the **dpsa**

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

ASSESSMENT:
ABILITY OF DEPARTMENTAL HUMAN RESOURCE COMPONENTS TO STRATEGICALLY ASSIST IN THE ACHIEVEMENT OF SERVICE DELIVERY GOALS

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INTRODUCTION

1.   The Public Service adopted the following vision for human resource management: "*Human resource management in the Public Service will result in a diverse, competent and well-managed workforce, capable of and committed to delivering high quality services to the people of South Africa*". In pursuance of this vision, a new human resource management framework which implied a fundamental change in the role and responsibilities of departmental human resource components has been implemented in the Public Service with effect from 1 July 1999. Various studies into the human resource management practices applied at departmental level in the Public Service revealed however, certain shortfalls in this regard.

2.   In response to these shortfalls, the Department of Public Service and Administration commissioned a study to identify interventions to improve the human resource management function at departmental level in the Public Service. The study focused on areas such as the roles of human resource components and the competencies required to fulfil these roles.

3.   A range of findings was made which inter alia imply that four broad roles be adopted for the human resource management function. These roles are that of -

   3.1   a strategic partner;
   3.2   a change agent;
   3.3   an employee champion; and
   3.4   an administrative expert.

4.   The aforementioned roles entail, in summary, the following:

   4.1   The **strategic partner** role is about the alignment of an organization's human resource management strategy and

practices with the operational objectives of the department. The role requires a focus on key strategic human resource management services and functions such as -

(a)   organizational development;

(b)   job design and evaluation

(c)   human resource planning; and

(d)   human resource policy development.

4.2   The **change agent** role focuses on the management of the impact of organizational and operational changes on the human resources in the organization. This role has to do with assistance provided to line managers to effectively manage the impact of change as well as the support provided to employees themselves in dealing with their experiences of the change.

4.3   The **employee champion** role is about maintaining a work environment conducive to human resource performance by attending to employees' needs and ensuring that human resource management is in compliance with all applicable labour laws.

4.4   The **administrative expert** role requires that human resource components become centres of administrative excellence that demonstrate expert knowledge, experience and skills in rendering an administrative service to the human resource management function.

5.   The identified roles are in line with contemporary trends and thinking on human resource management, especially in so far as it relates to a strategic approach towards human resource management.   Strategic human resource management calls for the management of human resources in accordance with the intentions and objectives of the organization and it is thus imperative for human resource components

to adapt and align the human resource policies and practices in an organization towards its organizational goals. Seen in this context, strategic human resource management-

5.1 links an organization's human resources with its strategic objectives for purposes of improving organizational performance;

5.2 establishes a greater coherence between the different human resource management practices;

5.3 places an emphasis on especially the strategic partner and change agent roles of human resource components; and

5.4 entails that the execution of human resource practices becomes part of the day-to-day work and responsibilities of line managers.

6. By-and-large, strategic human resource management seeks to inculcate goal-oriented human resource management through the application of sound human resource management practices. The human resource management function needs thus to become more than just a transaction- and predominantly procedure-bound process. The regular assessment of the human resource management function is a fundamental requirement to ensure strategic human resource management in a department. To this end, meaningful and practical indicators are needed to inform departments of the quality and outputs of their human resource management practices.

PURPOSE OF THE DOCUMENT

7. The purpose of this document is to provide an assessment instrument that will assist departments to-

7.1 assess and track the efficiency of their human resource management processes;

7.2 critically review the ability of their human resource components to strategically assist in the achievement of service delivery goals; and

7.3 design appropriate interventions to improve the strategic ability of the human resource component.

8. The assessment will present a basis to determine areas for improvement. It will also assist departments to determine their internal orientation towards utilising human resources as a strategic asset and to bring the reality of strategic human resource management "home" in the organization. To this end, the assessment will establish an opportunity for engagement between human resource components and their clients.

9. The assessment indicators presented in this instrument are not exhaustive and only those indicators that are deemed most relevant to the goals set out in paragraph 7 above, are listed.

10. The assessment results should provide or indicate the following:

10.1 The existing weaknesses and strengths in the human resource management practices applied in the department.

10.2 The extent to which the human resource management function is aligned with the department's operational objectives.

10.3 Insight into the need to change the execution of the human resource management function; either in terms of practices and processes or by reviewing the functioning of the departmental human resource component.

10.4 A basis for tracking the quality of the department's human resource management function over time and benchmarking the function with that of other comparable departments.

10.5 A mutual understanding and appreciation of the role, inter-relatedness and quality of human resource management in the department.

MAKING THE ASSESSMENT

11. The assessment procedure should include the following steps:

11.1 **Step 1**:

(a) The head of the department appoints an assessment panel.

(b) The composition of the panel should ensure adequate participation in the assessment process from both the human resource component and from its "clients" in the department. Considering the nature of the assessments to be made, members of the panel should preferably be from the senior management service in the department.

(c) The size of the assessment panel should not hinder the efficacy of the assessment process. Factors such as the department's size, organizational structure and internal human resource management arrangements can be used to determine the ideal composition of the assessment panel. In cases where a fully-fledged decentralized human resource management model is applied, departments may for instance opt to –

(i) appoint a single assessment panel comprising of representatives from all the organizational

components, sectors or institutions in the department; or

(ii) appoint separate assessment panels for the various organizational components, sectors or institutions in the department.

11.2 **Step 2**:

Ensure that the panel members have a clear understanding of the department's contextual realities in terms of the challenges facing the human resource management component, the organization of the human resource management function in the department and the purpose of the assessment exercise. This is necessary to realise at least three important tenets of assessment during the process, namely validity, consistency and objectivity.

11.3 **Step 3**:

The assessment panel conducts the assessment. Each statement in Parts A and B of the table below must be read and the extent to which each statement is true for the department, must be indicated (by means of a √ or an X) on the basis of the applicable legends that appear at the bottom of the page or by selecting "YES" or "NO".

11.4 **Step 4**:

Add the numerical assessment scores in Parts A and B of the table up and convert the scores into "Perceived levels of achievement" as indicated in the table. **NOTE: Assessments of "3" must be rated as "0"**.

11.5 **Step 5**:

(a) The assessment panel allocates, based on the "Perceived levels of achievement", an "Achievement

category" to each of the sections in Parts A and B of the table by using the classifications at Annexure A.

(b) The appropriate "Achievement category" can be based on either-

(i) the aggregate of the assessments in Parts A and B;

(ii) the assessments for each of the Parts; or

(iii) the assessments for the respective sub-categories in Parts A and B.

11.6 **Step 6**:

The human resource component of the department completes Part C of the table below.

11.7 **Step 7**:

(a) The assessment panel analyses and interprets the responses and data as reflected in all three Parts of the table below as well as the "Achievement category (or categories)" determined according to Annexure A and report the results to an appropriate management structure in the department.

(b) The report made should inform decision making on interventions to improve the human resource management function in the department, which decisions should be taken up in the department's human resource plan. The assessment panel can use the template at Annexure B for this purpose.

CONTENTS AND STRUCTURE OF THE DOCUMENT

12.   Based on the roles referred to above and the practices that are normally associated with human resource management, the assessment indicators are presented in the following manner:

12.1   Part A: **Strategic dimension** (This dimension assesses the strategic role in and contributions of the human resource component to the achievement of the department's operational objectives)

   (a)   Strategic partner role
   (b)   Change agent role
   (c)   Employee champion role

12.2   Part B: **Technical dimension** (This dimension assesses the efficiency of the core human resource management practices applied by the department)

   (a)   Organizational development and design
   (b)   Recruitment and employee life cycle management
   (c)   Human resource utilisation and development
   (d)   Quality of work life and environment management
   (e)   Labour relations

12.3   Part C: **Quantitative dimension** (This dimension assesses the human resource management practices in financial, time and other statistical terms)

PART A: STRATEGIC DIMENSION
(To be completed by the assessment panel)

Key performance area 1: The human resource component performs a strategic partner role					
Performance indicator	Assessment[1]				
	1	2	3	4	5
1. The component participates in the department's strategic planning activities					
2. The component advises management on the human resource implications of the operational objectives of the department					
3. The component designs targeted human resource management interventions to achieve the operational objectives of the department					
4. The component renders sound human resource solutions during the strategic planning process					
5. The head of the human resource component forms part of the department's management committee structure at the highest level	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
TOTAL SCORE: STRATEGIC PARTNER ROLE (Exclude assessments of "3", maximum possible score = 25)					
PERCEIVED LEVEL OF ACHIEVEMENT: STRATEGIC PARTNER ROLE (Total score ÷ 25 x 100)	%				

Key performance area 2: The human resource component performs a change agent role					
Performance indicator	Assessment[1]				
	1	2	3	4	5
6. The component monitors the change management needs in the department					
7. The component assists the department to anticipate the human resource implications of changes in operational activities					
8. The component designs change management interventions in the department					
9. The component is involved in facilitating employees' acceptance of organizational change					

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[1] Legend: 1=Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Not sure/Not applicable, 4 = Regularly/Average/Effective, 5 = Extensively/Good/Very effective

Key performance area 2: The human resource component performs a change agent role					
Performance indicator	Assessment[1]				
	1	2	3	4	5
10. The component supports line managers in shaping cultural changes required for successful transformation					
TOTAL SCORE: CHANGE AGENT ROLE (Exclude assessments of "3", maximum possible score = 25)					
PERCEIVED LEVEL OF ACHIEVEMENT: CHANGE AGENT ROLE (Total score ÷ 25 x 100)	%				

Key performance area 3: The human resource component performs an employee champion role					
Performance indicator	Assessment[1]				
	1	2	3	4	5
11. The component hosts meetings with staff on employment matters					
12. The component monitors employee-related perceptions in the department					
13. The component designs appropriate employee assistance programmes aimed at addressing employees' needs					
14. The component initiates targeted interventions to improve employees' commitment to employment in the department					
15. The component assists employees to identify their personal and career goals					
16. The component engages employees on health and wellness matters					
TOTAL SCORE: EMPLOYEE CHAMPION ROLE (Exclude assessment of "3", maximum possible score = 30)					
PERCEIVED LEVEL OF ACHIEVEMENT: EMPLOYEE CHAMPION ROLE (Total score ÷ 30 x 100)	%				

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PART B: TECHNICAL DIMENSION
(To be completed by the assessment panel)

Key performance area 1: Organizational development and design					
Performance indicator	Assessment[1]				
	1	2	3	4	5
Organizational development					
17. The organizational structure of the department is aligned with the strategic objectives of the department					
18. Job descriptions accurately reflect the content of jobs					
19. Adequate capability exists within the department to oversee the job evaluation process	NO (Add a value of 1 to the total score)		YES (Add a value of 5 to the total score)		
20. The job evaluation component functions effectively					
Empowerment (Note: The statements below refer to the responsibilities vested in line managers and not to the quality of the execution of the relevant responsibilities)					
21. Line managers participates in human resource planning for their components					
22. Line managers manage the human resource budget of their components					

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Key performance area 1: Organizational development and design					
Performance indicator	Assessment[1]				
	1	2	3	4	5
23. Line managers are responsible for the filling of vacant posts within the component/section					
24. Supervisors are responsible for the orientation of new employees					
25. Supervisors are responsible for the performance contracting of employees in the component/section					
26. Supervisors are responsible for the performance assessment of employees in the component/section					
27. Supervisors are responsible for the management of employee absenteeism in the component/section					
28. Supervisors are responsible for the disciplining of employees in the component/section					
29. Supervisors are responsible for human resource development in the component/section					
Human resource information management					
30. The human resource component has standards for human resource information collection and reporting to top management					
31. The human resource component collects human resource information on a regular basis from relevant stakeholders in the department					
32. The human resource component provides useful analytical reports on human resource matters to stakeholders in the department					
Human resource planning					
33. The department's strategic plan reflects the human resource implications					
34. The department's strategic plan informs the human resource planning process					
35. The human resource plan defines the human resource strategies to achieve the operational objectives of the department					
36. The human resource plan contains detail of the budget required to action the plan	NO (Add a value of 1 to the total score)		YES (Add a value of 5 to the total score)		

Key performance area 1: Organizational development and design					
Performance indicator	Assessment[1]				
	1	2	3	4	5
37. The human resource plan is maintained by a dedicated unit or team	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
38. Line managers are actively supported by a dedicated human resource unit or team to address the strategic human resource implications that flow from prevailing and planned operational demands					
39. The human resource plan contains targeted interventions to provide the right number of skills to the department					
Diversity management					
40. Employment equity programmes are in place to enhance the representivity of persons in the designated groups	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
41. Employment equity targets are reviewed annually	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
42. Managers and supervisors are trained to value diversity in the workplace					
43. The workplace is conducive to people with disabilities					
Human resource policy development					
44. Human resource practitioners responsible for HR policy development understand the strategic objectives of the department					
45. Human resource practitioners on aggregate understand the internal structure of the department					
46. Human resource practitioners are on aggregate aware of changes in the operational functioning of the department					
47. Human resource practitioners are on aggregate sensitive to the cost implications of human resource policies and procedures					
48. The human resource policies and procedures display a people-centred management approach					
49. Human resource policies are reviewed as required by operational needs and legislation	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	

Key performance area 1: Organizational development and design					
Performance indicator	Assessment[1]				
	1	2	3	4	5
50. Employees are trained on the department's human resource policies					
Change management					
51. Changes in the operations of the department are dealt with through targeted change management interventions					
52. The human resource component is able to apply the concepts of organizational behaviour and change management					
53. The human resource component participates in the execution of change management plans					
54. Employees in the department are informed of the need for changes in operational activities					
55. Line managers display an understanding of the human resource implications caused by changes in the workplace					
TOTAL SCORE: ORGANIZATIONAL DEVELOPMENT AND DESIGN (Exclude assessments of "3", maximum possible score = 195)					
PERCEIVED LEVEL OF ACHIEVEMENT: ORGANIZATIONAL DEVELOPMENT AND DESIGN (Total score ÷ 195 x 100)	%				

Key performance area 2: Recruitment and employee life cycle management					
Performance indicator	Assessment[1]				
	1	2	3	4	5
Recruitment					
56. A policy that guides staff employment is utilized	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
57. The department's recruitment practice present the department as an "employer of choice"					
58. Recruitment strategies are informed by the department's human resource plan					
59. Recruitment takes place timeously in anticipation of imminent staff losses					

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Key performance area 2: Recruitment and employee life cycle management					
Performance indicator	Assessment[1]				
	1	2	3	4	5
60. The requirements of the job are accurately reflected in job advertisements					
61. Recruitment initiatives provide adequately for the career progression of internal candidates					
62. Selection committee members are competent in proper selection techniques					
Staff retention management					
63. A policy on staff retention is utilized	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
64. The policy defines the department's scarce and critical skills					
65. Retention programmes that target identified scarce occupations and posts, are in place					
66. Retention programmes are monitored for their effectiveness					
Exit management					
67. A policy to manage the exit of employees is utilized	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
68. Structured exit interviews are conducted					
69. The information obtained from exit interviews is used to inform targeted retention programmes					
TOTAL SCORE: RECRUITMENT AND EMPLOYEE LIFECYCLE DEVELOPMENT (Exclude assessments of "3", maximum possible score = 70)					
PERCEIVED LEVEL OF ACHIEVEMENT: RECRUITMENT AND EMPLOYEE LIFE CYCLE DEVELOPMENT (Total score ÷ 70 x 100)	%				

[1] Legend: 1=Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Not sure/Not applicable, 4 = Regularly/Average/Effective, 5 = Extensively/Good/Very effective

Key performance area 3: Human resource utilisation and development					
Performance indicator	Assessment[1]				
	1	2	3	4	5
Human resource development					
70. A policy on human resource development has been implemented	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
71. A dedicated component is responsible for overseeing human resource development in the department	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
72. Training is informed by the workplace skills plan of the department					
73. Managers are informed of the department's workplace skills plan					
74. The training interventions for employees are informed by the department's performance management outcomes					
75. The department's social responsibilities in terms of Internships and Learnerships are reflected in its education and training interventions					
76. ABET is utilised to provide educational opportunities to employees					
77. Employees are subjected to post-training assessments to determine the impact of training					
78. Development programmes are monitored for their effectiveness					
Induction					
79. A policy on the induction and re-orientation of employees is utilized	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
80. Appointees are subject to an induction programme within three months after assumption of duty					
Career management					
81. The development programmes of employees below the SMS are informed by the available career paths in the department					
82. Employees are informed of the career opportunities available to them					

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Key performance area 3: Human resource utilisation and development					
Performance indicator	Assessment[1]				
	1	2	3	4	5
Performance management					
83. A system on employee performance management is in place	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
84. The key result areas are aligned with the operational objectives of the relevant component					
85. The performance management system provides for the granting of performance incentives	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
86. The performance management system establishes clear key result areas and assessment criteria for each employee					
87. Performance assessment results are used to determine an employee's development needs.					
TOTAL SCORE: HUMAN RESOURCE UTILISATION AND DEVELOPMENT (Exclude assessments of "3", maximum possible score = 90)					
PERCEIVED LEVEL OF ACHIEVEMENT: HUMAN RESOURCE UTILISATION AND DEVELOPMENT (Total score ÷ 90 x 100)	%				

Key performance area 4: Quality of work life and environment management					
Performance indicator	Assessment[1]				
	1	2	3	4	5
Wellness management					
88. A policy on employee wellness is utilized	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
89. A dedicated component is responsible for co-ordinating wellness matters in the department	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	

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Key performance area 4: Quality of work life and environment management					
Performance indicator	Assessment[1]				
	1	2	3	4	5
90. Absenteeism is, where necessary, addressed through targeted wellness programmes	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
91. Employees (including supervisors and managers) are informed of the ill health procedure for the Public Service					
TOTAL SCORE: QUALITY OF WORK LIFE AND ENVIRONMENT MANAGEMENT (Exclude assessments of "3", maximum possible score = 20)					
PERCEIVED LEVEL OF ACHIEVEMENT: QUALITY OF WORK LIFE AND ENVIRONMENT MANAGEMENT (Total score ÷ 20 x 100)	%				

Key performance area 5: Labour relations					
Performance indicator	Assessment[1]				
	1	2	3	4	5
Collective bargaining					
92. The departmental bargaining chamber meets at regular intervals	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
93. The mandating process to address matters in the departmental bargaining chamber is efficient	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
94. Departmental representatives are clear on the matters that need to be addressed in the bargaining chamber					
Employee relations					
95. The Labour Relations Policy for the Public Service is adhered to	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	

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Key performance area 5: Labour relations					
Performance indicator	Assessment[1]				
	1	2	3	4	5
96. Employees (including supervisors and managers) are informed of the disciplinary procedure for the Public Service					
97. Employees (including supervisors and managers) are informed of the grievance procedure for the Public Service					
98. A designated employee in the department is responsible for managing grievances lodged by employees	NO (Add a value of 1 to the total score)			YES (Add a value of 5 to the total score)	
99. Employees (including supervisors and managers) are informed of the incapacity procedure for the Public Service					
100. Representatives of the department are prepared for arbitration hearings					
101. The human resource component monitors the level of employee satisfaction in the department					
TOTAL SCORE: LABOUR RELATIONS (Exclude assessments of "3", maximum possible score = 50)					
PERCEIVED LEVEL OF ACHIEVEMENT: LABOUR RELATIONS (Total score ÷ 50 x 100)	%				

[1] Legend: 1=Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Not sure/Not applicable, 4 = Regularly/Average/Effective, 5 = Extensively/Good/Very effective

PART C: QUANTITATIVE DIMENSION
(To be completed by the human resource component)

DESCRIPTOR	VALUE
GENERAL	
1. Ratio of posts in the human resource component :department's total post establishment	
2. Ratio of human resource practitioner posts: human resource administrator posts	
3. % of annual personnel budget in relation to the total annual departmental budget	%
4. Total annual cost per human resource practitioner in the HR component (Pay + benefits + contingent employment costs ÷ number of human resource practitioners)	R
5. Total annual cost per human resource administrator (Pay + benefits + contingent employment costs ÷ number of human resource administrators)	R
6. Duration that human resource practitioners acted in higher posts during the past 12 months	work days
7. Number of human resource practitioners who acted in higher posts during the past 12 months	
8. Duration that human resource administrators acted in higher posts during the past 12 months	work days
9. Number of human resource administrators who acted in higher posts during the past 12 months	
JOB EVALUATION	
10. % of posts on the establishment that have been evaluated in the past 12 months	%
11. % of evaluation results that were deviated from by the competent authority in the past 12 months	%
12. Number of job evaluations completed in the past 12 months	
EMPLOYEE ENGAGEMENT	
13. Average time that employees stay with the department	months
14. Average turn around time to fill vacancies during the past 12 months	months

DESCRIPTOR	VALUE
15. Annual turnover rate of staff (Average number of employees employed during the past 12 months ÷ total number of employees who left in the past 12 months x 100)	%
16. Average direct recruitment cost per employee during the past 12 months (Advertising fee + agency fee + travel costs + costs for competency tests + relocation costs during the past 12 months ÷ number of vacancies filled during the past 12 months)	R
17. Ratio of number of posts filled through the appointment of non employees: number of posts filled through the transfer or appointment of serving employees during the past 12 months	
DIVERSITY MANAGEMENT	
18. % deviation from the employment equity target for blacks	%
19. % deviation from the employment equity target for women	%
20. % deviation from the employment equity target for persons with disabilities	%
PERFORMANCE MANAGEMENT	
21. % employees who received performance awards (cash bonuses) during the past cycle	%
22. Average monetary value of performance awards (cash bonus) granted per employee during the past cycle	
23. % of remuneration budget spent on performance awards (cash bonus) during the past cycle	%
24. % performance assessments completed within the timeframes determined by the departmental performance management system	%
25. % employees who formally disagreed with their assessment results for the past cycle	%
26. % of employees who were granted pay progression in accordance with the system prescribed for the Public service nationally, during the past cycle	%
REMUNERATION	
27. % of employees whose remuneration exceeds the salary scale attached to their posts	%
WELLNESS MANAGEMENT	
28. Number of interventions (e g information notes, sessions) launched on HIV/AIDS prevention during the past 12 months	

DESCRIPTOR	VALUE
29. Average turn around time to finalize applications for incapacity leave during the past 12 months	months
EMPLOYEE RELATIONS	
30. % of disciplinary actions concluded during the past 12 months	%
31. % of appeals not concluded within 30 days during the past 12 months	%
32. % grievances resolved of those lodged during the past 12 months	%
33. % of grievances not concluded within 30 work days during the past 12 months	%
34. % disputes settled in conciliations during the past 12 months	%
35. % arbitration awards made in favour of the department during the past 12 months	%
HUMAN RESOURCE DEVELOPMENT	
36. Average training cost per employee during the past 12 months	R
37. Number of work days' training provided during the past 12 months in accordance with the departmental workplace skills plan	work days
38. Number of work days' training provided during the past 12 months that was not in line with the departmental workplace skills plan	work days
39. % of education and training costs during the past 12 months in relation to the total departmental budget	%
40. % of costs during the past 12 months in respect of education and training not linked to the departmental workplace skills plan	%
41. % of interns appointment during the past 12 months	%
42. % of learners appointed during the past 12 months	%

ACHIEVEMENT CATEGORIES

SCORE ACHIEVED	CATEGORY	DESCRIPTION OF ACHIEVEMENT CATEGORY
81 - 100%	A	This category reflects a **high level** of achievement in the relevant human resource management area. Very little need for improvement exists.
51 - 80%	B	This category reflects an **average level** of achievement in the relevant human resource management area. Effort should be made to address weaknesses in the area.
34 – 50%	C	This category reflects a **low level** of achievement in the relevant human resource management area. The area will not necessarily collapse as a result of the level of achievement, but significant effort will probably be necessary to improve in this area. Definite corrective measures are necessary.
0 - 33%	D	This category reflects a **very low** level of achievement in the relevant human resource management area. Drastic and immediate interventions need to be made to improve efficiency in the area.

**PROPOSED INTERVENTIONS TO IMPROVE THE STRATEGIC ABILITY
OF THE HUMAN RESOURCE COMPONENT**

HUMAN RESOURCE DOMAIN (Refer to the classifications in Parts A and B)	CAUSAL FACTORS THAT DICTATE IMPROVEMENT (Refer to the assessments made in respect of the relevant domain and the applicable information in PART C)	PROPOSED INTERVENTION(S)	RESPONSIBILITY