



**the dpsa**

Department:  
Public Service and Administration  
REPUBLIC OF SOUTH AFRICA

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***NATIONAL STEERING COMMITTEE***

***ST GEORGES HOTEL, PTA***

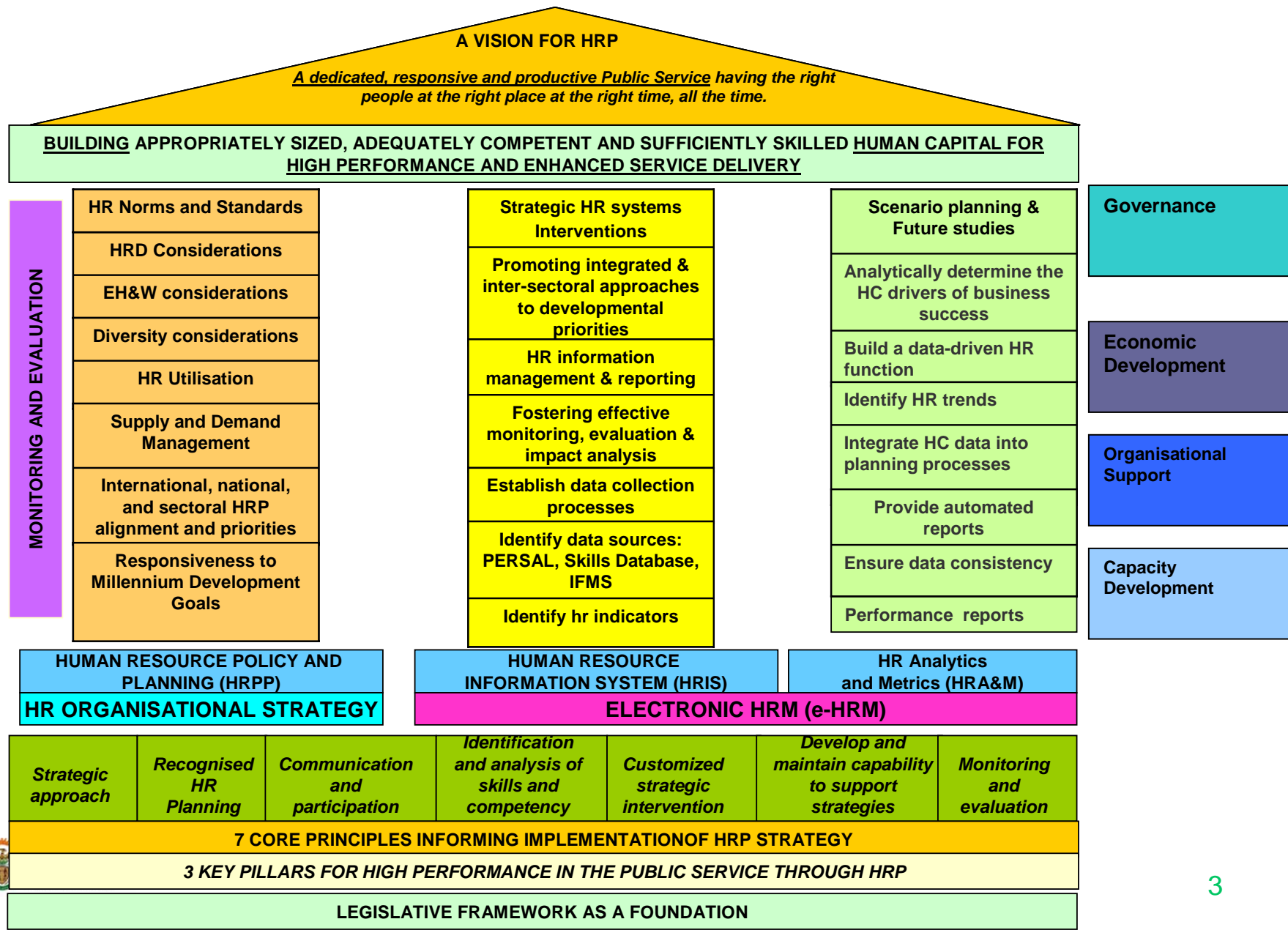
***13 JUNE 2008***

***HUMAN RESOURCE PLANNING***

# ***OVERVIEW OF THE PRESENTATION***

- *Conceptual model: HRP framework*
- *Compliance status*
- *Strategic HR Planning cycle*
- *Audit system*
- *Preliminary observations*
- *Findings*
- *Recommendations*

# CONCEPTUAL MODEL: HR PLANNING FRAMEWORK



# ***COMPLIANCE STATUS***

- Compliance is dismal
- Despite numerous requests to departments to submit HR Plans very few forthcoming. **Escalated to M:DPISA**
- April PoA Report reflected 3% average for 2007 Plans
- **THE 2008 HRPLANS ARE DUE 1 SEPTEMBER 2008**

# COMPLIANCE STATUS

## NATIONAL DEPARTMENTS

<i>No. of Depts</i>	<i>Draft Received</i>	<i>Final Draft for Approval</i>	<i>Approved HR Plans</i>
36	14	3	3

## PROVINCIAL DEPARTMENTS

<i>No. of Depts</i>	<i>Draft Received</i>	<i>Final Draft for Approval</i>	<i>Approved HR Plans</i>
110	44	6	1

# ***PRELIMINARY OBSERVATIONS***

- ***Setting strategic direction***

Not in line with the guide and template, e.g. programmes are sometimes left out and overview generic.

- ***Environmental analysis***

Not in line with the guide and template, e.g. PESTEL factors, trends that impact their environment, etc. are not elaborated upon.

- ***Workforce analysis***

Not in line with the guide and template, e.g. data and statistics provided not analysed and incomplete.

- ***Gap analysis***

Not in line with the guide and template, e.g. information not provided or does not talk to the strategic direction, environmental and workforce analysis.

# ***PRELIMINARY OBSERVATIONS***

- ***Priority HR issues***

Indication of the priority issues is not given in terms of what will be addressed in the action plan, it is left out or sometimes does not talk to the action plan.

- ***Action plans***

Reports submitted do not have action plans and those that have, are not aligned to their strategic objectives, the guide and template.

- ***M&E***

No indication is given on how the plan will be monitored and evaluated departmentally.

# ***FINDINGS***

- Lack of structural mechanisms to support HRP and increase compliance
- No project plans
- Lack of consultation
- HR Plans are developed by individuals and not teams
- Non-alignment of existing HR Plans with guidelines
- Inadequate capacity and management support
- Quality of information on HR Plans very poor
- HR Planning overview is generic, not speaking to departmental needs
- Information flow – no linkage between the overview challenges, environmental, workforce analysis, and action planning
- Constant restructuring



# ***RECOMMENDATIONS***

- Involve line and top management throughout the process
- 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
- Ask for assistance and support when in doubt

# ***THANK YOU!***

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