Human Resource Planning for the Public Service Strategic Framework VISION 2015

11 June 2009
Outline of Presentation

1. Overview of the HRP Strategic Framework for the Public Service: Vision 2015
2. Purposes of Strategic Framework
3. Objectives of the Strategic Framework
4. Critical Components of the HRP Framework
5. HR Planning Methodology
HR PLANNING IN THE SA PUBLIC SERVICE CONTEXT

- The need for Human Resource (HR) Planning at a Government level was identified as far back as 1997 in the white Paper on Human Resource management in the Public Service.

- The need was identified because the public sector recognised the challenges across the labour market related to recruiting, appointing, and retaining the appropriate skills in the required environment.

- HR Planning Unit has been established and is responsible for developing and reviewing HR Planning tools.
HR PLANNING DEFINITION

• It is 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 objectives.

• HR planning is 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 a department has the right people, with the right skills, at the right place at the right time, all the time.
HRP Strategic Framework for the Public Service
In 2008, the HR Planning Component of the DPSA published the Human Resource Planning Strategic framework-Vision 2015 for the Public Service.

Strategic Framework-Vision 2015 for the Public Service represents the continued efforts by the dpsa to build HR Planning capacity to enhance performance and service delivery at departmental level.

HR Planning Strategic Framework-Vision 2015 for the Public Service will assist departments in carrying out their HR Planning activities.
PURPOSE OF THE HRP STRATEGIC FRAMEWORK

- Provide guidance and a holistic approach to HR Planning.

- Identify key areas of policy and practice considered to be vital to creating an integrated strategic approach to HR Planning in the Public Service.

- Build HR Planning capacity within the Public Service.

- Facilitate the development and implementation of strategies, tools, and interventions to achieve departmental strategic objectives and the Government Programme of Action.
OBJECTIVES OF THE STRATEGIC FRAMEWORK

HRP Strategic objectives:

- To assist departments in understanding their roles and responsibilities with regard to the development and implementation of their HR Plans.

- To assist departments in terms of understanding the linkage between departmental strategic objectives and human resource planning.

- To act as a service delivery model for departments to adapt during their HR Planning processes.
CRITICAL COMPONENTS OF THE HRP FRAMEWORK

• The vision and mission for Human Resource Planning;

• Six core objectives of HR Planning comprise the pillars of the Parthenon House. These are: Strategic direction, Human Resource Management Information Systems, Demand and supply, Managing HR Resourcing, Integration of Human Resource Management and Development Frameworks, and Assessing and Evaluation;

• The four foundation stones of action for the key governmental priorities

• Legislative framework as a foundation

• Strategic functional areas; and

• Core principles
Vision for Human Resource Planning is:

“To ensure a dedicated, responsive, and productive Public Service having the right people with the right skills, at the right place, at the right time, all the time”. 
THE MISSION FOR HUMAN RESOURCE PLANNING

The mission for Human Resource Planning is “building appropriately sized, adequately competent, and sufficiently skilled human resource for high performance and enhanced service delivery.”
CORE ELEMENTS OF STRATEGIC FRAMEWORK

• **PILLAR 1: STRATEGIC DIRECTION**

• **PILLAR 2: HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEMS**

• **PILLAR 3: DEMAND AND SUPPLY**

• **PILLAR 4: MANAGING HR RESOURCING**

• **PILLAR 5: INTEGRATION OF HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT FRAMEWORKS**

• **PILLAR 6: ASSESSING AND EVALUATING**
Implementation of the 6 Pillars

• Each of the 6 Pillars is translated into 6 strategic objectives.

• Each strategic objective has a number of sub objectives.

• Each sub objective indicates the strategic intent.

• Each sub objective has key performances indicators which become the area for monitoring and evaluation.
Development and Implementation

• Departments are required to develop a practical action-oriented *MTEF Strategic HR Plan and an Annual Adjusted HR Plan* that support the Human Resource Planning Strategic Framework for the Public Service.

• Implementation is on an annual basis covering the current financial year to the end of the year.

• Departments have to prepare a progress report and annual report on implementation.
IMPLEMENTATION PROCESS CYCLE

- **JAN**: Submit MTEF HRP Plan for Approval
- **MARCH**: Submit FY HRP Implementation Plan for Approval
- **APRIL**: Submit MTEF HRP Plan and/or FY HRP Implementation Plan for Approval
- **MAY**: Submission of Approved MTEF HRP Plan and/or FY HRP Implementation Plan to
- **JUNE**: Annual HRP Implementation Report to DPSA
- **JULY**: Six months HRP Implementation Report to DPSA
- **AUG**: Submit FY HRP Implementation Plan for Approval
- **SEPT**: Six months HRP Implementation Report to DPSA
- **OCT**: Submit MTEF HRP Plan for Approval
- **NOV**: Six months HRP Implementation Report to DPSA
- **DEC**: Submit FY HRP Implementation Plan for Approval
1. Setting the Strategic Direction
   - Understanding Government wide Objectives
   - National/Provincial Strategic Priorities
   - Dep. Strategic Plan for next MTEF cycle
   - National HR Priorities/Strategies
   - Dep. Business Plans for next financial year
   - Component Business Plans

2. Conduct Environmental Scan
   - Forecast Human Resource Demand
   - Forecast HR Supply (internal and external)
   - Organisation Structure
   - Competencies
   - Training and Development
   - Types of Employment & Resourcing
   - Staffing Statistics
   - Budget Analysis
   - Employment Equity
   - Employee Health and Wellness
   - Values and Ethical Behaviour

3. Conduct Workforce Analysis
   - Establish Funding Requirements
   - Skill Development Strategy
   - Recruitment and Retention Strategy
   - Employment Equity Plan
   - HRD Strategy
   - Employee Wellness Strategy
   - Performance Management Strategy

4. Identify gaps in Supply and Demand
   - Analyse HR utilisation

5. Identify priority HR Issues

6. Develop Action Plan to Address the Gaps
   - Establish Funding Requirements

7. Monitoring and Evaluation of HR Planning

Human Resource Planning Process Cycle
SNAPSHOT OF CRITICAL ELEMENTS IN HR PLANNING PROCESS

• Engagement and buy in (Executive)
• Integration into normal business planning cycle
• Communication strategy
• Setting Strategic Direction
• Environmental scan
• Workforce analysis
• Demand and Supply information gap assessment
• HRP strategies (retention, recruitment, job design)
• Monitoring and evaluation
• Remember HR Planning is about

Proactively planning to address the challenges faced by your departments
THANK YOU