****

**Prescribed HR Planning Template**

**NAME OF DEPARTMENT**

|  |  |
| --- | --- |
| **HUMAN RESOURCE PLAN (HRP)** | |
| **Human Resource Plan** | **Indicate the period** |
| 1st cycle |  |
| 2nd cycle |  |
| 3rd cycle |  |

**NOTES FOR USING THE TEMPLATE:**

* **The HRP Template must be used for the development of the HR Plan**
* **The HRP Template consists of two (2) parts mainly Part A-Human Resource Planning Deliverables and Part B -HR Planning Process Information**
* **The HRP Template MUST be completed in conjunction with the HR Planning Guideline 2020 available at** [**www.dpsa.gov.za**](http://www.dpsa.gov.za) **which supports the HR Planning Strategic Framework for the Public Service**
* **This completed HR Plan reflects the strategic analysis and decisions made during the HR Planning process followed and is NOT a process map for conducting HR Planning.**
* **Please note that the information boxes provide guidance on how and what must be done while the resources boxes contain suggestions on information sources**
* **Please delete the information and resources boxes prior to approval of the HR Plan**
* **Departments will be assessed against compliance, quality and indicators within the HR Planning Assessment Tool. It is therefore prudent to quality assure the inputs for the development of the HR Plan accordingly.**
* **Completion of this HRP Template is NOT A SUBSTITUTE for a thorough review as required by the Guideline**
* **The HR Plan should contain a detailed analysis of Quantitative and Qualitative information and be responsive to the questions reflected in the template.**
* **Please contact the DPSA:** [**hrp@dpsa.gov.za**](mailto:hrp@dpsa.gov.za) **should you require assistance*.***

**DEPARTMENTAL CONTACT DETAILS**

|  |  |
| --- | --- |
| ***DEPARTMENT ADDRESS:*** | ***Physical:*** |
| ***Postal:*** |
| ***CONTACT PERSON*** | ***NAME:*** |
| ***SURNAME:*** |
| ***DESIGNATION:*** |  |
| ***COMPONENT:*** |  |
| ***TELEPHONE NO:*** | *(Code) (\_\_ \_ \_)* |
| ***CELL PHONE NO.:*** |  |
| ***FAX NO:*** |  |
| ***E-MAIL ADDRESS:*** |  |
| ***DATE COMPLETED:*** | *DD/MM/YY* |
| ***DATE OF APPROVAL*** | *DD/MM/YY* |
| ***DATE SUBMITTED TO DPSA:*** | *DD/MM/YY* |

***NB: The Head of Department must sign the declaration in the approval section confirming that all functional managers have participated in the HR Planning process and a Responsibility Matrix must be attached as an addendum***

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# HR FUNCTIONAL AREA APPLICABLE TO THE HR PLANNING TEMPLATE

|  |
| --- |
| HR Planning should be used to identify priorities and strategies that will inform the activities and operational plans of all HR components. HR Planners should therefore reflect on the following HR functional areas:   1. **Organisational Development and Change Management (Workforce Capacity)**   The purpose of this section is to reflect on the organisational structure and to provide for a comprehensive analysis of the approved funded organisational structure of the Department and its impact (both positive and negative) on overall service delivery.   1. **HR Practices and Administration Services (Workforce Availability)**   The purpose of this section is to reflect on the availability of and adequacy of the workforce to enable service delivery by focusing on recruitment, appointments, retirements and conditions of service, compensation and employee benefits.   1. **HR Utilisation and Development (Workforce Development)**   The purpose of this section is to reflect on the knowledge, skills and competencies required in order to achieve departmental objectives. It requires understanding the degree of and changing nature of the competency gaps in the Department per occupational category in relation to scarce skills and critical occupations, as well as the management of performance.   1. **Human Resource Planning and Information Systems (Workforce Profile)**   The purpose of this section is to reflect on the workforce profile in order to reflect amongst others, on the age profile, employment equity profile and to provide for a comprehensive analysis of the adequacy of data and HR information systems to support the HR planning process.   1. **Employee Health & Wellness (Workforce Wellbeing)**   The purpose of this section is to reflect on the general status of the employee health and wellness of the workforce. The general level of employee wellness has a direct impact on both the capacity and sustainability of the workforce.   1. **Ethics, Values, Employee and Labour Relations (Workforce Behaviour)**   The purpose of the section is to reflect on issues pertaining to employee and labour relations. The focus should include the Code of Conduct for the Public Service and labour relations administration. |

# PART A: HUMAN RESOURCE PLANNING DELIVERABLES

## 

## SECTION ONE: HR PLANNING SUMMARY

**Information**

**This section should contain a summary of information gathered and analysed throughout the HR Planning process.** It must indicate HR Planning Objectives, analysis and findings and planned prioritised HR Strategic interventions to address issues and related challenges. A summary of expenditure for strategic interventions must also be included in the summary. High-level observations linked to the Data Fact Sheet with regard to the areas listed below must also be included:

* Organisational structure
* Turnover rate
* Compensation of Employees (COE)
* Exits or retirements and/ planned retirements
* Occupational demographics worth noting
* Vacancy rate
* Turnaround time on employee relations
* Other critical focus areas needing improvement

**NB: This section of the HR Plan will inform the approval of the HR Plan. Please delete the information and resources boxes prior to approval of the HR Plan**

1.1 **HR Planning Summary**

* + 1. HR Planning Objectives
    2. HR Planning Analysis and Findings

1.1.3 Implementation Implications

1.1.4 Planned Prioritised HRP Strategic Interventions and Summary of Expenditure

## SECTION TWO: DATA FACT SHEET

**Information**

**This section should cover a summary of HRP Data presented in diagrams, graphs and tables based on targets set per prioritised strategic interventions as reflected in the Implementation Plan.** The summary must provide the baseline information. (Baseline information for planning purposes is the data to be obtained from the last year of the previous HR Planning cycle (March end).

***NB: This section of the HR Plan will inform the approval of the HR Plan.*** ***Please delete the information and resources boxes prior to approval of the HR Plan.***

|  |  |  |
| --- | --- | --- |
| **Baseline and planned targets in terms of cost of current compensation budget and funding available for vacancies for the next 3 years** |  | **Baseline and planned targets around managing the structure for the next 3 years** |
| ***Insert Graphical/Tabular representations*** |  | **Insert Graphical/Tabular representations** |
| **Baseline and planned targets to reduce/manage the average turnaround time to finalise applications for incapacity leave** |  | **Baseline and planned targets around average training cost for critical occupations during the next 3 years** |
| ***Insert Graphical/Tabular representations*** |  | ***Insert Graphical/Tabular representations*** |
| **Baseline and planned targets to reduce/manage the turnaround time on employee relations** |  | **Baseline and planned targets for the Department’s employment equity for women in the SMS Level** |
| ***Insert Graphical/Tabular representations*** |  | ***Insert Graphical/Tabular representations*** |
| **Baseline and planned targets around managing the COE costs for the next 3 years in terms of actual expenditure** |  | **Baseline and planned targets to reduce/manage the ratio of cost of employment against posts on the permanent structure and employments additional to the structure** |
| ***Insert Graphical/Tabular representations*** |  | ***Insert Graphical/Tabular representations*** |
| **Baseline and planned targets in terms of exits or retirements and planned retirements** |
| ***Insert Graphical/Tabular representations*** |

## SECTION THREE: IMPLEMENTATION PLAN

**Information**

**The purpose of this section is to present an Implementation Plan which sets out overall objectives and performance measures**. The plan must:

* Be inclusive of the different stakeholders.
* Be responsive to the Departmental objectives, challenges and changes
* Reflect the over-arching priorities and be written so that it is meaningful for the workforce as well as for management.
* Reflect activities required to achieve the overall targets over the MTEF period
* Allocate budget resources according to priorities and requirements within the financial parameters.
* Allocate workforce resources responsible for implementation according to expected results, priorities and requirements.
* Reflect the annual programme of work, budget and workforce resources for delivering the MTEF Plan within any given year of the implementation cycle.
* Establish milestones and outcomes that are measurable.
* Exclude ongoing/continuous activities.
* Be part of the annual operational plans of relevant units in the Department to be developed before the signing-off of the performance agreements in the beginning of the financial year.

PLEASE NOTE: While an Implementation Plan is required in this section of the Template, it is, however, a culmination of all the phases of the HR Planning process. It is therefore presupposed that the HR Planning Team have worked through all the phases of the HR Planning process provided for in Part B of this document.

**NB: Please delete the information and resources boxes prior to approval of the HR Plan**

|  |
| --- |
| **Resources**   * HR Strategic Objectives * Analysis and conclusions from Section Three in Part B. * Gaps identified in Section Four in Part B. * Priorities defined in Section Five in Part B. * HR Planning Guideline –Section 3.4 * Tool 8: Developing strategic interventions to address gaps |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Table 1: MTEF IMPLEMENTATION PLAN** | | | | | | |
| HR Planning Objective (state relevant objective) | |  | | | | |
| Functional Area | |  | | | | |
| Gap / Area that needs improvement (MTEF Cycle**)** | |  | | | | |
| **Prioritised Strategic Intervention 1** | |  | | | | |
| Overall Target (Planned Improvements ) | |  | | | | |
| Overall outcome | |  | | | | |
| Baseline Gaps or Area Identified for Improvement | |  | | | | |
| Targets Against Planned Improvements | | Outputs | Target Date | Assumptions | Responsible Manager | Required Budget |
| Y1 |  |  |  |  |  |  |
| Y2 |  |  |  |  |  |  |
| Y3 |  |  |  |  |  |  |
| HR Planning Objective (state relevant objective) | |  | | | | |
| Functional Area | |  | | | | |
| **Prioritised Strategic Intervention 2** | |  | | | | |
| Overall Target (Planned Improvements ) | |  | | | | |
| Overall outcome | |  | | | | |
| Baseline Gaps or area identified for improvement | |  | | | | |
| Targets against Planned improvements | | Outputs | Target Date | Assumptions | Responsible Manager | Required Budget |
| Y1 |  |  |  |  |  |  |
| Y2 |  |  |  |  |  |  |
| Y3 |  |  |  |  |  |  |

Table 1: MTEF Implementation Plan

## **SECTION FOUR: PREVIOUS IMPLEMENTED HRP STRATEGIC INTERVENTIONS**

**Information**

**This section should reflect on the overall achievements and challenges in implementing previous HRP Strategic Interventions and its anticipated impact on future planned strategies**. This will assist in keeping track of progress in and areas of improvements required in terms of the following functional areas:

* Organisational Development and Change Management
* HR Practices and Administration Services
* HR Utilisation and Development
* Human Resource Planning and Information Systems
* Employee Health and Wellness
* Ethics, values, Employee and Labour Relations

**NB: *Please delete the information and resources boxes prior to approval of the HR Plan***

4.1.1 Overview of the Implementation of the Previous HR Plan

4.2.2 Overall progress of the Previous HR Plan (achievements and challenges)

## SECTION FIVE: RISK

**Information**

**Summarise perceived barriers which might constrain the achievement of HR Planning objectives as documented throughout the HR Planning process.** The recommendations should be incorporated in the HRP Implementation Plan.

***NB: Please delete the information and resources boxes prior to approval of the HR Plan***

Table 2: Identified Risks

|  |  |
| --- | --- |
| **Risk** | **Recommendations/or steps**  **to overcome Risk** |
|  |  |
|  |  |
|  |  |

Table 2: Identified risks

## SECTION SIX: APPROVAL

1. **HEAD OF HR (SIGN OFF)**

**This Human Resource Plan has been endorsed by**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_in my capacity as Head of HR**.

I am satisfied and concur with the content of this Human Resource Plan and it will assist the Department in achieving its strategic objectives for the defined period.

|  |  |
| --- | --- |
| ***SIGNED*** |  |
| ***DESIGNATION*** |  |
| ***DATE*** |  |

1. **HEAD OF DEPARTMENT/ACCOUNTING OFFICER APPROVAL**

This Human Resource Plan has been approved / recommended by (if not delegated) *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*in my capacity as Accounting Officer / or Head of Department / Delegated Official.

I am satisfied and concur with the content of this Human Resource Plan and it will assist the Department in achieving its strategic objectives for the defined period.

I declare that all functional managers have participated in the HR planning process.

|  |  |
| --- | --- |
| ***SIGNED*** |  |
| ***DESIGNATION*** |  |
| ***DATE*** |  |

1. **EXECUTIVE AUTHORITY (SIGN OFF) IF NOT DELEGATED**

This Human Resource Plan has been **approved** by *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_* in my capacity as the Executive Authority.

I am satisfied and concur with the content of this Human Resource Plan.

|  |  |
| --- | --- |
| ***SIGNED*** |  |
| ***DESIGNATION*** |  |
| ***DATE*** |  |

# PART B: HR PLANNING PROCESS INFORMATION

## SECTION ONE: OVERVIEW OF THE DEPARTMENT

**Information**

**The purpose of this section is** **to provide an overview of the Department**. This should be a concise summary. Concisely state the mandate and major functions of the Department. Provide a brief overview of the Department:

* Mandate and major functions
* Vision
* Mission
* Values
* Brief overview of each Programme
* List of current departmental Priorities per programme.

**NB: Please delete the information and resources boxes prior to approval of the HR Plan**

|  |
| --- |
| **Resources**  The Department’s Strategic Plan |

* 1. Introduction
  2. Mandate and functions
  3. Vision
  4. Mission
  5. Values
  6. Overview of the Department’s Programmes and its Priorities.

Programme 1

Programme 2

Programme 3

Programme 4

Programme (Others)

## SECTION TWO: STRATEGIC DIRECTION

**Information**

**This section has two broad areas:**

* The first is focused on how the *Department’s Strategic Plan* is *understood* *and interpreted*
* The second is the formulation of the S*trategic HR Planning objectives based on Departmental strategic objectives and environmental factors identified.*

The first area is based on an analysis of

* The Department’s Strategic Plan
* Internal and external factors likely to impact on the HR Plan
* Issues that impact broadly on the various HR functional areas. (What does the analysis of the Strategic Plan mean for the different HR functional areas in terms of broad issues or themes)

**Focus should be on:**

* Strategic Objectives of the Department
* Anticipated changes and challenges for the Department
* Applicable external factors based on PESTEL factors (This will be based on your analysis of the environment, but will only focus on factors that are ***relevant*** to the HR Plan)
* Applicable internal factors
* Strategic HR issues per functional HR area

The second area, HR Planning Objectives should be defined in terms of the various HR functional areas and based on:

* The conclusions drawn from the analysis of the Department’s strategic plan
* The subsequent evaluation of qualitative and quantitative data
* The reflection on key factors emerging from applying the different tools recommended in the HR Planning Guideline

**The focus should be on developing HR Planning Strategic Objectives against the relevant HR functional areas based on issues identified:**

* Organisational Development and Change Management
* HR Practices and Administration Services
* HR Utilisation and Development
* Human Resource Planning and Information Systems
* Employee Health & Wellness
* Ethics, Values, Employee and Labour Relations

***PLEASE NOTE: While HR Planning Objectives are required in this section of the Template, it is, however, a culmination of all the phases of the HR Planning process, referred to in Section 3 of the Guideline and Toolkit. It is therefore presupposed that the HR Planning Team have worked through all the phases of the HR Planning process.***

***NB: Please delete the information and resources boxes prior to approval of the HR Plan***

|  |
| --- |
| **Resources**   * The Department’s Strategic Plan * HR Planning Strategic Framework * HR Planning Guideline * HR Planning Guideline, Tool 3: Guide to analyse the Department’s Strategic Plan and Environment Scan through PESTEL factors. * HR Self-Assessment Tool |

**2.1 Analysis of the Department’s Strategic Plan and Environmental Scan**

* + 1. **Departmental Strategic Objectives** (Departmental objectives as stated in the Departmental Strategic Plan).
    2. **Departmental Strategies** t**o be implemented for the achievement of the overall objectives**.
    3. **Applicable External factors** (Informed by the identified threats and opportunities in terms of the factors listed below. Analysis must reflect anticipated changes and the identified HR implications in relation to supporting the strategic objectives of the Department and proposed recommendations.
* **Political** (also consider macro organising implications in terms of structural and functional changes to the Department)
* **Economic** (consider budget implications for managing staffing)
* **Social**  (consider employment, decent work, peace and security)
* Technological (consider e-enablement and digitalization impact on workforce and training)
* **Environmental** (greening, legislation compliance)
* **Legislative** (consider pending/envisaged legislation changes impacting on the Department or Public Service mandate/functions)
  + 1. **Applicable Internal Factors** **per functional area listed below**. (They must be informed by the strengths and weaknesses in relation to the implementation of the Strategic Plan). Analysis must include anticipated changes and the identified HR Implications in relation to supporting the strategic objectives of the Department and proposed recommendations.
* Organisational Development and Change Management
* HR Practices and Administration Services
* HR Utilisation and Development
* Human Resource Planning and Information Systems
* Employee Health & Wellness
* Ethics, Values, Employee and Labour Relations
  + 1. **Applicable Labour Market Trends** **in general and specifically for the Public Service in relation to employment and skills sets** (e.g. sources Quarterly Labour Force Survey, The Highest Occupations in Demand list). Analysis must include anticipated changes and the identified HR Implications in relation to supporting the strategic objectives of the Department and proposed recommendations.
    2. **HR Planning Strategic Objectives** identified and linked to the following functional areas (HR Objectives may be linked to one or more).
* Organisational Development and Change Management
* HR Practices and Administration Services
* HR Utilisation and Development
* Human Resource Planning and Information Systems
* Employee Health & Wellness
* Ethics, Values, Employee and Labour Relations

## SECTION THREE: WORKFORCE ANALYSIS

**Information**

**This section focuses on the analysis of data, both qualitative and quantitative, for each of the HR functional areas**. **PLEASE NOTE**:

* The most significant aspect of this section is not the populating of the tables but rather the analysis and the conclusions that are drawn from the analysis. HR Planners are therefore requested to provide information in graphs and/or tables to summarise and highlight important aspects of their analysis.
* The analysis of the Department’s Strategic Plan, the internal and external environment factors and the identified HR issues/themes provide a context for how the data is analysed.
* Workforce analysis must be done against the following HR Functional Areas:
* Organisational Development and Change Management (Workforce Capacity)
* HR Practices and Administration Services (Workforce Availability)
* HR Utilisation and Development (Workforce Development)
* Human Resource Planning and Information Systems (Workforce Profile)
* Employee Health & Wellness (Workforce Wellbeing)
* Ethics, Values, Employee and Labour Relations

**The HR Plan needs to reflect, the following for each HR functional area:**

* Gaps. The gaps identified should be carried to the GAP Section (Section 5).
* Challenges, Implications and Risks.
* Recommended Interventions. The interventions identified should be carried to the Priority HR Planning Interventions Section. (Section 5)
* Consider the quality aspects defined in the assessment tooI as the minimum requirement for the development of the plan

**NB: Please delete the information and resources boxes prior to approval of the HR Plan**

|  |
| --- |
| **Resources**  HR Planning Strategic Framework  HR Planning Guideline - Section 3.2  Data sources –PERSAL, Vulindlela, other Sources  HR Planning Guideline; Tool 4. Questions to guide organisational and workforce analysis through data analysis  HR Planning Guideline; Tool 5. Process to identify key roles and functions Organisational Development and Change management  HR Planning Guideline; Tool 6. Process to determine scarce and critical skills. |

**3.1 Organisational Development and Change Management**

**3.1.1** Graphical or Tabular Representations

**Please provide graphical/ diagrammatic /tabular representation of high level issues identified against Table 3**

**3.1.2** For an analysis of organisational aspects please consider the approved organogram and any changes planned over the MTEF. Inputs should be based on: number of posts needed, number of posts for which funds are approved, difference in the number of posts needed versus funded, posts considered for abolishment, any financial savings, and cost of creating new posts. This analysis should be informed per level, occupations and appointment additional to the establishment.

**3.1.3** Please complete Table 3 below and provide an analysis and recommended interventions

Table 3: **Organisational development and change management**

|  |  |  |
| --- | --- | --- |
| Sub-area | Description | Recommended interventions |
| 1. Organisational structure implementation, relevance, efficiency and effectiveness  * Financial implication * Headcount * Appointments additional to the establishment | Gaps/ Areas for improvement |  |
| Analysis, Implications and Risks |

Table 3: Organisational development and change management

**3.2 HR Practices and Administration Services (Workforce Availability)**

**3.2.1** Graphical or tabular Representations

**(Please provide graphical / diagrammatic /tabular representation of high level issues identified against sub-areas identified below in Table 4)**

**Table 4: HR Practices and Administration Services** (Please complete Table 4 below and provide an analysis and recommended interventions)

|  |  |  |
| --- | --- | --- |
| **Sub-area** | **Description** | **Recommended interventions** |
| 1. Vacancy rate | Gaps / Areas for Improvement |  |
| Analysis, Implications and Risks |
| 1. Turnover | Gaps / Areas for Improvement |  |
| Analysis, Implications and Risks |
| 1. Appointments additional to establishment | Gaps / Areas for Improvement |  |
| Analysis, Implications and Risks |
| 1. Exits  * Anticipated exits * Terminations * Retirements | Gaps / Areas for Improvement |  |
| Analysis, Implications and Risks |
| 1. Recruitment and Appointments | Gaps / Areas for Improvement |  |
| Analysis, Implications and Risks |
| 1. Stability Rate | Gaps / Areas for Improvement |  |
| Analysis, Implications and Risks |

Table 4: HR administration services

## 3.3 HR Utilisation and Development

**3.3.1** Please complete Tables 5 and 6 below and provide an analysis and recommended interventions

**Table 5: Skills Requirements for Critical Occupations for current and future needs**

**The critical occupation lists will be determined by the Departmental Strategic Plan.** *In the table below identify the skills required per critical occupation in order to achieve your departmental objectives. This must also cover envisaged changes in the skills profile anticipated for the future.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Critical Occupations**  **Defined at Unit Group** | **Identified skills sets**  **per critical occupation** | **Total Number of employees in the occupation** | **Availability of skills sets** | | **Recommended Interventions** |
| **Current**  **Number of employee (available)** | **Future number of employees** **needed )** |
| E.g. Engineering Professionals- ***Chemical engineers*** | E. g Resource management skills. |  |  |  |  |

Table 5: Skills requirements for Critical Occupations for current and future needs

**Table 6: Scare Skills Analysis** In the table below indicate occupations that are currently scarce and are likely to become scarce in the future. Reflect on both internal and external sources that can be used in future as a potential pool for replacements.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Scarce Skills** **Defined at Unit Group** | **Specialization**  **Within the Occupation** | **Total Number of employees in the occupation** | **Availability of specialized skills area** | | **Recommended Interventions** |
| **Current**  **Number of employee (available)** | **Future numbers of employee (needed )** |
| E.g. Teacher | E. g Mathematics Teacher |  |  |  |  |

Table 6: Scare skills analysis

**3.3.2** Please complete Table 7 below and provide an analysis and recommended interventions

**Table 7:** **HR Utilisation and Development:**

|  |  |  |
| --- | --- | --- |
| **Sub-area** | **Analysis** | **Recommended interventions** |
| 1. Performance Management and Development  * Poor performance, * Identified development * Performance Improvement | Gaps / Areas for Improvement |  |
| Analysis, Implications and Risks |
| 1. Human Resource Development  * PS HRD Strategic Framework alignments, objectives, targets, * Youth employment * Interns and learnership, * Graduate programmes | Gaps / Areas for Improvement |  |
| Analysis, Implications and Risks |

Table 7: HR utilisation and development

## 3.4 Human Resource Planning and Information Systems (Workforce Profile)

**3.4.1** Graphic or tabular Representations (Please provide graphical representation of high level issues identified against sub-areas identified in Table 8)

**3.4.2** Please complete Table 8 below and provide an analysis and recommended interventions

**Table 8: Human Resource Planning and Information Systems**

|  |  |  |
| --- | --- | --- |
| **Sub-area** | **Analysis** | **Recommended interventions** |
| 1. Profile by equity, age, and gender   (e.g. youth versus aging workforce) | Gaps / Areas for improvement |  |
| Analysis, Implications and Risks |
| 1. Disability Profile | Gaps / Areas for Improvement |  |
| Analysis, Implications and Risks |
| 1. Organisational continuity and institutional knowledge/memory | Gaps / Areas for improvement |  |
| Analysis, Implications and Risks |
| 1. HR data and information systems | Gaps / Areas Improvement: |  |
| Analysis, Implications and Risks |
| 1. HR Planning development, implementation, reporting and quality assurance | Gaps / Areas for Improvement |  |
| Analysis, Implications and Risks |

Table 8: Human resource planning, data and information systems

## 3.5 Employee Health and Wellness

**3.5.1** Graphical or tabular Representations (Please provide graphical representation of high level issues identified against sub-areas identified in Table 9)

**3.5.2** Please complete Table 9 below and provide an analysis and recommended interventions

**Table 9: Employee Health and Wellness**

|  |  |  |
| --- | --- | --- |
| **Sub-area** | **Analysis** | **Recommended interventions** |
| 1. Health and Wellness Strategic Framework  * HIV&AIDS, STIs and TB Management Policy * Health and Productivity Management * Safety Health Environment Risk and Quality (SHERQ) Management Policy * Health and Wellness Management | Gaps/ Areas for Improvement |  |
| Analysis, Implications and Risks |

Table 9: Employee health and wellness

## 3.6 Ethics, Values, Employee and Labour Relations

**3.6.1** Graphical or tabular Representations (Please provide graphical representation of high level issues identified against sub-areas identified Table 10)

**3.6.2** Please complete Table 10 below and provide an analysis and recommended interventions

**Table 10: Ethics, Values, Employee and Labour Relations**

|  |  |  |
| --- | --- | --- |
| **Sub-area** | **Analysis** | **Recommended interventions** |
| 1. Sound Labour relations  * Discipline Management * Grievance and Disputes | Gaps / Areas for  improvement |  |
| Analysis, Implications and Risks |
| 1. Ethics and values | Gaps / Areas for  improvement |  |
| Analysis, Implications and Risks |  |

Table 10: Ethics, values, employee and labour relations:

## SECTION FOUR: HUMAN RESOURCE GAP ANALYSIS

**Information**

**This purpose of this section is to analyse and identify the gap, within the context of the Department’s needs, in relation to:**

* The future workforce demand and the current supply
* Competencies and skills required
* Workforce profile (resourcing)
* Organisational structure and climate

Please refer to tool 6: Process to identify the gap between future workforce and the required current workforce for a list of possible gaps against each functional area.

**NB: Please delete the information and resources boxes prior to approval of the HR Plan**

|  |
| --- |
| **Resources**   * HR Strategic Objectives * Analysis and Conclusions from Section Three * HR Planning Guideline - Section 3.3 * Tool 6 from the Guideline: Process to identify the gap between future workforce required and current workforce |

**Table 11: QUANTITATIVE AND QUALITATIVE DATA**

| **FUNCTIONAL AREA** | **GAPS** /**AREA IDENTIFIED** **FOR IMPROVEMENT**  ***(INDICATE WHETHER QUALITATIVE AND /OR QUANTITATIVE GAP)*** | **BASELINE**  **GAPS /AREA IDENTIFIED FOR IMPROVEMENT**  **(PROVIDE SPECIFIC NUMBERS OR PERCENTAGES FOR QUANTITATIVE GAPS. (PREVIOUS CYCLE IF AVAILABLE)** | **PLANNED IMPROVEMENTS IDENTIFIED FOR THE MTEF CYCLE**  **(PROVIDE SPECIFIC TARGETS)** | **COMMENTS** |
| --- | --- | --- | --- | --- |
| **Organisational Development and Change Management**   1. Organisational structure implementation, relevance, efficiency and effectiveness |  |  |  |  |
| **FUNCTIONAL AREA** | **GAPS** /**AREA IDENTIFIED** **FOR IMPROVEMENT**  ***(INDICATE WHETHER QUALITATIVE AND /OR QUANTITATIVE GAP)*** | **BASELINE**  **GAPS /AREA IDENTIFIED FOR IMPROVEMENT**  **(PROVIDE SPECIFIC NUMBERS OR PERCENTAGES FOR QUANTITATIVE GAPS. (PREVIOUS CYCLE IF AVAILABLE)** | **PLANNED IMPROVEMENTS IDENTIFIED FOR THE MTEF CYCLE**  **(PROVIDE SPECIFIC TARGETS-** **NUMBERS OR PERCENTAGES FOR QUANTITATIVE GAPS)** | **COMMENTS** |
| **HR Practices and Administration Services**   1. Vacancy rate 2. Turnover 3. Exits/ anticipated exits 4. Appointments additional to establishment 5. Recruitment and Appointments 6. Stability rate |  |  |  |  |
| **HR Utilisation and Development**   1. Human Resource Development 2. Performance Management and Development. |  |  |  |  |
| **Human Resource Planning and Information Systems**   1. Profile by equity, age, and gender 2. Disability by Profile 3. Organisational continuity and institutional |  |  |  |  |
| **FUNCTIONAL AREA** | **GAPS** / **AREA IDENTIFIED** **FOR IMPROVEMENT**  ***(INDICATE WHETHER QUALITATIVE AND /OR QUANTITATIVE GAP)*** | **BASELINE**  **GAPS /AREA IDENTIFIED FOR IMPROVEMENT**  **(PROVIDE SPECIFIC NUMBERS OR PERCENTAGES FOR QUANTITATIVE GAPS. (PREVIOUS CYCLE IF AVAILABLE)** | **PLANNED IMPROVEMENTS IDENTIFIED FOR THE MTEF CYCLE**  **(PROVIDE SPECIFIC TARGETS)** **NUMBERS OR PERCENTAGES FOR QUANTITATIVE GAPS** | **COMMENTS** |
| 1. knowledge/memory 2. HR data and information systems 3. HR Planning development, implementation, reporting and quality assurance |  |  |  |  |
| **Employee Health and Wellness**   1. HIV AIDS and TB prevention 2. Health and Productivity Management 3. Safety Health Environment Risk and Quality (SHERQ) 4. Health and Wellness Management |  |  |  |  |
| **Ethics, Values, Employee and Labour Relations**   1. Ethics and Values 2. Discipline Management 3. Grievance and Disputes |  |  |  |  |

Table 11: Quantitative and qualitative data

## SECTION FIVE: PRIORITY DEPARTMENTAL STRATEGIC INTERVENTIONS

## 5.1 Priority HR Planning Interventions

**Information**

**The purpose of this section is to prioritise gaps, determine HR Planning Interventions and budget.** It is important that the HR Plan provides a concise and clear narrative that explains reasons for the prioritisation. The recommendations should be incorporated within the HRP Implementation Plan)

**NB: Please delete the information and resources boxes prior to approval of the HR Plan**

|  |
| --- |
| **Resources**   * HR Planning Strategic Objectives * Analysis and conclusions from Section Three- Workforce Analysis * Gaps identified in Section Four - Gap Analysis * HR Planning Guideline - Section 3.3 * Tool 7: Process to prioritise gaps |

**Table 12: PRIORITY HRP STRATEGIC INTERVENTIONS**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **HR Planning objectives** | **Functional Area** | **Gap / Area that needs improvement (MTEF Cycle)** | **Prioritised HRP Strategic interventions** | **Planned outputs for implementation of interventions** | **Targets against planned improvements** | **Available Budget** |
|  |  |  |  |  |  |  |
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Table 12: Priority HRP strategic interventions

## 5.2 Overview of the assessment: Ability of Departmental Human Resource Components to strategically assist in the achievement of service delivery goals

**Information**

This section should summarise the overall findings of the assessment of HR Components as prescribed in the MPSA Directive, in terms of the following:

* Part A: Strategic Dimension
* Part B: Technical Dimension
* Part C: Quantitative Dimension

The recommendations should be incorporated within the HRP Implementation Plan

**NB: Please delete the information and resources boxes prior to approval of the HR Plan**

**Table 13: HR Self –Assessment Interventions**

|  |  |
| --- | --- |
| **SUMMARY OF HR ASSESSMENT PRIORITY** | |
| **NO** | **REQUIRED: PRIORITISED INTERVENTION(S)** **FOR THE MTEF CYCLE** |
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|  |  |
|  |  |
|  |  |
|  |  |

Table 13: HR self-assessment interventions

## SECTION SIX: CONCLUSION

**6.1 Conclusion**