



the **dpsa**

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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, in the White Paper on Human Resource Management, 1997 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 was 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 were made which 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 organisation's human resource management strategy and practices with the operational and strategic objectives of the department. The role requires a focus on key strategic human resource management services and functions such as -
    - (a) organisational 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 organisational and operational changes on the human resources in the organisation. This role has to do with the 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 relation 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 organisation and it is thus imperative for human resource components to adapt and align human resource policies and practices in an organisation towards its strategic goals and objectives. Seen in this context, strategic human resource management-

- 5.1 links an organisation's human resources with its strategic objectives for purposes of improving organisational 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. Overall, 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 thus needs to become more than just a transactional 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 tool 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 an opportunity 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 organisation. To this end, the assessment will establish an opportunity for engagement between human resource components and their clients.
9. The assessment results should provide or indicate the following:
  - 9.1 The existing weaknesses and strengths in the human resource management practices applied in the department.
  - 9.2 The extent to which the human resource management function is aligned with the department’s operational objectives.
  - 9.3 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.

- 9.4 A basis for tracking the quality of the department's human resource management function over time and benchmarking the function with those of other comparable departments.
  - 9.5 A mutual understanding and appreciation of the role, inter-relatedness and quality of human resource management in the department.
10. The assessment indicators presented in this tool are not exhaustive and only those deemed most relevant to the aims set out in paragraphs 7 and 9 above, are listed. They are also not meant to provide an in-depth and detailed assessment of the various focus areas. The tool has rather been designed for a diagnostic assessment following which departments could undertake further, detailed assessments in identified "shortfall" areas.

## **ASSESSMENT PROCEDURE**

11. The responsibility for ensuring that the assessment is made rests with the head of the department.
12. The assessment procedure should include the following steps, irrespective of whether the assessment is conducted by the department itself or by the Office of the Premier for a particular provincial administration:
  - 12.1 **Step 1:**
    - (a) The head of 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 assessment to be made, the members of the panel should preferably be from the senior management service in the department.
- (c) The size of the panel should not impede the efficacy of the assessment process. Factors such as the department’s size, organisational 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 decentralised human resource management model is applied, departments may for instance opt to –
  - (i) make use of a single assessment panel comprising representatives from all the organisational components, sectors or institutions in the department; or
  - (ii) alternatively, make use of separate assessment panels for the various organisational components, sectors or institutions in the department.

## 12.2 **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 organisation 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.

**12.3 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  $\checkmark$  or a X) on the basis of the applicable legends that appear at the bottom of the page or by selecting “YES” or “NO”.

**12.4 Step 4:**

Sum up the numerical assessment scores in Parts A and B of the table and convert the scores to “Perceived levels of achievement” as indicated in the table.

**12.5 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, depending on the department’s need for a detailed assessment, be based on either the -
  - (i) aggregate of the assessments in Parts A and B;
  - (ii) assessments for each of the Parts; or
  - (iii) assessments for the respective sub-categories in Parts A and B.

**12.6: Step 6** (This step may take place parallel to steps 3 to 5)

The human resource component of the department completes Part C of the table below and produces the results to the assessment panel.

**12.7 Step 7:**

The assessment panel analyses and interprets the assessments and information in all three Parts of the table, taking into account the “Achievement category (or categories)” determined according to Annexure A. This process requires that the panel members consider the assessment results holistically; for example in the case of job evaluation, it will be necessary to take into account the assessments made in Part B (statements 19 and 20) and the applicable information in Part C (descriptors 6 to 8).

**12.8 Step 8:**

- (a) The assessment panel identifies, using the template at Annexure B, the key interventions necessary to address any shortfalls or problem areas. Given the purpose of this assessment tool, this will especially be necessary for the performance areas that fall within the achievement categories C and D as described at Annexure A.
- (b) Any such interventions are to be submitted to the head of department for consideration and implementation.

**ASSESSMENT CYCLE**

- 13. The results of the assessment present a logical input to the departmental human resource plan. The assessment should consequently be made during the period January to March of each year to coincide with the human resource planning process.

**CONTENT AND STRUCTURE OF THE ASSESSMENT TOOL**

- 14. Based on the roles referred to above and the practices deemed most relevant to the purpose of this assessment, the tool is structured in the following manner:

- 14.1 Part A: **Strategic dimension** (This dimension assesses the strategic role in and contributions made by the human resource component to the achievement of the department's operational and strategic objectives)
- (a) Strategic partner role
  - (b) Change agent role
  - (c) Employee champion role
- 14.2 Part B: **Technical dimension** (This dimension assesses the efficiency of the core human resource management practices applied by the department)
- (a) Organisational 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
- 14.3 Part C: **Quantitative dimension** (This dimension provides information on the human resource management practices in cost, time and other statistical terms)
- (a) HRM capacity
  - (b) Job evaluation
  - (c) Employee engagement
  - (d) Diversity management
  - (e) Performance management
  - (f) Remuneration
  - (g) Wellness management
  - (h) Employee relations
  - (i) Human resource development

**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 <sup>1</sup>				
	0	1	2	3	4
1. The human resource component participates in the department's strategic planning activities					
2. The human resource component advises management on the human resource implications of the strategic and operational objectives of the department					
3. The human resource component designs targeted human resource management interventions to achieve the operational objectives of the department					
4. The human resource 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 0 to the total score)		YES (Add a value of 4 to the total score)		
<b>TOTAL SCORE: STRATEGIC PARTNER ROLE</b> (Maximum possible score = 20)					
<b>PERCEIVED LEVEL OF ACHIEVEMENT: STRATEGIC PARTNER ROLE</b> (Total score ÷ 20 x 100)	%				

Key performance area 2: The human resource component performs a change agent role					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
6. The human resource component monitors the change management needs in the department					
7. The human resource component assists the department to anticipate the human resource implications of changes in operational activities					
8. The human resource component designs change management interventions in the department					
9. The human resource component is involved in facilitating employees' acceptance of organisational change					

<sup>1</sup> Legend: 0 = Not sure/Not applicable, 1=Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Regularly/Average/Effective, 4 = Extensively/Good/Very effective

Key performance area 2: The human resource component performs a change agent role					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
10. The human resource component supports line managers in shaping cultural changes required for successful transformation					
<b>TOTAL SCORE: CHANGE AGENT ROLE</b> (Maximum possible score = 20)					
<b>PERCEIVED LEVEL OF ACHIEVEMENT: CHANGE AGENT ROLE</b> (Total score ÷ 20 x 100)	%				

Key performance area 3: The human resource component performs an employee champion role					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
11. The human resource component hosts meetings with staff on employment matters					
12. The human resource component monitors employee-related perceptions in the department					
13. The human resource component designs appropriate employee assistance programmes aimed at addressing employees' needs					
14. The human resource component initiates targeted interventions to improve employees' commitment to employment in the department					
15. The human resource component assists employees to identify their personal and career goals					
16. The human resource component engages employees on health and wellness matters					
<b>TOTAL SCORE: EMPLOYEE CHAMPION ROLE</b> (Maximum possible score = 24)					
<b>PERCEIVED LEVEL OF ACHIEVEMENT: EMPLOYEE CHAMPION ROLE</b> (Total score ÷ 24 x 100)	%				

<sup>1</sup> Legend: 0 = Not sure/Not applicable, 1 = Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Regularly/Average/Effective, 4 = Extensively/Good/Very effective

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

Key performance area 1: Organisational development and design					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
<b>Organisational development</b>					
17. The functional structure of the department is aligned with the strategic objectives of the department					
18. The post establishment of the department is aligned with the approved organisational structure					
19. Job descriptions accurately reflect the content of jobs					
20. Adequate capability exists within the department to oversee the job evaluation process	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		
21. The job evaluation component functions effectively					
<b>Empowerment</b> (Note: The statements below relate to the responsibilities vested in line managers and not to the quality of the execution of the relevant responsibilities)					
22. Line managers participate in human resource planning for their components					
23. Line managers manage the human resource budget of their components					
24. Line managers are responsible for the filling of vacant posts within the component/section					
25. Supervisors are responsible for the orientation of new employees					
26. Supervisors are responsible for the performance contracting of employees in the component/section					
27. Supervisors are responsible for the performance assessment of employees in the component/section					

<sup>1</sup> Legend: 0 = Not sure/Not applicable, 1 = Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Regularly/Average/Effective, 4 = Extensively/Good/Very effective

Key performance area 1: Organisational development and design					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
28. Supervisors are responsible for the management of employee absenteeism in the component/section					
29. Supervisors are responsible for the disciplining of employees in the component/section					
30. Supervisors are responsible for human resource development in the component/section					
<b>Human resource information management</b>					
31. The human resource component has standards for human resource information collection and reporting to top management					
32. The human resource component collects human resource information on a regular basis					
33. The human resource component provides useful analytical reports on human resource matters					
<b>Human resource planning</b>					
34. The department's strategic plan reflects the human resource implications involved					
35. The department's strategic plan informs the human resource planning process					
36. The human resource plan defines the human resource interventions needed to achieve the strategic and operational objectives of the department					
37. The human resource plan informs line managers on the staffing and human resource budget plans for their components	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		
38. The human resource plan is maintained by a dedicated human resource planning team	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		
39. Line managers are actively supported by a dedicated human resource planning team to address the strategic human resource implications that flow from prevailing and planned operational demands					

<sup>1</sup> Legend: 0 = Not sure/Not applicable, 1 = Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Regularly/Average/Effective, 4 = Extensively/Good/Very effective

Key performance area 1: Organisational development and design					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
40. The human resource plan contains targeted interventions to provide the right number of skills to the department					
<b>Diversity management</b>					
41. Targeted employment equity interventions are in place to enhance the representivity of persons in the designated groups	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		
42. Employment equity targets are reviewed regularly	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		
43. Managers and supervisors are trained to value diversity in the workplace					
44. The workplace is conducive to people with disabilities					
<b>Human resource policy development</b>					
45. Human resource practitioners responsible for HR policy development understand the strategic objectives of the department					
46. Human resource practitioners on aggregate understand the internal structure of the department					
47. Human resource practitioners are on aggregate aware of changes in the operational functioning of the department					
48. Human resource practitioners are on aggregate sensitive to the cost implications of human resource policies and procedures					
49. The human resource policies and procedures display a people-centred management approach					
50. Human resource policies are reviewed as required by operational needs and legislation					
51. Employees are trained on the department's human resource policies					
<b>Change management</b>					
52. Changes in the operations of the department are dealt with through targeted change management interventions					

<sup>1</sup> Legend: 0 = Not sure/Not applicable, 1 = Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Regularly/Average/Effective, 4 = Extensively/Good/Very effective

Key performance area 1: Organisational development and design					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
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					
<b>TOTAL SCORE: ORGANISATIONAL DEVELOPMENT AND DESIGN</b> (Maximum possible score = 156)					
<b>PERCEIVED LEVEL OF ACHIEVEMENT: ORGANISATIONAL DEVELOPMENT AND DESIGN</b> (Total score ÷ 156 x 100)	%				

Key performance area 2: Recruitment and employee life cycle management					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
<b>Recruitment</b>					
56. A departmental policy that guides staff employment is utilised	NO (Add a value of 0 to the total score)		YES (Add a value of 4 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					
60. The requirements of the job are accurately reflected in job advertisements					
61. Recruitment initiatives provide adequately for the career progression of internal candidates					

<sup>1</sup> Legend: 0 = Not sure/Not applicable, 1=Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Regularly/Average/Effective, 4 = Extensively/Good/Very effective

Key performance area 2: Recruitment and employee life cycle management					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
62. Selection committee members are competent in proper selection techniques					
<b>Staff retention management</b>					
63. A policy on staff retention is utilised	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		
64. The policy defines the department's scarce and critical skills					
65. Focussed interventions to retain staff in identified scarce occupations, are in place					
66. The department's retention programmes are monitored for their effectiveness					
<b>Exit management</b>					
67. A policy to manage the exit of employees is utilised	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		
68. Structured exit interviews are conducted					
69. The information obtained from exit interviews is used to inform targeted retention programmes					
<b>TOTAL SCORE: RECRUITMENT AND EMPLOYEE LIFE CYCLE DEVELOPMENT</b> (Maximum possible score = 56)					
<b>PERCEIVED LEVEL OF ACHIEVEMENT: RECRUITMENT AND EMPLOYEE LIFE CYCLE DEVELOPMENT</b> (Total score ÷ 56 x 100)	%				

<sup>1</sup> Legend: 0 = Not sure/Not applicable, 1=Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Regularly/Average/Effective, 4 = Extensively/Good/Very effective

Key performance area 3: Human resource utilisation and development					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
<b>Human resource development</b>					
70. A policy on human resource development has been implemented	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		
71. A dedicated component is responsible for overseeing human resource development in the department	NO (Add a value of 0 to the total score)		YES (Add a value of 4 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					
<b>Induction</b>					
79. A policy on the induction and re-orientation of employees is utilised	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		

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<sup>1</sup> Legend: 0 = Not sure/Not applicable, 1=Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Regularly/Average/Effective, 4 = Extensively/Good/Very effective

Key performance area 3: Human resource utilisation and development					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
80. Appointees are subject to an induction programme within three months after assumption of duty					
<b>Career management</b>					
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					
<b>Performance management</b>					
83. A system on employee performance management is in place	NO (Add a value of 0 to the total score)		YES (Add a value of 4 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 0 to the total score)		YES (Add a value of 4 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.					
<b>TOTAL SCORE: HUMAN RESOURCE UTILISATION AND DEVELOPMENT</b> (Maximum possible score = 72)					
<b>PERCEIVED LEVEL OF ACHIEVEMENT: HUMAN RESOURCE UTILISATION AND DEVELOPMENT</b> (Total score ÷ 72 x 100)	%				

<sup>1</sup> Legend: 0 = Not sure/Not applicable, 1=Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Regularly/Average/Effective, 4 = Extensively/Good/Very effective

Key performance area 4: Quality of work life and environment management					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
<b>Wellness management</b>					
88. A policy on employee wellness is utilised	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		
89. A dedicated component is responsible for co-ordinating wellness matters in the department	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		
90. Absenteeism is, where necessary, addressed through targeted wellness programmes	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		
91. Employees (including supervisors and managers) are informed of the ill health procedure for the Public Service					
<b>TOTAL SCORE: QUALITY OF WORK LIFE AND ENVIRONMENT MANAGEMENT</b> (Maximum possible score = 16)					
<b>PERCEIVED LEVEL OF ACHIEVEMENT: QUALITY OF WORK LIFE AND ENVIRONMENT MANAGEMENT</b> (Total score ÷ 16 x 100)	%				

Key performance area 5: Employee relations					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
<b>Collective bargaining</b>					
92. The departmental/provincial bargaining chamber meets at regular intervals	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		

<sup>1</sup> Legend: 0 = Not sure/Not applicable, 1=Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Regularly/Average/Effective, 4 = Extensively/Good/Very effective

Key performance area 5: Employee relations					
Performance indicator	Assessment <sup>1</sup>				
	0	1	2	3	4
93. The mandating process to address matters in the relevant departmental bargaining chamber is efficient	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		
94. Departmental representatives are clear on the matters that need to be addressed in the bargaining chamber					
<b>Labour relations</b>					
95. The Labour Relations Policy for the Public Service is adhered to	NO (Add a value of 0 to the total score)		YES (Add a value of 4 to the total score)		
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 0 to the total score)		YES (Add a value of 4 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					
<b>TOTAL SCORE: LABOUR RELATIONS</b> (Maximum possible score = 40)					
<b>PERCEIVED LEVEL OF ACHIEVEMENT: LABOUR RELATIONS</b> (Total score ÷ 40 x 100)	%				

<sup>1</sup> Legend: 0 = Not sure/Not applicable, 1=Never/Poor/Ineffective, 2 = Sometimes/Below average/Somewhat ineffective, 3 = Regularly/Average/Effective, 4 = Extensively/Good/Very effective

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

DESCRIPTOR	VALUE	INTERPRETATION
<b>HRM CAPACITY</b>		
1. Ratio of posts in the human resource component: department's total post establishment		The descriptor indicates the number of employees each HR employee supports in the department. A lower ratio may indicate that the HR function is overstaffed, whilst a higher ratio may indicate that a significant number of HR functions are outsourced and/or that the function's structure and focus have changed to a more strategic one. Higher ratios may be tied to higher levels of professionalism in the HR function, the introduction of technology and HR self-service as well as high HR skills levels in the department. Conversely, low ratios may indicate a lack of technology enablement, low HR skills levels in the department or low levels of professionalism in the HR function. Higher ratios are desirable but may also indicate that the HR function is understaffed or capacitated and therefore unable to contribute effectively to strategic issues
2. Ratio of human resource practitioner posts: human resource administrator posts		The descriptor indicates the extent to which the human resource component is occupied with HR process and administrative related functions. A lower ratio indicates an even spread between process and core HR functions whilst a higher ratio may indicate a slant towards process matters.
3. % of the human resource component's annual budget in relation to the total annual budget of the department	%	The descriptor provides a broad indication of the department's investment level in human resource management. It may be used to track and manage the investment trend over time
4. Duration that human resource practitioners acted in higher vacant posts during the past 12 months (Total number of workdays acted ÷ number of HR practitioners that acted)	work days per practitioner	A high value may point to recruitment and retention problems as well as need to review the structuring and job design within the human resource component. It provides a broad, basic measure of any staffing challenges in the component
5. Duration that human resource administrators acted in higher vacant posts during the past 12 months (Total number of workdays acted ÷ number of HR administrators that acted)	work days per administrator	A high value may point to recruitment and retention problems as well as need to review the structuring and job design within the human resource component. It provides a broad, basic measure of any staffing challenges in the component

DESCRIPTOR	VALUE	INTERPRETATION
<b>JOB EVALUATION</b>		
6. % of posts on the establishment that have been evaluated in the past 12 months	%	A high percentage points to an effective job evaluation function in the department, whilst a lower value may be used as a base for improving the function. The interpretation of the value will depend on factors such as a large scale restructuring or the number of posts that must be evaluated in terms of the prescriptive framework
7. % of evaluation results that were deviated from by the competent authority in the past 12 months	%	A high percentage may indicate deficiencies and inaccuracies in the job evaluation process or poor representation of the results to the competent authority. The level of managerial and professional competence will have a bearing on the value
8. Average turn around time to complete a job evaluation during the past 12 months	weeks	The descriptor provides a measure of the efficiency with which job evaluation is conducted. Performance in respect of this descriptor may depend on the capacity of the job evaluation component and duration of the decision making process
<b>EMPLOYEE ENGAGEMENT</b>		
9. Average turn around time to fill vacancies in the department during the past 12 months	months	The higher the value, the less effective are the recruitment procedures in the department, which may result in the loss of candidates and a consequent negative impact on the capability of the component concerned. A lower value may indicate an effective recruitment procedure. This is allows to measure the percentage of posts filled within the prescribed time frame, and determine the gaps between the current state and the ideal time frame of filling vacancies
10. Annual turnover rate of staff in the department (Number of staff losses/exits during the past 12 months ÷ total number of employees employed x 100)	%	The descriptor indicates what percentage of the workforce has left the department for any reason. Representing staff losses due to voluntary and involuntary exits (including transfers) the descriptor is a useful metric for analysing the reasons for and trends in staff losses for purposes of developing corrective strategies

DESCRIPTOR	VALUE	INTERPRETATION
11. 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	The descriptor can be used to assess the efficiency of the recruitment practice in terms of financial costs and the acceptance rate. A lower cost per employee will be indicative of an efficient recruitment methodology, which may relate to proper job design and grading practices
12. 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		The ratio provides a measure of the number of external recruits (i e new appointees) who filled vacant positions during the period of measurement. The ratio should be considered together with the annual turnover rate (descriptor no 10). A low ratio may indicate that the department is less effective in retaining people and that employee dissatisfaction may exist. A high ratio suggests an effective career management practice
<b>DIVERSITY MANAGEMENT</b>		
13. % deviation from the department's employment equity target for blacks	%	A high percentage indicates the inability of the department to reach the representivity target and this may advocate a need to revisit the recruitment process as well as the retention and career management practices for serving employees in the designated group. A low value is a good indication of the ability/ potential to reach the employment equity targets
14. % deviation from the department's employment equity target for women	%	A high percentage may point to an inappropriate implementation of programmes to mainstream gender equality. This may entail that recruitment, retention and career management practices be revisited to strengthen the department's ability to comply with the target
15. % deviation from the department's employment equity target for persons with disabilities	%	A high percentage could relate to ineffective implementation of the Job Access programme and a need for improved strategies to recruit and retain people with disabilities

DESCRIPTOR	VALUE	INTERPRETATION
<b>PERFORMANCE MANAGEMENT</b>		
16. % employees who received performance awards (cash bonuses) during the most recent cycle in respect of which information is available	%	The descriptor provides an indication of the extent to which the department's performance management practice recognises and encourages employee performance. It is useful for assessing the validity of performance assessment in the department. A very low percentage provides a broad, basic measure of possible challenges concerning staff motivation and training as well as leadership
17. Average monetary value of performance awards (cash bonus) granted per employee during the past cycle	R	The descriptor indicates the department's investment in recognising and encouraging employee performance. It may be used to track and manage cost trends over time
18. % of remuneration budget spent on performance awards (cash bonus) during the past cycle	%	The descriptor indicates the department's investment in recognising and encouraging employee performance. It may be used to track and manage cost trends over time
19. % performance assessments completed within the timeframes determined by the departmental performance management system	%	A high percentage indicates an effective performance management system. A low value may be an indication of low levels of commitment to or an ability performance management.
20. % employees who formally disagreed with their assessment results for the past cycle	%	The descriptor could indicate challenges concerning the transparency of the assessment process. It may also point to inefficiencies at supervisory level
<b>REMUNERATION</b>		
21. % of employees whose remuneration exceeds the salary scale attached to their posts	%	The descriptor provides a broad measure concerning the appropriateness of post gradings, scarcity of skills and retention challenges in the department. A high percentage may point to a need to revisit the practices in the said areas
<b>WELLNESS MANAGEMENT</b>		
22. Number of interventions (e.g information notes, sessions) launched on HIV/AIDS prevention during the past 12 months		The descriptor illustrates the level of activities undertaken by the human resource component. It may be used to track and plan past and future activities in the subject area
23. Average turn around time to finalise applications for incapacity leave during the past 12 months	months	A high value may point to a need to revisit the capacity and quality of managing the PILIR programme

DESCRIPTOR	VALUE	INTERPRETATION
<b>EMPLOYEE RELATIONS</b>		
24. % of disciplinary actions concluded during the past 12 months	%	The descriptor illustrates the level of activities undertaken by the human resource component. It may be used to track and plan past and future activities in the subject area
25. % of appeals not concluded within 30 days during the past 12 months	%	A high percentage may indicate capacity and other challenges concerning the management of appeals. It may also indicate a skills need amongst the responsible stakeholders
26. % grievances resolved of those lodged during the past 12 months	%	The descriptor illustrates the level of activities undertaken by the human resource component. It may be used to track and plan past and future activities in the subject area. A high percentage is indicative of overall efficiency in the process
27. % of grievances not concluded within 30 work days during the past 12 months	%	A high percentage indicates non-compliance and a need to revisit the management of the grievance procedure in terms of management commitment, knowledge and quality of performance
28. % disputes settled in conciliations during the past 12 months	%	The descriptor illustrates the level of activities undertaken by the human resource component. It may be used to track and plan past and future activities in the subject area. A high percentage is indicative of overall efficiency in the process
29. % arbitration awards made in favour of the department during the past 12 months	%	A high percentage may reflect on the competence and efficiency of the human resource component in dealing with arbitration cases. The nature of the disputes will have a bearing on the descriptor
<b>HUMAN RESOURCE DEVELOPMENT</b>		
30. Average training cost per employee during the past 12 months	R	The descriptor indicates the department's investment to capacitate its staff for proper job execution. It also provides a broad indication of the human resource component's role and responsibilities towards human resource development. The descriptor may be used to track and manage investment trends over time
31. Number of days' training provided during the past 12 months in accordance with the departmental workplace skills plan	work days	A high value may point to the competence and efficiency of the human resource component in managing the human resource development function.

DESCRIPTOR	VALUE	INTERPRETATION
32. Number of days' training provided during the past 12 months that was not in line with the departmental workplace skills plan	work days	A high value will be indicative of a misaligned workplace skills plan. It could also dictate a need for improved planning and maintenance of the workplace skills plan

## ACHIEVEMENT CATEGORIES

SCORE ACHIEVED	CATEGORY	DESCRIPTION OF ACHIEVEMENT CATEGORY
81 - 100%	A	This category reflects a <b>high level</b> of achievement in the relevant human resource management area. Very little need for improvement exists.
51 - 80%	B	This category reflects an <b>average level</b> 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 <b>low level</b> 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 <b>very low</b> 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**

<p align="center"><b>HUMAN RESOURCE DOMAIN</b></p> <p>(Indicate the relevant key performance area in Parts A and B)</p>	<p align="center"><b>REASON(S) THAT DICTATE IMPROVEMENT</b></p> <p>(Describe the reasons on the basis of the assessments made in respect of the relevant key performance areas in Parts A and B and the interpretation of the applicable information in PART C)</p>	<p align="center"><b>PROPOSED INTERVENTION(S)</b></p>	<p align="center"><b>TIMEFRAME FOR INTERVENTIONS</b></p>	<p align="center"><b>RESPONSIBILITY</b></p>