particular skills in order to satisfy their changing needs. From the HR perspective, strategically using the information assets of the organisation means that HR business processes, organisational support systems and HR information technology are aligned to continuously capture, maintain and utilise key strategic information to improve departmental performance.

The work of Mayfield, Mayfield and Lunce (2003)^12, the role of the HRIS is seen as the “operational Link between strategic operational vision and human resource implementation “ Mayfield et. Al (2003). It is based on:

- Strategic integration
- Personnel development
- Communication and integration,
- Records and compliance
- Human resources analysis
- Knowledge management,
- Forecasting and planning
- Organisational vision

The labour market is a dynamic environment with labour supply and demand continuously changing in response to the technological, economical, political and social environment. To formulate labour and employment polices, it is imperative that relevant, up-to-date and timely labour market information is available. Public service labour market supply and demand database and information system is highly underdeveloped, predominantly unmanaged and relatively distorted.

The HRIS will be used to serve as a source of information for the development of the department’s Strategic Human Resource Plan. This will also ensure improved organisational effectiveness by keeping relevant records of employee details, storing and retrieving all relevant information in a most efficient and effective way, documentation of performance reviews, secure private personnel records, etc.
The dpsa and its partners are currently working on two systems that will be beneficiary to the entire public service. The first is the HRConnect system which deals with the incremental consolidation of information and population of the skills database through a common reference framework for skills audits, occupational and job profiling. The outcome of this process will further ensure synergising the occupational categories and standardisation thereof within the public service in line with the Organising Framework of Occupations prescribed by the Department of Labour.

The second is the Integrated Financial Management System (IFMS) project which led by the DPSA and National Treasury to review and upgrade Government’s transverse information technology (IT) systems against the backdrop of new legal and departmental requirements. This Transverse Systems cover the following Government IT systems:

- Financial management systems;
- Human resource & payroll management systems; and
- Integrated supply chain management systems (including asset & procurement management).

It will provide a HR Information System functionality, among others, with regard to recruitment, assumption of duty, termination of services, career management, performance management, education, development, and training, health and safety, labour relations, human resource planning, human resource administration, salaries, benefits and allowances, etc.

As can be seen the HRIS model concentrates on the general organisational, systems theoretical and HRD functions. The HRIS model explicitly includes Information Technology and systems points of view. The e- HRM model concentrates on the benefits of the use of web-based systems.
11. HR Analytics and Metrics

The effective use of HR information and HR Benchmarks requires a fundamental shift in how HR managers view their roles, their responsibilities and the process for determining priorities. A change in focus will be required from issues of management to a new methodology for determining their priorities based on impact on organisational effectiveness. This change is signified by how information is utilised. Information use will need to evolve from archival to decision support systems.

There greatest single challenge for HR in the public service will be to develop skills in interpreting departmental business and HR information. While some current systems have the technological capability of providing more effective reporting of HR information through the use of HR dashboards, specialised reports and data cubes, all of this will be meaningless if departments do not have both the professional competence in interpreting and using this information in decision making, and the commitment to change the nature of how the HR function works in the organisation.

The rapid development and use of internet technology has also boosted the implementation of electronic Human Resource Management (e-HRM). Research in this area reveals that information technology is driver to present and upcoming changes in HRM. Beyond this practical aspect, the implementation of e-HRM reveals also new possibilities for e-HRM researchers. The use of internet technology to support HRM tasks reveals new ways of engaging with data. In addition new innovative data analysis methods, subsumed under the concept of “web mining”, are available to analyse this data. Therefore it seems to be very promising to analyse this data in order to gain insight into the usage behaviour based on objective data in contrast to subjective and perceptive data gained by polling the users.
11.1 HR Metrics

A variety of indices can be used to evaluate the system. It is important to identify the metrics that will be used to judge system success early in the process. Common metrics include:

- Reductions in HR transactional / operational cycle time
- Headcount savings
- User satisfaction
- Process improvement in terms of reduction in steps
- Reductions in calls to HR or the call center
- Website hits
- Utilization of web-based training
- Cost savings per transaction
- Increase in interest by applicants (for recruitment-oriented websites)

11.2 HR Targeting:

Every organisation is heading towards a future determined by its current trends and practices in areas such as recruitment, turnover and promotion, and also by social trends taking place in the wider society in which the organisation operates. These trends determine what the available future workforce will look like, and how to attract and motivate the available workers. A wide range of factors including an aging population, changing education trends, outsourcing, globalization and the increased focus on work/life balance promise to pose significant future workforce challenges for the organisation, but they also present great opportunities. The challenges must be met and opportunities be taken, for the current path will often not be the one that leads the organisation to future success.

All organisations are heading towards a future influenced by their current trends and practices—but that doesn’t mean that they must passively accept their current path. Organisations are equipped for, and capable of, defining
their own preferred future—and then focusing their actions and achieving that goal. This fundamentally means that the “no change future state” to which the organisation is tracking will be different to the current workforce (see diagram).  

FIG 9

Looking beyond the current state is essential for an organisation’s competitive advantage and sustainability in every field—business planning, financial management, and enhanced service delivery and customer analysis. Most organisations expend a great deal of energy to effectively plan for their future products, services, customers, citizens, competitors and finances—but very few apply strategic planning techniques to the human resource that are the real source of advantage.

HR Targeting is the people equivalent of the financial plan and is a critical component of an organisation’s business strategy. Clearly, people are needed to execute the business plan, yet most organisations have no strategic plans for their future workforce. Strategic Workforce Planning allows an organisation to swiftly and intelligently position itself for changing conditions, and to maximize options for the future, by ensuring that the right people are in place to execute the strategy. Without Planning and Targeting, a departmental strategy is just wishful thinking!

The fundamental reason for performing Human Resource Planning, is not for compliance but to ensure that the workforce departments will have in the

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future will be the workforce they require. By HR Planning departments are able to gain powerful insight into what people the organisation will need, and what people will be available to you to meet those needs. Then, because they will be able to understand the gaps between their organisation’s demand and the available workforce supply, departments will be able to implement the correct talent management strategies to ensure that those gaps are closed.

As well as Human Resources expertise, Strategic Workforce Planning incorporates some key concepts, processes and analytical skills of other corporate functions, including finance, strategic planning, risk management and marketing. Strategic workforce planning enables the organisation to get to the DNA of its workforce data to discover critical issues, compare different groups, understand patterns and trends, home in on critical segments of the workforce such as mature workers and top performers, and customize its approach to managing the different segments of its workforce¹—which provides a good insight into some of the “non-HR” functions that come into play when HR planning is done well.

The illustration below depicts how the future workforce of the organisation can be impacted by things both within and beyond the organisation’s control. As well as being impacted by external and internal trends, the future state that every organisation is headed for can be significantly influenced by efforts organisations make to better reach the available future workforce. By HR Planning, and implementing appropriate changes based on that planning, departments could achieve their targeted future—the workforce they need for strategic organisational success!

FIG 10
11.3 HR Analytics Challenge for Organisation Effectiveness

11.3.1 HR Targeting and analytics significantly impacts the functional effectiveness of Organisation Effectiveness if it can

- Identify patterns in workforce data that may indicate potential business problems or opportunities
- Apply workforce and business analytics to calculate returns on investments and support decisions
- Create strategies to address changing talent requirements
- Contribute workforce analytics and judgment to guide organisation’s day-to-day workflow and decisions

11.4 The Relationships between Reporting, Analysis, & Analytics

11.4.1 Workforce Reporting:

Is largely static in that information is available and:

- Provides input measures and metrics
- Deliverable: Measurements – performance monitoring
- “We have good, trusted data”, “So what?” However this in itself is insufficient, departments need to analyse what the data means for them in that context, and what decisions need to be made.

11.4.2 Workforce Analysis:

Is about analyzing the available data. Most departments undergo data overload or analysis paralysis during this process.

- Exploring what’s going on in the workforce and introducing potential causes and potential repercussions (creating informed hypotheses)
- Techniques used: cross-tabs, cluster analysis, bi-variate correlations, etc.
- Deliverable: Awareness – enhanced understanding of the current state
- “We have better knowledge of what’s happening”, “We think…”

11.4.3 Workforce Analytics:
is a higher level of engagement about what the data means now and in the future. This involves:
- Determining what’s happening (or will happen) in the workforce by measuring probable causes and likely repercussions (scenarios)
- Using Techniques: scenario planning, regression analysis, structural equation modeling, Markov analysis, etc.
- Deliverable: Insight – knowledge with advisable actions
- “We know what will likely happen and why it’ll likely happen”

Departments need to ensure that several core practices are built on a foundation for introducing human capital measurement by proving credibility, return and internal value and interest. This may be achieved if they:

**Establish Data Integrity**
- Dedicate resources to verify accuracy
- Specify organisational structures in the format understood by your audiences
- Communicate data sources and verification processes

**Show Utility of Human Capital Metrics via a Case Study**
- Create change imperative tied to business issues
- Present analysis of hot topics (e.g., new hire retention, absenteeism)
- Leverage success in one division to drive “pull” in others
**Tailor Subsequent Waves of HR Metrics Value Roll-Out to Different Audiences**

- Identify different user groups
- Explain how they will make use of measurement capabilities
- Address their points of potential resistance

**11.5 HR Reporting**

HR Reporting is central to meaningful utilisation of HR analytics and metrics. It has three dimensions which target different internal and external audiences and uses different types of information they are:

11.5.1 Administrative Reports

These are mostly one dimensional and static volume based list reports which often cannot be easily manipulated.

11.5.2 Professional and Managerial

These are predominantly numerical/quantitative type reports that are multidimensional. The report has the ability to change dimensions instantly and the ability to drill up or down organisational structures or analytical dimensions.

11.5.3 Strategic Reports

These reports are high level reports with key recommendations in terms of skills shortages, new strategic HR direction needed by the department – based on analysis and synthesis of qualitative & quantitative data. They are impact or action-oriented often in the form of Key Performance Indicators (KPI’s)
12 TRANSVERSAL LEVERS OF ACTION: KEY GOVERNMENTAL INITIATIVES

The HR Planning strategic framework has transversal levers of action that include key government initiatives, sub-programmes, and strategic focus areas that must be carried-out in the implementation of the framework. This section is the core of this strategic framework and consists of the following four key governmental initiatives:

- Capacity-development
- Organisational support
- Governance
- Economic development

Each of these four government initiatives and the three strategic programmes are outlined and discussed below.

12.1 Capacity-development initiatives

Building human capital for high performance to ensure enhanced service delivery is one of the pillars of this HR Planning Strategic Framework. Capacity-development must be seen in its variety of forms to ensure that the right set of training and development options are explored in response to the needs of the departments to drive their HR Planning processes. Within the public service, there is a critical need to develop human capital capacity and to provide the necessary infrastructure to efficiently and effectively conduct HR Planning.

It has been mentioned that cross-cutting support structures and systems are a vital core in conducting HR Planning, hence the importance of linking HR Planning and HR Development to developing capacity in people. Capacity-
development therefore remains one of the critical initiatives that underpin the achievement of objectives of all of the strategic programmes within this Conceptual Framework for HR Planning.

It is the responsibility of the Public Service to ensure that all employees are provided with access to opportunities for developing individual capacities to operate at the required level within the department. This will ensure that departments have the necessary capacity to develop and implement their respective HR Plans without relying on services provided by expensive consultants.

**12.2 Organisational Support initiatives**

Organisational Support Initiatives, in this instance, refers to the integrated operational aspects of the departments upon which a holistic HR Planning function is dependent. While these may not necessarily be direct functions or concerns of HR Planning, they need to be integrated in all the departmental planning processes to ensure effective HR Planning. By virtue of the cross-cutting nature of the HR Planning portfolio, every other function within a department has to play its role effectively to ensure the achievement of HR Planning strategic goals.

The management and success of HR Planning in the Public Service depends on the extent to which departmental support structures and systems are applied. While the fundamental principle of HR Planning is to ensure that the required number of employees with the required competencies is available when needed, it cannot be isolated from departmental efforts to attract, recruit, and retain a competent workforce.

This will ensure proper implementation of Talent Management strategies in terms of managing employee performance and proper utilisation of their skills and competencies, hence an integrated approach. This very core element is what constitutes effective mainstreaming of departmental
planning processes and organisational support initiatives critical for ensuring that structures, systems, and processes are put in place for this to happen effectively and efficiently.

12.3 Governance Initiatives

Governance refers to the processes and systems by which an organisation operates and government is established to administer these processes and systems. One of the legal mandates of the dpsa is to promote the transformation of the entire public service. To achieve this, it will require putting in place processes and systems which will be become the norms and standards to be complied with.

This highly prioritized area of good governance should be exercised at all levels of government, both at policy and operational level, as well as at national, provincial, and local level. It should also be visible departmental within the respective branches, components, and units. While governance may be driven from the top, the successful implementation of the strategic framework must be carried-out at all levels of the department.

Governance initiatives should also be linked to interventions to be implemented to track service delivery progress, to promote accountability, quality and integrity, as well as impact assessment of services rendered. There are many focus areas of good governance in the implementation of the HR Planning Strategic Framework, and in this instance eight are being prioritised. These are considered to be the key areas of intervention which can accrue the highest added-value in strengthening national structures and performance outcomes for HR Planning.

12.4 Economic Growth and Development Initiatives

Economic Growth and Development Initiatives seek to respond to the millennium development goals and the developmental state agenda of
government. In its overall agenda, government seeks to build an economically vibrant state and to address the many challenges that affect its people. Among the most important national goals for the next decade, within the context of HR Planning, is skills development.

Government’s attempt to achieve its set objectives is hindered by the low skills level of its public service in strategic areas. This results in backlogs in service delivery initiatives. Many government programmes and initiatives are undertaken in skills development in response to the general absence of people with appropriate skills for driving the developmental state agenda. Public Service efforts that have been put in place to drive the developmental agenda of the country must be geared towards boosting employment levels, alleviating poverty, and enhancing the skills base of the population. It is within these objectives that this strategic framework can find its base and locate itself.

It is the purpose of this strategic framework to provide a collective, shared, integrated and coordinated response to HR Planning, so that public service programmes can take cognisance of the developmental priorities upon which this framework has been conceived. Collective efforts are necessary to ensure the achievement of these strategic goals. The success of these developmental initiatives depend on the clarity with which they are understood; the organisational space that is created for their implementation; the extent to which the Public Service response is sufficiently integrated and streamlined; and finally, the human resource capacity and ability in the respective departments which is needed to make a contribution to the achievement of national goals and priorities.

13 PROGRAMME PERFORMANCE

Departmental strategic plans involve a process of strategic planning as required by both the Public Service Regulations and the Treasury Regulations. National Treasury also released the Framework for Managing
Programme Performance Information which departments must ensure compliance with. The aims of this framework are to:

- Clarify definitions and standards for performance information in support of regular audits of such information where appropriate.
- Improve integrated structures, systems, and processes required to manage performance information.
- Define roles and responsibilities for managing performance information.

The Framework for Managing Programme Performance Information also ensures that departments understand:

- The importance of performance information as a management tool,
- The link between this framework and the Government-wide Monitoring and Evaluation System,
- The role of performance information in planning, budgeting, and reporting,
- The key concepts, including the criteria for good performance indicators,
- An approach to developing performance indicators,
- The capacity required to manage and use performance information,
- The role of key government institutions in performance information management, and
- The publication of performance information.
Performance information plays a growing role in budget allocations and will increasingly be used to monitor service delivery. This means the information must be accurate, appropriate, and timely.

The Public Service Regulations, 2001 and to some extent, the Treasury Regulations, determine and prescribe the content of strategic planning processes to be embarked upon by departments.

It is evident that programmes and projects are initiated and designed to address problems and challenges identified in enhancing service delivery and to fulfill the mandate of the Government. This, in the context of national and provincial departments, includes alignment of Medium-Term Strategic Framework (MTSF), Millennium Development Goals (MDGs), Strategic Planning, Business and Operational Plans, Programme of Action, Programmes and Annual Reporting. Planning in government is critical and has to take into account the reality of different cycles.

Key amongst these planning processes is the five-year MTSF and the MTEF cycle which is a three-year rolling budget that is reviewed annually. Linked to the MTEF, are the various human resource management and development interventions designed to management human capital talent and organisation performance.

13.1 Strategic HR Planning cycle process

The following figure represent the proposed Human Resource Planning process cycle, which further takes into account the reporting requirements.
The aforementioned proposal of the HR Planning process should as much as possible be linked to the activities on the Integrated Financial Management System (IFMS) once approval for its implementation has been obtained. This process will ensure proper monitoring and evaluation of departmental HR Planning activities on an on-going basis, which will also assist in the development of the macro HR Plan for the public service.

13.2 Programme of Action (PoA)

The Programme of Action, commonly known as the POA, is a government-wide monitoring and evaluation system that has been
introduced to monitor the progress of programmes of all government departments and is structured in terms of the 6 clusters of government namely the Governance and Administration Cluster; Social Cluster; Justice Crime Prevention and Security Cluster; Economic Cluster; Investment and Employment and International Relations, Peace and Security Cluster. This cluster system also enables departments to deal with programmes in an integrated manner and to break any silo mentality that might exist in the public service.

13.3 Responsiveness to Millennium Development Goals (MDGs)

The main goals for programme performance is to priorities, address and achieve the Government’s Millennium Development Goals. It is therefore important that all HR Planning initiatives, its objectives, outcomes, and practices are geared towards responding to the MDGs. In response to the many challenges facing development programmes due to the lack of professionals trained in interdisciplinary approaches to problems solving, the programme on the MDG focuses on proposing an interdisciplinary approach in dealing with issues directly related to development.

In order to ensure that the public service responds positively to the achievement of the MDGs, it is imperative that HR Planning is effectively conducted to attract and retain the right caliber of employees to this Government intervention and other relevant initiatives for the better life of all the people of South Africa. The following figure illustrates the cabinet support structures to deal with MDGs in a holistic manner.
14 HR PLANNING PROCESS METHODOLOGY

Fig. 13 below illustrates the methodological framework for HR Planning within the Public Service. The HR Planning process is essentially a cyclical one and involves the constant integration of departmental business and HR Planning specific activities, as well as feedback on the implementation of the HR Plan overall.
The HR Plan must be aligned with the strategic priorities of government as well as the departmental strategic plan. The HR Planning methodology comprises of seven major components with additional steps aimed at assisting HR Planners to achieve the outputs for each component. The detailed description of this process methodology is available on the HR Planning Guideline.
15 CAPACITY-DEVELOPMENT FOR THE HR PLANNING FRAMEWORK

The public service is faced with a challenge of limited capacity to understand and integrate government strategies with departmental strategic and operational plans, including the Integrated Developmental Plans (IDPs), and Provincial Growth Developmental Plans (PGDPs). This on the other hand has a major impact on the department’s capabilities to develop and implement their respective HR Plans.

Departmental work-plans which are designed to translate into organisational performance and therefore performance management are not always aligned to the Government’s Programme of Action. This has serious implications on the achievement of government strategies and departmental strategic objectives in enhancing service delivery. The main cause for the desegregation of activities within the public service is failure by departments to appropriately and effectively integrate their planning processes as it is a requirement with Human Resource Planning.

With the conversion of SAMDI into a Public Service Academy, a lot is expected from them to drive the training and development programmes that will ensure that organisational performance and government’s Programme of Action is prioritised. Their programmes should as much as possible be outcome-based and be practical in nature so that learning and knowledge gained is transferred into the workplace.

Currently, most training and development programmes are very theoretical. By so doing, the level of proficiency in enhancing service delivery, achieving organisational performance and government’s Programme of Action will be realised. It is a fact that the dpsa does not have adequate human capital capacity, and thus cannot afford the luxury of providing Human Resource Planning training throughout the public service, but on an ad-hoc basis.
The capacity-development initiatives have been included in all four strategic programmes, i.e. HRPP, HRIS, and HR Targeting focusing on the following:

- Fostering learning and innovation.
- Enhancing competency in OS.
- Human Resource Planning knowledge frameworks.
- Human Resource Information System knowledge framework.
- Human Resource Planning and Information System knowledge frameworks.

Amongst the capacity building programmes that have been initiated by government and its partners intended to assist leaders and managers are the Accelerated Development Programme and the Executive Leadership and Development Programme, to mention the few.


These programmes are very much aligned to the HR Planning practices as they set the foundation for its development and implementation. This is not an exhaustive list of running government-initiated programmes; more can be accessible through institutions like samdi, etc.
16. OUTLINE OF THE GENERIC IMPLEMENTATION PLAN FOR HR PLANNING STRATEGIC FRAMEWORK

The objectives and sub-objectives outlined hereunder are based on the results of the review, concepts and principles set forth in the preceding sections of this document. A detailed outline of the HR Planning Strategy is presented under this section.

The strategy is presented here as a thumbnail sketch of what will be accomplished. The strategy is divided into four main objectives consistent with the four pillars depicted in the conceptual framework. For instance, the table below presents a description of each of the items covered in outlining each sub-objective of the strategy. For each objective, sub-objectives and activities are outlined. The sub-objectives are essentially the key focus areas that are depicted in the boxes of each pillar of the conceptual framework.

The activities, as outlined in the tables to follow, seek to elaborate on the priorities and interventions that are intended to achieve each strategic objective and its associated sub-objectives. Also described in the table for each sub-objective is the rationale for the approach to be undertaken in achieving the intended outcomes. These, together, seek to clarify the meaning, scope and reach of the sub-objective outlined. When completed, the outline for each sub-objective represents a guide or road map for implementation.

The four objectives of the HR Planning Strategy are as follows:

i) To identify and rectify pertinent HR Planning capacity building gaps.

ii) To provide a framework for HR Planning policies and guidelines in order to ensure that the Public service is
able to recruit, manage and retain employees of the highest quality.

iii) To ensure that HR Planning processes and practices within departments are functioning effectively to enable an adequate level of planning, and compliance with HR Planning prescripts in the public service.

iv) To address human capital skills challenges that hampers the execution of service delivery initiatives and interventions in the public service.
### 16.1 Outlining content structure for the HR Planning strategy

<table>
<thead>
<tr>
<th>AREA OF PRESENTATION</th>
<th>INTENT AND DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strategic objective</td>
<td>The strategic objectives are the objectives noted to represent each pillar of the strategy as presented in the conceptual framework diagram. There are four strategic objectives – one to represent each pillar of the strategy. The strategic objective is identified on the outline of each sub-objective.</td>
</tr>
<tr>
<td>2. Sub-objective</td>
<td>Each pillar of the strategy is divided into the interventions or initiatives which are embodies in that pillar. Each intervention or initiative is presented as a sub-objective. These sub-objectives are the focal points of the strategic framework and the basis of the activities to be undertaken. The sub-objectives are analysed and presented to ensure that the practical implications of each is clear.</td>
</tr>
<tr>
<td>3. Success indicators</td>
<td>Success indicators are the performance expectations for each sub-objective. They seek to identify exactly what outcomes are expected as a result of the intervention made.</td>
</tr>
<tr>
<td>4. Rationale and strategic focus</td>
<td>The rationale and the strategic focus seek to present the justification for undertaking the initiative and the sub-objective. It presents the reason why the initiative was selected from a host of other interventions which could have been made.</td>
</tr>
<tr>
<td>5. Approach</td>
<td>The approach presents a brief statement about the manner in which the sub-objective will be accomplished. It is the method, the course of action or the strategy for accomplishing the sub-objective. The statement of approach is critical since it gives meaning to the sub-objective. In many cases, the objective will be unclear until the statement of approach is presented. There are many options available for undertaking the initiatives and interventions noted. The approach section seeks to sketch the manner in which the sub-objective will be accomplished. In some cases, it seeks to note the manner in which responsibilities will be allocated.</td>
</tr>
<tr>
<td>6. Activities</td>
<td>The activities associated with the particular sub-objective are the specific actions that will be undertaken in order to accomplish the sub-objective in reference. These activities are the items that will eventually be subjected to the timeframes, support and monitoring and evaluation. In spite of this, however, the activities noted are not exhaustive, and may not be tailored to the specific circumstances of the respective Department. In this regard, when the Department presents its plan to respond to the strategic framework it may be necessary to include activities that are not listed here. It will be noted on each sheet that the listing of activities also assists in clarifying what is intended with the sub-objective being outlined.</td>
</tr>
</tbody>
</table>
## 16.2 Implementation plan

### Strategic Objective 1:

**To identify and rectify pertinent HR Planning capacity building gaps.**

**CAPACITY BUILDING**

<table>
<thead>
<tr>
<th>Sub-Objective 1.1</th>
<th>Success Indicators</th>
</tr>
</thead>
</table>
| To ensure that the right set of training and development options are explored in response to the needs of the departments to drive their HR Planning processes. | • Each department is familiar with the guidelines and reporting template.  
• Each department follows process utilising guideline as outlined by DPSA.  
• Each department ensures enhanced service delivery in support of the pillars of HR Planning Strategic Framework  
• Each department as part of its WSP, plans for training in HRP |

### Rationale and Strategic Focus

*Currently there is a critical need to develop for departments to have the requisite capability and capacity to conduct HR Planning within the public service efficiently and effectively.*

The strategic focus here is the promotion of a sustainable approach to HR Planning capacity building in the Public Service.

### Approach

The objective to be attained here is the independent development of HR plans by departments. *Guidelines developed by DPSA. - Workshops and training through SAMDI and the Public Service Academies will contribute.*

### Activities for Sub-Objective 1.1

1. **1.1.1 To develop specific training modules in relation to HR Planning.**
2. **1.1.2 Workshops to be conducted public service wide.**
3. **2.1.3 Departmental HR Planners are identified and sent for training.**
Strategic Objective 2: 
To provide a framework for HR Planning policies and guidelines in order to ensure that the Public service is able to recruit, manage and retain employees of the highest quality.

**ORGANISATIONAL SUPPORT**

<table>
<thead>
<tr>
<th>Sub-Objective 2.1</th>
<th>Success Indicators</th>
</tr>
</thead>
</table>
| 2.1 the supply and demand of Human Resources to the Public Service | - Each department has an adequate strategy for managing the supply of its scarce and critical skills  
- Departments in the respective sectors have no gaps in terms of scarce and critical skills  
- Departments in respective sectors together with the relevant SETA have collaboratively produced a strategy on the supply pipeline for relevant skills in the Sector  
- Each department has relevant MOUs in place to manage the skill supply pipeline  
- Working collaboratively with the National and Provincial Education Departments, departments use schools as the initial source in building a viable supply pipeline |

2.1 To promote effective Human Resource Planning in terms of integrated HR Planning in the public service. By virtue of the cross-cutting nature of the HR Planning portfolio, every other function within a department has to play its role effectively to ensure the achievement of HR Planning strategic goals.

- Each department has established an HR Planning structure that reports to management  
- the departments effectively and efficiently manage:  
  - Strategic human resource decisions.  
  - Competency and skill requirements.  
  - Workforce demographics and projections.  
  - Human resource expenditure.  
  - Workforce growth and change.  
  - Budget.  
  - changes in programmes

Rationale and Strategic Focus
Strategic Objective 2:  
*To provide a framework for HR Planning policies and guidelines in order to ensure that the Public service is able to recruit, manage and retain employees of the highest quality.*

**ORGANISATIONAL SUPPORT**

*To ensure that the department has the necessary structure and resources to deliver on its mandate and achieve its strategic objectives.*

The strategic focus here is the promotion of the establishment of high level structures and reporting lines for HRP.

**Approach**

The objective to be attained here is the development of guidelines on HR Planning. DPSA to provide advice and guidance on specific areas of concern to the relevant stakeholders and to report on the HR Planning Capacity/capability of departments.

**Activities for Sub-Objective 2.1**

- **2.1.1** Interact with departments when requested for purposes of assisting them in developing their HR Planning.
- **2.1.2** Assist departments in establishing internal HRP structures.
- **2.1.3** Guidelines are put in place for managing the supply of skills internally.
### Strategic Objective 3:
**To strengthen & support departmental HRP compliance Governance.**

<table>
<thead>
<tr>
<th>Sub-Objective 3.1</th>
<th>Success Indicators</th>
</tr>
</thead>
</table>
| 3.1To ensure that the departments comply with HRP Regulatory requirements. | • All departments have submitted a HR plan and implant it  
• All departments adhere to a high standard of professional ethics.  
• All departments plan within available budgeted funds for the recruitment, retention, deployment, and development of human resources according to departmental requirements.  
• Assess the human resources necessary to perform departmental functions  
• Assess existing human resources by race, gender, and disability, as well as by occupational categories, skills levels organisational components, and grade levels. |

### Rationale and Strategic Focus

**The departments must develop and report on a HR Plan**

**The strategic focus here is the promotion of compliance in the Public Service.**

### Approach

**The dpsa will develop National and Provincial as well as cluster reports in terms of HR Plans received, in process and evaluated.**

The dpsa shall provide these reports and findings thereto to the OPSC

### Activities for Sub-Objective 3.1

3.1.1 *Departments develop plans*

3.1.2 *departments submit plans to dpsa*

3.1.3 *dpsa develops status reports per National, provincial and cluster*

3.1.4 *Reports are analysed and evaluated with feedback provided to departments*
Strategic Objective 4: 
*To address human capital skills challenges that hampers the execution of service delivery initiatives and interventions in the public service.*

**ECONOMIC GROWTH AND DEVELOPMENT**

<table>
<thead>
<tr>
<th>Sub-Objective 4.1</th>
<th>Success Indicators</th>
</tr>
</thead>
</table>
| 4.1. To ensure that Government’s attempt to achieve its objectives are hindered by the low skills level in public service in strategic areas i.e. increase HR supply | • The vacancies in departments are reduced  
• More efficient recruitment practices established  
• Departments have HR early warning systems  
• The training programmes are based on the PDPs which are in turn based on accurate competency assessment data.  
• There is a follow-through on the implementation of the PDP in relation to short, medium and long term programmes with specific focus on the competency framework.  
• All managers in the department have gone through an induction programme specific to and facilitated by the department.  
• The department/province identified a diverse pool of high-potential leaders through a fair and accurate nomination process.  
• The department/province has appropriate policies for short, medium and long term training programmes.  
• All managers entering the Public service are effectively orientated and inducted with specific training material designed by SAMDI. |

**Rationale and Strategic Focus**

The supply of skills should be more directly managed so as to enable the Public Service to maintain a sufficient and capable skills base. Initiatives and agreements must be undertaken to ensure the availability of talent to undertake the responsibilities of the respective Departments.

The strategic focus here is the promotion of a proactive approach to recruitment and staffing in the Public Service.

**Approach**
Strategic Objective 4:
To address human capital skills challenges that hampers the execution of service delivery initiatives and interventions in the public service.

**ECONOMIC GROWTH AND DEVELOPMENT**

The objective to be attained here is the continuous supply of skills to the Public Service in appropriate occupational areas, and in the quality and quantity desired by various sectors of the Public Service.

Activities for Sub-Objective 2.1

<table>
<thead>
<tr>
<th></th>
<th>Design policies and guidelines to respond to orientation, induction, coaching, mentoring, sabbaticals and exchange programmes in conjunction with SAMDI</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.2</td>
<td>Establish partnerships with higher education institutions through SAMDI</td>
</tr>
<tr>
<td>4.1.3</td>
<td>Departments report on HR analytics and metrics.</td>
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</table>
Strategic Objective 5:
To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&D practice.

<table>
<thead>
<tr>
<th>Sub-Objective 5.1</th>
<th>Success Indicators</th>
</tr>
</thead>
</table>
| 5.1 To promote effective Human Resource Planning in terms of the supply and demand of Human Resources to the Public Service | • Each department has an adequate strategy for managing the supply of its scarce and critical skills  
• Departments in the respective sectors have no gaps in terms of scarce and critical skills  
• Departments in respective sectors together with the relevant SETA have collaboratively produced a strategy on the supply pipeline for relevant skills in the Sector  
• Each department has relevant MOUs in place to manage the skill supply pipeline  
• Working collaboratively with the National and Provincial Education Departments, departments use schools as the initial source in building a viable supply pipeline |

Rationale and Strategic Focus

The supply of skills should be more directly managed so as to enable the Public Service to maintain a sufficient and capable skills base. Initiatives and agreements must be undertaken to ensure the availability of talent to undertake the responsibilities of the respective Departments.

The strategic focus here is the promotion of a proactive and investment approach to training in the Public Service.

Approach

The objective to be attained here is the continuous supply of skills to the Public Service in appropriate occupational areas, and in the quality and quantity desired by various sectors of the Public Service. It is anticipated that each sector will have its unique approach to manage skills supply; but there will be generic approaches which can be generally applied. Leadership will be provided by DPSA, the respective SETAs...
Strategic Objective 5:
To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&D practice.

and by specially designated service providers and research institutions in providing sectoral assistance in skills supply management. Skills supply management activities will be identified and published for each sector of the Public Service, and general guidelines will be put in place by DPSA for managing skills supply from talent within the organisation. Skills supply management here is a multi-faceted approach which will include recruitment strategies; establishing partnerships for the continuous supply of talent; use of learnerships and internships; talent management within the organisation; creative use of scarce skills; retention programmes; marketing in educational institutions; and streamlined education and training programmes within organisation.

Activities for Sub-Objective 5.1

| 5.1.1 Skills supply alternatives are identified for each sector per occupational class |
| 51.2 SETAs in the respective sectors provide support and assistance in the development and implementation of viable strategies to manage the supply pipeline in the respective sector |
| 5.1.3 Guidelines are put in place for managing the supply of skills internally. |
| 5.1.4 Service providers are recruited to assist in skill supply management in the various sectors of the Public Service |
**Strategic Objective 5:**
*To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&D practice.*

<table>
<thead>
<tr>
<th>Sub-Objective 5.2</th>
<th>Success Indicators</th>
</tr>
</thead>
</table>
| 5.2 To promote effective Human Resource Planning in terms of the demand for skills and training in Public Sector organisations | • Skills audits are conducted by each department as a basis for planning HRD and attainment of strategic objectives  
• Each department has succession plans for key posts  
• Studies are conducted to determine the skills needs and profile of each sector |

**Rationale and Strategic Focus**

Training in the Public Service should be demand-led so that there could be the highest return on investment for training.

This must be an ongoing process.

Available technologies must be applied to assess demand on an ongoing basis. This process must be a multi-method process to ensure the accuracy of the data outcomes.

The strategic focus here is an investment orientation to training.

**Approach**

Assessing demand for skills is not a one time event but a routine and ongoing activity which keeps the organisation constantly aware of its skills base and skill needs. In this regard, therefore, organisational routines should be developed so that this constant awareness is maintained. Assessing skills demand will begin with skills audits, competency assessments, training needs analysis and an assessment of the factors which effect demand, e.g. attrition rates by various categories, the effect of HIV and AIDS and the age profile for critical occupational classes, among others. Initial studies are done in order to generate awareness on the demands of skills and constitute the basis of an approach to demand management. Ongoing routines are to be institutionalised and undertaken by line managers as part of their management responsibilities. While the respective SETAs and the DPSA will provide leadership and guidance in this area, the primary responsibility lies with the respective Departments.
Strategic Objective 5:
To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&D practice.

<table>
<thead>
<tr>
<th>Activities for Sub-Objective 5.2</th>
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<tbody>
<tr>
<td><strong>5.2.1</strong> Studies are conducted on skills demand for departments of Government in specific sectors</td>
</tr>
<tr>
<td><strong>5.2.2</strong> Each department prepares a table and report on current and projected demand for skills</td>
</tr>
<tr>
<td><strong>5.2.3</strong> Each department reports annually on its capacity to meet the demands for critical skills</td>
</tr>
<tr>
<td><strong>5.2.4</strong> Each component of the department maintains, on a routine basis, the training needs of its employees</td>
</tr>
<tr>
<td><strong>5.2.5</strong> Skills demand considerations are addressed in the WSP</td>
</tr>
<tr>
<td><strong>5.2.6</strong> A handbook of skills demand assessment and management is developed and the respective SETA assists departments in managing skills demand</td>
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</table>
### Strategic Objective 5:

*To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&D practice.*

#### Sub-Objective 5.3

#### Success Indicators

- All departments have a skills retention and scarce skills plan – even as part of an HRD and HRP Strategy.
- All Departments in the respective sector are fully capacitated with the relevant scarce skills.
- All Departments have agreements and processed in place to manage the supply of skills.

#### Rationale and Strategic Focus

Departments must find ways to ensure a constant supply of high quality skills for their operations.

Recruitment on the open market has become less and less viable for some occupations. In order to maintain skills retention and scarce skills policies must be put in place.

The strategic focus here is proactive engagement to protect investments in training.

#### Approach

One aspect of skills supply management is the ability to attract, manage and retain scarce and critical skills. Because of the competition in the market place for scarce and critical skills, the Public Service must embark upon strategies to attract and retain talent. This strategy will be undertaken in three ways: knowledge dissemination and support; the adoption of skills retention and talent management strategies; and tracking of success in the maintenance of scarce and critical skills. DPSA will provide leadership through facilitating the sharing of knowledge and exemplary practices, and through the development of formats and systems within their organisations. SETAs will also provide leadership in this regard.
Strategic Objective 5:  
*To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&D practice.*

<table>
<thead>
<tr>
<th>Activities for Sub-Objective 5.3</th>
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<tbody>
<tr>
<td><strong>5.3.1</strong> Management policies for retention and scarce skills developed</td>
</tr>
<tr>
<td><strong>5.3.2</strong> Workshops held in each sector on the management and retention of scarce skills</td>
</tr>
<tr>
<td><strong>5.3.3</strong> Annual reports are prepared by each department on the retention and management of scarce skills</td>
</tr>
<tr>
<td><strong>5.3.4</strong> Agreements and systems developed to manage the supply and utilisation of skills</td>
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</table>
Strategic Objective 5:
To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&D practice.

<table>
<thead>
<tr>
<th>Sub-Objective 5.4</th>
<th>Success Indicators</th>
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<tbody>
<tr>
<td>5.4To promote the establishment of systems and processes for the acquisition and management of knowledge and information in support of HRP in the Public Sector</td>
<td>• All Departments use HRMIS in managing data on HRP and D</td>
</tr>
</tbody>
</table>

Rationale and Strategic Focus

Data is important for management and reporting in HRP&D. Means must be put in place to monitor, evaluate and report. This is especially important in light of accountability systems which have been recently established in Government.

The strategic focus here is not only accountability promotion, but also the promotion of overall awareness of HRP&D operations.

Approach

A routine set of HR information is needed in order to effectively manage HRP&D. Policies, systems and processes must be set up to generate this information and to facilitate its use. There must be ease of access, ongoing support, and reliable means of data collection. The HRMIS will be centrally developed and supported through DPSA. However, application of the HRMIS data to enhance performance and reporting in HRD will be undertaken by the respective Departments. While the intent is to assist each Department, the object here is to develop, eventually, a common National Information System for HR where data can be consistently aggregated on a National basis. The DPSA, in addition to developing the system, will also provide guidelines, a handbook and training on the use of the system. Departments will be able to demonstrate how use of the system has enhanced their capacity to comply and their ability to perform more efficiently.

Activities for Sub-Objective 5.4
Strategic Objective 5:  
To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&D practice.

<table>
<thead>
<tr>
<th>5.4.1 HRMIS is established in each department with components that are adequate for planning and reporting in HRP&amp;D</th>
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<tbody>
<tr>
<td>5.4.2 Guidelines and a handbook are developed on the management and use of HRMIS</td>
</tr>
<tr>
<td>5.4.3 Training is provided on the use of HRMIS in the preparation of annual training reports</td>
</tr>
<tr>
<td>5.4.4 Ensure effective quality management system for reporting in the Public Service</td>
</tr>
<tr>
<td>5.4.5 The impact of training on the performance of departments and on the overall performance of the Public Sector is assessed annually</td>
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<tr>
<th>Sub-Objective 5.5</th>
<th>Success Indicators</th>
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| 5.5 To strengthen structures, systems and processes for performance management and development in the Public Service | • All departments effectively apply PMDS  
• All employees in Government have PDPs  
• The PDPs of employees are fully achieved each year  
• All employees have performance contracts based on the strategic objectives of the respective department |

Rationale and Strategic Focus

PMDS is the key to enhanced performance in the Public Service. It is the framework upon which all performance promotion initiatives could be
Strategic Objective 5:  
*To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&D practice.*

linked. HRD is critical in the PMDS cycle because it constitute the “D” in PMDS. In most cases PMDS and HRD are delinked. Measures must be taken to ensure that the planning system works and to ensure the “development” dimension is at the core of performance management.

The strategic focus here is to eliminate fragmentation and compartmentalization.

**Approach**

Performance management and development activities must inform and support HRP&D planning and programming. While part of the intent of this sub-objective is to strengthen PMDS, its main feature is the link between PMDS and HRD through PDPs and WSPs. The sub-objective, in the end, seeks to ensure that the development aspects of PMDS, as reflected in PDPs, are accommodated in WSPs and the training actually delivered. DPSA has developed the PMDS and has provided ongoing support for its implementation. The area to be strengthened is in terms of HRD linkages. DPSA will therefore continue to provide leadership in terms of strengthening PMSD and preparing guidelines and support for its full implementation. Guidelines will be provided for examining the impact of performance management on service delivery, on the performance actual outputs of managers and on the efficiency and effectiveness of programming training. The outcome is neither in the application of PMDS nor in the training provided, but in the outputs achieved in terms of enhanced service delivery.

**Activities for Sub-Objective 5.5**

5.5.1  *Support is provided to departments in the application and use of PMDS*

5.5.2  *Support is provided to departments in the assessment and reporting of service delivery performance*

5.5.3  *Criteria established for the service deliver performance of each SMS in the respective departments and these are reflected in measurable objectives in annual performance plans and directorate operational plans*
Strategic Objective 5:  
*To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&D practice.*

<table>
<thead>
<tr>
<th>Sub-Objective 5.6</th>
<th>Success Indicators</th>
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| 2.2 To ensure adequate availability and use of physical, financial and human resources and facilities | • All HR practitioners have viable job descriptions with performance standards and indicators  
• Skills development funds are used for training purposes  
• Training in the departments is consistent with strategic priorities and scarce skills requirements  
• All departments have HR plans  
• Policies and structures are in place to monitor expenditures in training |

**Rationale and Strategic Focus**

Regardless of the amount of training provided, performance will not improve until and unless people are provided with the correct resources and facilities to undertake their responsibilities. There must be ongoing assessment of the feasibility of application of content learned.

The strategic focus here is the promotion of the link between training and performance.

**Approach**

This strategic objective refers specifically to the manner in which the use of skills levy funding is governed. The object here is to ensure that skills levy funds are appropriately utilized for the purpose of training. To this end, all sub-objectives focus on monitoring and evaluating expenditure in training. Policies, guidelines and associated systems and processes will be developed by DPSA in collaboration with the respective SETAs. Departments will be expected to comply with these guidelines and to submit full reports on the manner in which these funds are utilized.

**Activities for Sub-Objective 5.6**

5.6.1 *Policies and guidelines developed on the use of skills levy funds by...*
Strategic Objective 5:
To strengthen support structures and systems in public organisations in creating a sound foundation for HRP&D practice.

Departments

5.6.2 A monitoring system and framework is established on the use of skills levy funding by departments

5.6.3 Annual reports are prepared by departments on the use of skills levy funding

5.6.4 Support is given to departments on HR planning and the strategic use of HRD to enhance performance

5.6.5 Develop policies and systems to monitor and evaluate expenditures in training
Strategic Objective 6:
To ensure that HRP in the Public Sector is effectively governed in order to promote effective implementation of the strategy

<table>
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<tr>
<th>Sub-Objective 6.1</th>
<th>Success Indicators</th>
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</table>
| 2.3 To support Public Sector departments in adopting appropriate structures and processes for an effective and efficient HRP | • All departments have HRP functions that are effectively located  
• Strategic role of HRP is enhanced |

Rationale and Strategic Focus

Organisational structures for HRP in the Public Service vary. The capacity of some Departments to perform is limited by the inappropriateness of their structural arrangements. If there must be continual development in HRP, then structures must serve the purposes intended. Support and leadership are needed in this regard.

The focus here is to continue the agenda of strategically positioning HRP to enhance the performance of public organisations.

Approach

Another aspect of governance in respect to the HRP strategy is adopting measures which will promote the potential for success in implementation. One critical aspect of success is the capacity of the HRP function in Departments to undertake the responsibility for the success of the HRD strategy. In this respect, the DPSA will provide leadership in examining structures and standards for the effective performance of HRP. In this respect, a model structure for HRP in Departments will be developed and promoted. As part of this structure, positions, responsibilities and qualifications will be defined, performance standards for HRP will be developed and a training and advocacy role will be undertaken in promoting the organisational structures recommended. With collaborative engagements and strategic support, each Department is expected to comply with the provisions provided for the design of organisational structures.

Activities for Sub-Objective 6.1

| 6.1.1 Booklet of the structure and responsibilities of HRP published |
| 6.1.2 Executive managers attend workshops on the structure, location and use of HRP |
| 6.1.3 Communication strategy undertaken re the structure and strategic role of HRP |