y3	Total

Table 25 Number of interns recruited permanently for the past three years.

Functional Area	Y 1	Y 2	Y3	Total

Table 26 Number of Learners per learnership programme for the past three year.

☞This table should reflect the number of learnerships implemented (internally) for the past three years

Name of Learnership	Duration	Y1	Y2	Y 3	Total

Table 27 Number of Learners (external) recruited permanently for the past three years.

☞This table should reflect the number of learners (external) recruited per learnership implemented

Name of Learnership	Duration	Y1	Y2	Y 3	Total

The information reflected in (Table 25, 26&27) should be analysed in order to address the gaps and challenges.

Consider these issues:

☞ How many graduates has your department recruited?
☞ How many interns has your department employed and in which occupations?
☞ How many unemployed workers have you recruited?
☞ How many first-time job seekers has your department recruited?
☞ Are there any budget implications with regard to staff recruitment?
☞ How many internal employees are on learnerships?
☞ How many external employees are on learnerships?
☞ How many new recruits from completed and incomplete learnerships has your department employed and in which occupations?
☞ Are the internships and learnerships aligned to priority skills areas of the department?

The results of the findings should be summarised below:

✎

1) Analysis
2) Implications
3) Challenges
4) Recommendations

Table 28 *Number of Anticipated retirements[16]*

Salary Band	Year 1	Year 2	Year 3	Total
(15-16)				
(13-14)				
(11-12)				
(9-10)				
(6-8)				
(3-5)				
(1-2)				
TOTAL				

The information reflected in Table 28 should be analysed in order to address the gaps and challenges .The results of the findings should be summarised below:

✎

1) Analysis
2) Implications
3) Challenges
4) Recommendations

---

[16]   This projection is based on employees from the age of 55 years and above.

Table 29 *Termination reasons per salary level*

Termination reasons	Salary Levels				TOTAL
	16-13	*12-9*	*8-5*	*4-1*	
Resignations					
Retirements					
Medical Retirements/ill health					
Contract expiry					
Deceased					
Dismissals					
Transfer to other state institutions or the Services					
Operational Requirements					
Poor Work Performance					
Transfer outside the Public Service					
Other					
GRAND TOTAL					

The information reflected in Table 29 should be analysed in order to address the gaps and challenges. The results of the findings should be summarised below:

1) Analysis
2) Implications
3) Challenges
4) Recommendations

Table 30 *Occupation with the highest number of termination*

Occupational Classification (OFO)/ Levels	Total Number of Terminations	% Total workforce
GRAND TOTAL		

The information reflected in Table 30 should be analysed in order to address the gaps and challenges

The results of the findings should be summarised below:

1) Analysis
2) Implications
3) Challenges
4) Recommendations

Table 31 Reasons for terminations

EMPLOYEE REASONS FOR TERMINATION	TOTAL NUMBER	% OF TOTAL WORKFORCE
Financial considerations		
Personal aspirations		
Career development		
Relocation		
Leadership and management style		
Working environment		
Reason/s not given		
Other		
GRAND TOTAL		

The information reflected in (Table 31) should be analysed in order to address the gaps and challenges.

☞ *Give an analysis of the exit interview findings and also indicate possible ways in which the above-mentioned reasons could be effectively addressed.*

The results of the findings should be summarised below:

🖉

1)   Analysis
2)   Implications
3)   Challenges
4)   Recommendations

4.8 Staff Turnover, Vacancy and Stability

4.8.1 Staff Turnover

Table 32 Turnover Rate for the past three years

Trend	Y1	Y2	Y3	Y4
Turnover Rate				
What Plans have been implemented to decrease the turnover rate? Elaborate on resources, costs, timeframes and targets				

Table 33 Staff Turnover Rate per occupation

☞ Use *the table* below to capture important staffing statistical information.

Staff Turnover Rate Per Occupational Classification	*Describe Organisational Impact*	Rate Of Staff Turnover			*Action Steps Required*
		Monthly	*Quarterly*	*Annually*	

The information reflected in Table 32 and 33 should be analysed in order to address the gaps and challenges

The results of the findings should be summarised below:

1) Analysis
2) Implications
3) Challenges
4) Recommendations

Table 34 *Turnover analysis by critical occupations*

Critical occupations	Number of Appointments	Number of Terminations	Turnover rate	Organisational impact	Action steps required

The information reflected in Table 34 should be analysed in order to address the gaps and challenges.

The results of the findings should be summarised below.

1) Analysis
2) Implications
3) Challenges
4) Recommendations

Table 35 *Turnover analysis: Transfers*

Type of movement	Total No	Total % of the workforce
Horizontal transfers within the department		
Horizontal transfers outside the department to other departments		
Promotion within the Department		
Promotion to another Department		

The information reflected in Table 35 should be analysed in order to address the gaps and challenges.

☞ *How many counter-offers were issued?*
☞ *How many were accepted?*
☞ *What was the total cost of counter-offers issued and accepted per year?*

The results of the findings should be summarised below:

1) Analysis
2) Implications
3) Challenges
4) Recommendations

☞ The table below indicates the number of employees terminating their services according to their race classification.

Table 36 staff turnover in terms of Race and Gender Classification

Race	Turnover rate		Total Turnover Rate
	Female	Male	
African			
Asian			
Coloured			
White			
Grand Total			

The information reflected in Table 36 should be analysed in order to address the gaps and challenges.

The results of the findings should be summarised below:

🖉

| 1) Analysis |
| 2) Implications |
| 3) Challenges |
| 4) Recommendations |

Table 37 Staff Turnover in terms of Disability Classification

☞ The table below indicates terminations in terms of race, gender and disability

Gender	Turnover Rate i.t.o. Disability			*Total* Average *Turnover Rate*
	Race	**Disabled**	**Not-disabled**	
Female	African			
	Asian			
	Coloured			
	White			
Female Average %Total				
Male	African			
	Asian			
	Coloured			
	White			
Male Average %Total				
Average %Total				

The information reflected in Table 37 should be analysed in order to address the gaps and challenges.

The results of the findings should be summarised below:

🖉

| 1) Analysis |
| 2) Implications |
| 3) Challenges |
| 4) Recommendations |

4.8.2 Vacancy Rate

Table 38 *Vacancy Rate for the past three years*

Trend	Y1	Y2	Y3
Vacancy Rate			
What Plans have been implemented to decrease the vacancy rate? Elaborate on resources, costs, timeframes and targets			

4.8.3 Stability Rate

Table 39 stability Rate for the past three years

Trend	Y1	Y2	Y3
Stability Rate			
What Plans have been implemented to increase the Stability rate? Elaborate on resources, costs, timeframes and targets			

Table 40 Staff Stability

Use Table 40 Staff Stability below to capture staffing statistics information.

Stability Rate Per Occupational Classification	Describe Organisational Impact	Rate Of Staff Stability			Action Steps Required
		Monthly,	Quarterly	Annually	

The information reflected in Table 40 Staff Stability should be analysed in order to address the gaps. In addition, your analysis should be based on the following guiding questions and should identify strategies to address challenges.

The results of the findings should be summarised below:

🖉

1) Analysis
2) Implications
3) Challenges
4) Recommendations

Table 41 *Staff Stability- per level within the department*

Level	1-3 years	4-6 years	7-9year	10-12 years	13-15 Years	+15 years
% TOTAL						

Table 42 *Staff Stability- per Occupation within the department by period*

Occupation	1-3 years	4-6 years	7-9year	10-12 years	13-15 Years	+15 years
% TOTAL						

The information reflected in Table 41 and 42 should be analysed in order to address the gaps and challenges.

The results of the findings should be summarised below:

1) Analysis
2) Implications
3) Challenges
4) Recommendations

4.9   Employee Health and Wellness[17]

Table 43 Health and wellness analysis

Employee Wellness Issue	Describe Potential Impact on the department, HR and Line, clients/Partners	Status (Priority issue) Yes/No	Action Steps Required

The information reflected in (Table 43) should be analysed in order to address the gaps and challenges.

☞ *What type of initiatives have you been taking to ensure your employees are healthy?*
☞ *What are the trends on alcohol abuse, TB, depression, HIV& AIDS and how are you managing them?*
☞ *What type of support and programmes are in place for employees, e.g. mothers returning from maternity leave?*
☞ *What are the key priorities and key challenges?*
☞ *Is the budget sufficient to drive your activities?*
☞ *Has the department conducted a survey on employee satisfaction? Please indicate the survey findings and subsequent actions which pertain to this area.*
☞ *What is your response towards blank-screening health result trends such as diabetes, cholesterol, etc?*
☞

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[17] Please check H8. Checklist: Health and Wellness, HRP Guideline and toolkit

The results of the findings should be summarised below:

1)	Analysis
2)	Implications
3)	Challenges
4)	Recommendations

Table 44 *Analysis of staff patterns: Sick Leave*

Salary Levels	Total days	Number of employees using sick leave	% of employees using sick leave	Average days per employee	Total Estimated Cost (R'000)
(13-16)					
(9-12)					
(6-8)					
(3-5)					
(1-2)					
TOTAL					

The information reflected in Table 44 should be analysed in order to address the gaps and challenges

The results of the findings should be summarised below:

1)	Analysis
2)	Implications
3)	Challenges
4)	Recommendations

Table 45 *Analysis of staff patterns: Incapacity Leave*

Salary Levels	Total days	Number of employees using PILIR	% of employees using PILIR	Average days per employee	Estimated Cost (R'000)
(13-16)					
(9-12)					
(6-8)					
(3-5)					
(1-2)					
TOTAL					

The information reflected in Table 45 should be analysed in order to address the gaps and challenges

The results of the findings should be summarised below:

1) Analysis
2) Implications
3) Challenges
4) Recommendations

4.10 Values and Ethical Behaviour[18]

☞ Identify issues pertaining to values and ethical behaviour as well as the mechanisms to address challenges

Consider these issues:

~ Batho Pele Principles
~ Public service Anti- Corruption Strategy Corruption
~ Service Delivery Improvement Plan (SDIP)
~ Code of Conduct for Public Servants
~ Organisational Values and Culture

The results of the findings should be summarised below:

✎

1)   Analysis
2)   Implications
3)   Challenges
4)   Recommendations

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[18] Please check H10. Checklist: Values and Ethical Behaviour, HRP Guideline and toolkit

5. HUMAN RESOURCE GAP ANALYSIS[19]

> ☞ This Section consolidates and synthesise all gaps identified throughout the process.

Qualitative data

Table 46 Qualitative data (E.g. narrative gaps)

Gap	Potential Impact	Status (priority issue) Yes/No	Action Steps Required

Quantitative Data

Table 47 Quantitative data (E.g. statistical gaps)

Gap	Potential Impact	Status	Action Steps Required

The information reflected in Tables 45 & 46 should be analysed in order to address the gaps and challenges

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[19] Please check appendices J Gap Analysis, HRP Guideline and toolkit

Consider these issues

☞What are the gaps in numbers, competencies, and employment equity, and occupational and post level targets that need to be filled?
☞To what extent does the existing human resource capacity match future requirements?
☞Please indicate implications of gaps on the workforce and organisation
☞Please indicate implications of gaps for the workforce and organisation.

The results of the findings should be summarised below:

🖉

1) Analysis
2) Implications
3) Challenges
4) Recommendations

SECTION SIX
7 PRIORITY DEPARTMENTAL HUMAN RESOURCE PLANNING ISSUES

In determining the human resource policy priorities for the department, the following departmental human resource Planning priorities were agreed upon:

Table 48 Priority HR Planning issues

HR Planning Priorities	Outcomes	Approach to mitigate risk and achieve outcome
1.		
2.		
3.		
4.		
5.		

☞ What has informed your prioritisation decisions and Why?

🖉

1)   Analysis
2)   Implications
3)   Challenges
4)   Recommendations

7   BUDGET ANALYSIS (E.g. for anticipated HRP interventions[20])

Table 49 Total estimated expenditure

PROGRAMME	Anticipated Expenditure Y1 [R'000]

The following are the key budget aspects of the HR Plan that must be dealt with when determining budget for the MTEF period:

- ➢   Organisational design
- ➢   Talent management strategy (attraction, recruitment, retention, and development)
- ➢   Organisational development
- ➢   Systems and information capacity and capability
- ➢   Total Compensation budget

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[20] Please check H6. *Checklist: Budget Analysis, HRP Guideline and toolkit*

Table 50 Actual expenditure YTD[21]

Programme	Approved Compensation Budget R 000	Number of Filled Funded Posts	Number of Vacant Funded posts	Number of Filled Unfunded Posts	Compensation Savings/deficit (R 000)

Table 51 Anticipated HR Planning budget Performance

Human resource planning budget				
KEY Activities	Time-frame[22]	Internal	External	Available Budget

SECTION EIGHT

8   ACTION PLAN[23]

Table 52 Action plan

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[21] Year to date.
[22] Short Term, Medium Term and Long Term
[23] Please check Appendices K Implementation/Action Plan, HRP Guideline and toolkit

☞ The Implementation Plan must be inclusive, both of the workforce and different stakeholders.
☞ The Implementation Plan must reflect the over-arching priorities and be written so that it is meaningful for individual members of the workforce as well as for management.

Departmental strategic objectives	HR Planning Objectives	Ranked HR Planning Priorities	Key Activities	Indicator	Milestones	Outcomes	target dates	Assumptions	Responsible manager	Budget required

☞ The milestones and outcomes should be measurable;
☞ The outcomes included must demonstrate benefits for individual members of the workforce and managers:
☞ The actions leading to the outcomes should be explicit in how they will provide practical help to support the workforce in meeting the department objectives.

✎

Comments

9 MONITORING AND EVALUATION

(E.g. mid-year or year-end)

Table 53 M&E activities from Action Plan

HRP Objectives	Priority	Key Activities	Risk	Outcomes	Responsible. Manager	Budget required	M & E Date of submission of progress report

Comments

10   DEPARTMENT RECOMMENDATIONS

SECTION ELEVEN

11 CONCLUSION

✎

-------End-------