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Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Private Bag X916, PRETORIA, 0001 Tel: (012) 336 1000, Fax (012) 326 7802
Private Bag X9148, Cape Town, 8000. Tel: (021) 467 5120, Fax (021) 465 5484

Enquiries: Z.E Khuzwayo

Tel: 012 336 1407

Circular No.: HRD 2 of 2013

**TO: ALL HEAD OF NATIONAL AND PROVINCIAL DEPARTMENTS
AND GOVERNMENT COMPONENTS**

**RE: GUIDELINES FOR ANALYSING AND DEVELOPING IMPLEMENTATION PLANS
FOR DEPARTMENTAL HR CONNECT REPORTS TO IMPROVE THE EXTENT
AND DEPTH OF SKILLS WITHIN THE PUBLIC SERVICE.**

1. INTRODUCTION

- 1.1. The Department of Public Service and Administration (DPSA) has successfully implemented a skills audit methodology referred to as HR Connect.
- 1.2. The HR Connect project flows from the January 2007, Cabinet Lekgotla decision that all departments should apply a uniform skills audit process as well as the Delivery Agreement of the Minister for Public Service and Administration with the President with particular responsibility towards measuring and improving the extent and depth of real growth in skills within the Public Service.
- 1.3. During November 2012 departments were provided with hard copies of their departmental HR Connect skills audit reports. Due to the magnitude of information available in these reports, it was decided that it was necessary to have a consistent and reliable methodology for their analysis across the Public Service.
- 1.4. To this end, the attached User Guideline and "Toolbox" have been developed by the DPSA in order to assist Departments to systematically approach the analysis and interpretation of the departmental HR Connect Report information to be able to identify, prioritise, decide on appropriate interventions, implement and monitor them.

Staatsdiens en Administrasie . Ditirelo tsa Puso le Tsamaiso . Ditshebeliso tsa Mmuso le Tsamaiso . uMnyango wemiSebenzi kaHulumeni nokuPhata

Muhasho wa Tshumelo ya Muvuso na Vhulanguli . Kgoro ya Ditirelo tsa Mmušo . Ndzawulo ya Vutirela-Mfumo na Valawuri

LiTiko le Tebasebenti baHulumende nokuPhatsa . ISebe leNkonzo kaHulumende noLawulo . UmNyango wemiSebenzi kaRhumende nokuPhata

2. ALIGNING THE INTERVENTIONS EMERGING FROM THE ANALYSIS OF THE HR CONNECT SKILLS AUDIT REPORT INTO HRD PLANNING PROCESSES

- 2.1. HR Connect Reports are meant to indicate the available skills and gaps that exist within departments. The strengths and weaknesses in the skills and proficiency levels indicated in the Reports are good pointers for HRD managers and the senior leadership of departments to identify where the HRD planning should focus on.
- 2.2. Therefore it is recommended that each department should utilise the HR Connect Departmental Report in conjunction with the User Guideline and "Toolbox" in developing/reviewing its HRD Implementation Plan.
- 2.3. This activity should also be reflected in the Annual HRD Implementation Plan.

3. THE PROCESS OF DEVELOPING THE HRD IMPLEMENTATION PLAN

- 3.1. An HRD manager should utilise the attached User Guidelines and Toolbox to analyse and interpret the HR Connect Departmental Report to understand its implications for the Department.
- 3.2. Thereafter, the HRD Manager must compile a report on the analysis and the implications for the Department and bring these to the attention of the Head of the Department together with his/her Executive Committee.
- 3.3. The HRD Manager must then recommend as to which HRD interventions should be prioritised and be included in the HRD Implementation Plan.
- 3.4. The HRD Implementation Plan must include clear action steps and timeframes; thereby ensuring that the most critical initiatives and activities are prioritised in light of the context of the Department.
- 3.5. Once the Draft Annual Implementation Plan is complete, the HRD Manager must ensure that such a document is verified by the Line Function Managers, Human Resource Manager, the Chief Financial Officer (and the Chief Operating Officer if such a position exists in the department) before it is submitted to the Head of Department for approval and sign off.
- 3.6. Before attaching his/her signature, the Head of Department, must first verify that:

- a. the HRD Implementation Plan does address the areas identified and agreed upon for prioritisation as indicated by the HR Connect Departmental Report; and
 - b. there is a budget available to finance such HRD interventions. This would be confirmed by the signature of the CFO.
- 3.7. There may be other HRD priorities that the Department has already decided upon, these may be as a result of a change in leadership, organisational renewal and new direction, performance review, external factors, etc. Furthermore, the Department may have already identified gaps through other mechanisms and decided to prioritise them. It is important that all those priorities are reflected and prioritised in HRD Implementation Plan of the Department.
- 3.8. The ideal platform for discussing and concluding the departmental HRD Implementation Plan before signing off, is at an EXCO meeting/s. Ideally, attaching the agenda and selected portion of the minutes of an EXCO meeting/s where the final HRD Implementation Plan was discussed would be proof of the validity of the Plan and commitment from the executive leadership of the Department that the contents of the plan will be implemented.
- 3.9. In order to complete the cycle, the HRD Monitoring and Evaluation Report which is expected to be submitted to the DPSA at the end of each financial year, should reflect the progress in implementing the revised HRD Implementation Plan.

4. CAPACITY BUILDING WORKSHOPS

- 4.1. During the financial year 2013/14, the DPSA will be conducting capacity building workshops with the departments on the User Guidelines and the "Toolbox".
- 4.2. Communication regarding these workshops will be made directly to the Heads of National Departments and through the respective Offices of the Premier during April 2013.

5. ENQUIRIES

- 5.1. Should there be any enquiries on the attached User Guideline and Toolbox, please contact the following officials: Mr. Zamokwakhe Khuzwayo at Tel: 012 336 1407 E-mail: Zkhuzwayo@dpsa.gov.za and Ms Pumla Nonxuba at Tel: 012 336 1054 and E-mail: pumla@dpsa.gov.za.

5.2. Enquiries regarding access to and functionality of the HR Connect System should address directly to the following official: Mr. Leon Pretorius Tel: 012 336 1019 E-mail: LeonP@dpsa.gov.za and Ms Thakane Kolobe Tel: 012 336 1197, E-mail: ThakaneK@dpsa.gov.za

Kind regards



Mr. BN Nkontwana

ACTING DIRECTOR-GENERAL

DATE: 4/6/2013