the **dpsa**

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

HUMAN RESOURCES PLANNING

and the

HUMAN RESOURCE DEVELOPMENT STRATEGIES IN THE PUBLIC SERVICE

PORTFOLIO COMMITTEE ON PUBLIC SERVICE AND ADMINISTRATION

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

10 November 2010

Presentation Outline

- HR Planning Definition
- Importance of HR Planning
- HR Planning Timelines
- Preliminary HR Planning experiences in the Public Service
- Dates for HRP Submission and Reporting
- Compliance, Capacity and Capability Challenges
- Mechanisms to improve compliance
- HRP Aggregated Model
- HR Planning Maturity Model
- Levels of Compliance
- First Aggregated Report on HR Plans in the Public Service
- The link between HRP & HRD
- Human Resource Development Strategy in the Public Service
- Way forward

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

HR Planning Definition

- *It is an inclusive and dynamic process that involves the identification of both current and future human resource needs as well as potential challenges in order for the department to consistently achieve its objectives.*

- *HR planning is the two-way operational link between high level strategy and action orientated implementation that can be regularly monitored and evaluated.*

- *Therefore HR Planning aims to ensure that a department has the* **right information**, at the **right time**, to the **right user or audience**, for the **right decisions** so that an organisation can have the *right people, with the right skills, at the right place at the right time, all the time.*

Importance of Human Resource Planning

HR Planning :

- Provides a strategic basis for making human resource decisions on budget requests, staffing requests, and strategic plans.

- Allows managers to anticipate change rather than merely reacting to short-term needs.

- Lays out the specific tasks and actions needed to ensure that departments accomplish its mission and objectives.

Timelines

- **2002:** Developed HRP Guidelines to be utilised by all departments

- **2006**: Research conducted to improve the quality of HR Planning at departmental level.

- **2007**: Review of 2002 HRP guidelines and toolkit.
  - ❖dpsa tasked to review the existing HRP guidelines.
  - ❖the need to develop new guidelines and toolkit emerged

- **2007-2008**: HR Planning Unit Standards developed and registered.

- **2008:** Quarterly reports to the OPSC and Compliance Auditing by the AG

- **2008-2009:** HR Planning Strategic Framework, HR Planning Guidelines and Toolkit, HRP Reporting templates developed, approved and published.

- **April 2009:** Process to institutionalise HR Planning in the Public Service established.

- **Dec. 2009**: Aggregated Report on PS HR Plans Published.

- **Dec. 2010:** HR Planning Module in IFMS completed
- **2012 onwards:** Move PS to forecasting, modeling and prediction

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Preliminary HR Planning Experiences in the Public Service

- There has been lack of common methodology and framework for HR Planning;
- Absence of proper norms and standards across the public service;
- SA public service is heavily reliant on service providers to conduct HR Planning – often irrelevant or theoretical;
- Insufficient knowledge, skills and competencies in HR Planning;
- Inadequate attention to capacitating and developing employees in HR Planning;
- Non-allocation of the HR Planning Function responsibility in the department;
- Confusion of the roles and responsibility for HR Planning in the department;
- The non-existence of structures and reporting lines for HR Planning;
- Lack of compliance on HR Planning;
- Lack of monitoring and evaluation of departmental HR plans.

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Dates for HRP Submission and Reporting

- An Executing Authority shall submit an MTEF aligned approved HR plan of his/her department to the MPSA on or before **30 June of every year**.

- In addition if the plan is amended an Adjusted HR Plan must be submitted on or before **30 June of the relevant year.**

- An Executing Authority shall submit a **six month report** on the implementation of the HR plan to the MPSA on or before **30 September** of every year.

- And thereafter annually report on or before **31 March** of every year.

Compliance, Capacity and Capability Challenges

– Sporadic submissions of HR Plans that ignore submission timeframes.

– Departments requesting extensions due to poor planning and /or prioritisation.

– Non Submission, among others, due to internal departmental processes/delays, poor co-ordination by OTP's and reorganisation and restructuring challenges

– Questionable Validity and reliability of submitted HR planning data.

– Organizational structures in continual flux or undergoing reorganising/ restructuring.

– Non-allocation of the HR Planning Function and responsibility in some departments.

– Low HR Planning skills base in PS

– High mobility of HR Planners, or personnel responsible for HR Planning which impacts on continuity and HRP knowledge management.

– Unintended consequences of a singular focus on other skills development areas that was not always informed by HR Planning.

the **dpsa**
Department:
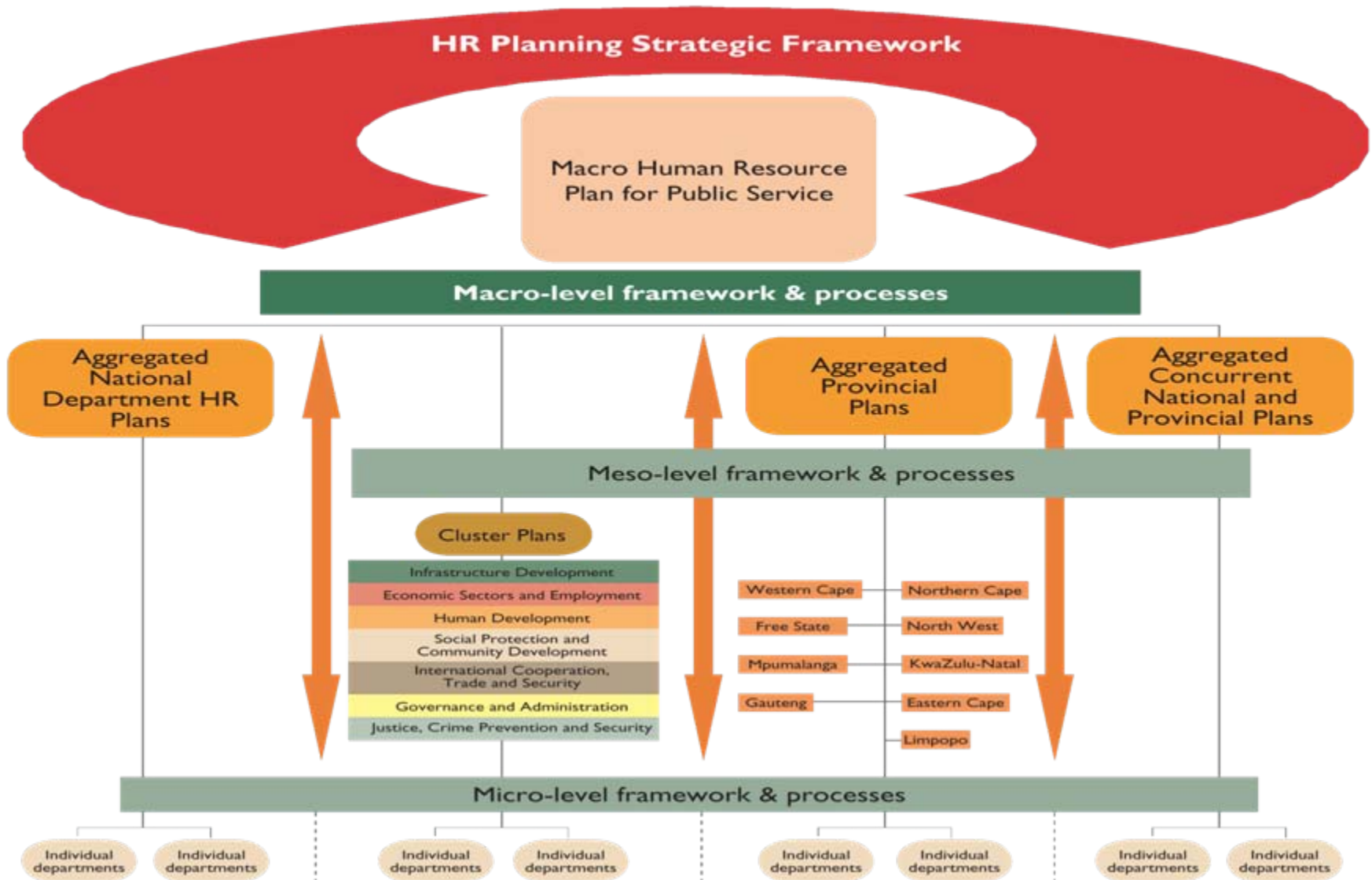Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Mechanisms to improve Compliance

- The Governance & Administration cluster (G&A/POA)-Reports on the level of compliance of departments having HR Plans.

- Public Service Commission-Quarterly reports.

- Auditor-General's Office: HR Compliance Audit is focused on HR Plan compliance.

- Amendments to Regulations in terms of HRP

  1) Public Service Regulations

  2) Treasury Regulations - MTEF
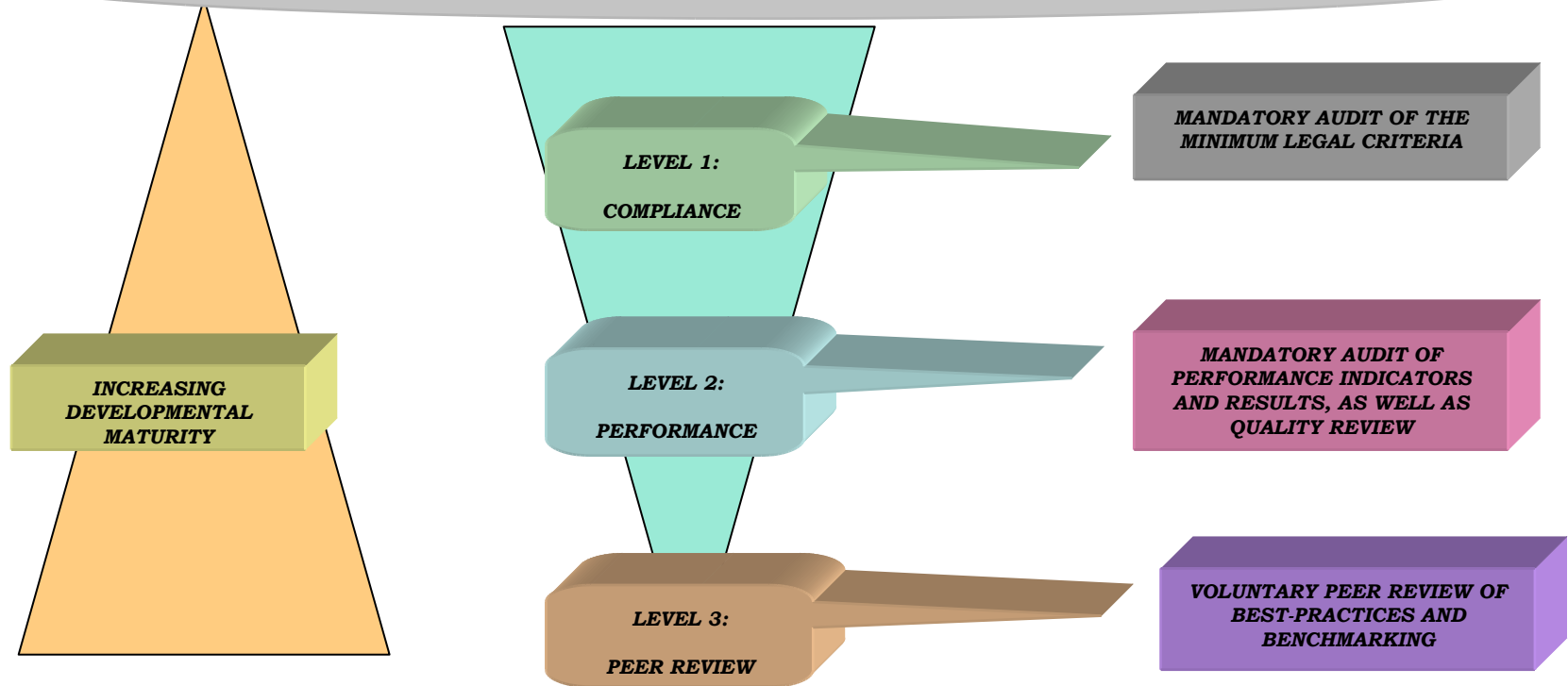
Mechanisms to improve Compliance

- Circular and Directive on HR Planning issued (November 2009)-revised September 2010 for extension.

- Establishment of structures to drive the HR Planning function.

- Development of a six unit standards together with PALAMA and SAQA to provide Public Service HR Planning training programmes.

- Ongoing work with PALAMA to build capacity in HR Planning – experiential training programme developed and handed over to PALAMA

- Regular meeting of Inter-departmental HR Planning Committee as to drive the process forward.

- Monitoring and evaluation of progress made.

- Monthly status reports on the progress.

- Provide Continuous feedback and support

- Development of an Aggregated Report on HR Plans in the Public Service 2009

Aggregated HRP Model

HR Planning Maturity Model

PROPOSED THREE-TIER AUDIT SYSTEM FOR HR PLANNING

INCREASING DEVELOPMENTAL MATURITY

LEVEL 1: COMPLIANCE

MANDATORY AUDIT OF THE MINIMUM LEGAL CRITERIA

LEVEL 2: PERFORMANCE

MANDATORY AUDIT OF PERFORMANCE INDICATORS AND RESULTS, AS WELL AS QUALITY REVIEW

LEVEL 3: PEER REVIEW

VOLUNTARY PEER REVIEW OF BEST-PRACTICES AND BENCHMARKING

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Levels of HR Planning Sophistication

Ability to direct limited resources to the actions that are likely to yield the greatest benefit. Statistical analysis of available internal and external data to determine the likelihood and reason for future events, such as attrition, at an individual employee level

Identify and manage the key talent segments to maximize growth and outcomes within the organization. Ability to employ the right people with the right skills and competencies to support the execution of business strategy

Ability to employ the right number of people to execute services

Better understand the trends in the workforce to make informed business decisions

Predictive Modelling

Skill/role-based forecasting for key talent segments

Resource forecasting

Workforce analytics
Depends on data availability. accuracy, consistency, and governance

We are here

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

13

LEVEL OF HRP COMPLIANCE FROM 2008/9 TO 2010/2011

DEPARTMENTS	2008/2009	2009/2010	2010/11
National	23	28	27
E Cape	2	11	11
Gauteng	4	4	11
Free State	3	3	4
KZN	7	8	8
Limpopo	11	11	11
Mpumalanga	9	9	10
Northern Cape	12	12	12
North West	4	5	7
Western Cape	7	8	8
Total	82	99	109

SUBMISSIONS OF THE APPROVED HR PLANS BY NATIONAL AND PROVINCIAL DEPARTMENTS 2008-11
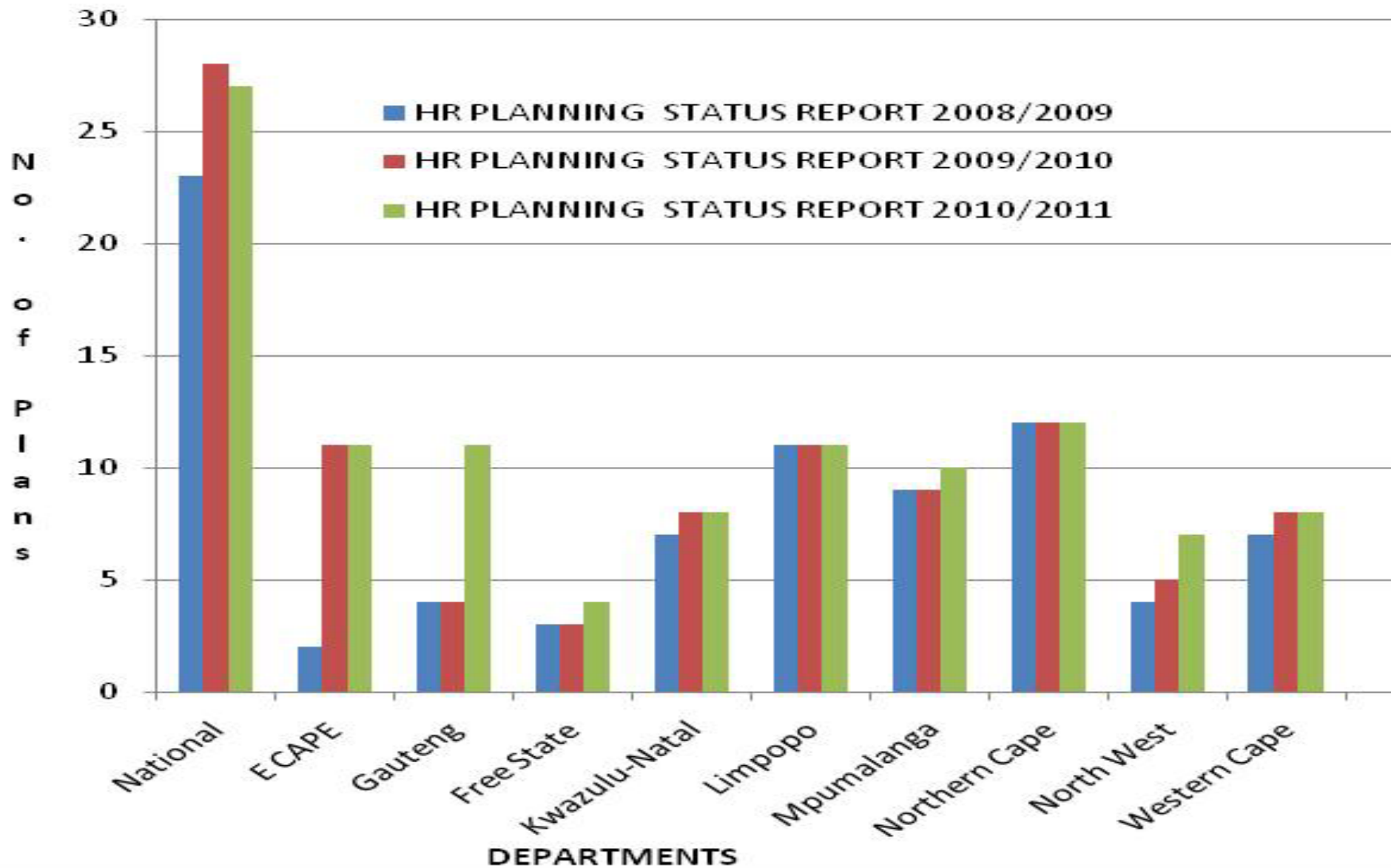
LEVEL OF COMPLIANCE IN THE CURRENT YEAR: 2010/2011

DEPARTMENTS	NUMBER OF DEPTS	MTEF HR PLANS SUBMITTED	NON – COMPLIANT DEPTS	HRP IMPLEMENTATION RESPORTS
National	38	27	11	10
Eastern Cape	11	11	0	1
Gauteng	13	11	2	1
Free State	12	4	8	2
KZN	13	8	5	4
Limpopo	11	11	0	9
Mpumalanga	11	10	1	4
Northern Cape	12	12	0	2
North West	11	7	4	0
Western Cape	12	8	4	7
Total	144	109	35	40

DEPARTMENTS INCLUDED IN THE AGGREGATED REPORT : 2008/2009

NATIONAL	FREE STATE	GAUTENG	KZN	Limpopo	Mpumalanga	Northern Cape	North West	Western Cape
Agriculture	Provincial Treasury	Provincial Treasury	Agriculture and Environmental Affairs	Agriculture	Health and Social Service	Agriculture	Local Government and Housing	Agriculture
Communications	Department of Education	Housing	Arts, Culture and Tourism	Economic Development	Office of the Premier	Provincial Treasury	Transport and Roads	Health
Environment and Tourism	Local Government and Housing	Local Government	Health	Education	Safety and Security	Safety and liaison	Education	Development and Tourism
Public Enterprise		Office of the Premier	Housing	Health		Social Service and population		Local Government and housing
Minerals and Energy			Office of the Premier	Local Government and Housing		Office of the premier		Office of the Premier
Transport			Public Works	Office of the Premier		Sports, Arts and culture		Provincial treasury
Public Service and Administration			Sports& Recreation	Provincial Treasury		Education		Social Development
Government Communications and Information service			Provincial Treasury	Public Works		Economic Affairs		

DEPARTMENTS INCLUDED IN THE AGGREGATED REPORT : 2008/2009

NATIONAL	FREE STATE	GAUTENG	KZN	Limpopo	Mpumalanga	Northern Cape	North West	Western Cape
Office of the Public Service Commission				Roads and transport		Health		
Presidency				Safety, Security and Liaison		Housing and local Government		
Foreign Affairs				Sports, Arts and Culture		Tourism, Environment and Conservation		
Defence						Transport and Public Services		
Justice and Constitutional Development								
Independent Complaints Directorate								
South African Police Service								
Education								
Social Services								

the **dpsa**

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

First Aggregated Report on HR Plans in the Public Service

Key Findings- 2008-9

Introduction

- The purpose of the report is to identify the key trends that have emerged from the data submitted in the HR plans.

- This report covers data per province, line and cluster level and creates an overarching national department picture.

- The methodology that has been used has been based on documentation and data provided in the HR plans.

- The data submitted in the HR plans was captured into a data base. It was then analysed to identify quantitative and qualitative trends.

- An analysis of data that was received from all the reviewed plans has been used to identify the key areas of compliance and non-compliance.

- These trends informed the overarching analysis of areas of compliance and non-compliance.

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Objectives

- Provide a picture of the National HR landscape
- Provide overarching picture of the HR planning issues
- Provide HR trends as identified by departments
- In the future an additional objective will be the development of a PS HR Plan based on inputs received from departments

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Context

- All plans were reviewed based on the April 2008 template
- Individual plans were reviewed from a compliance perspective only i.e. alignment to the planning process and planning template.
- No data verification was undertaken.
- Trends were identified based on data provided.
- Trends were identified at Provincial, Cluster and Line and individual Department levels.
- Data excluded from overall analysis:
  - SAPS
  - Defence
  - Western Cape Department of Local Government and Housing

Provincial Environmental Assessment
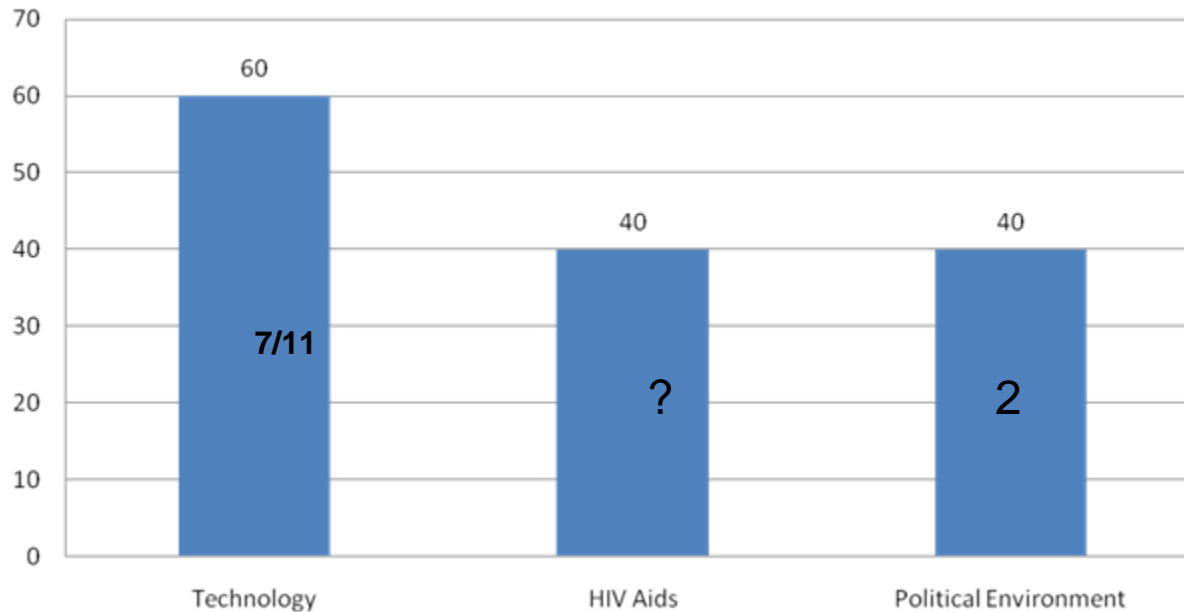

Provincial External Environmental Trends
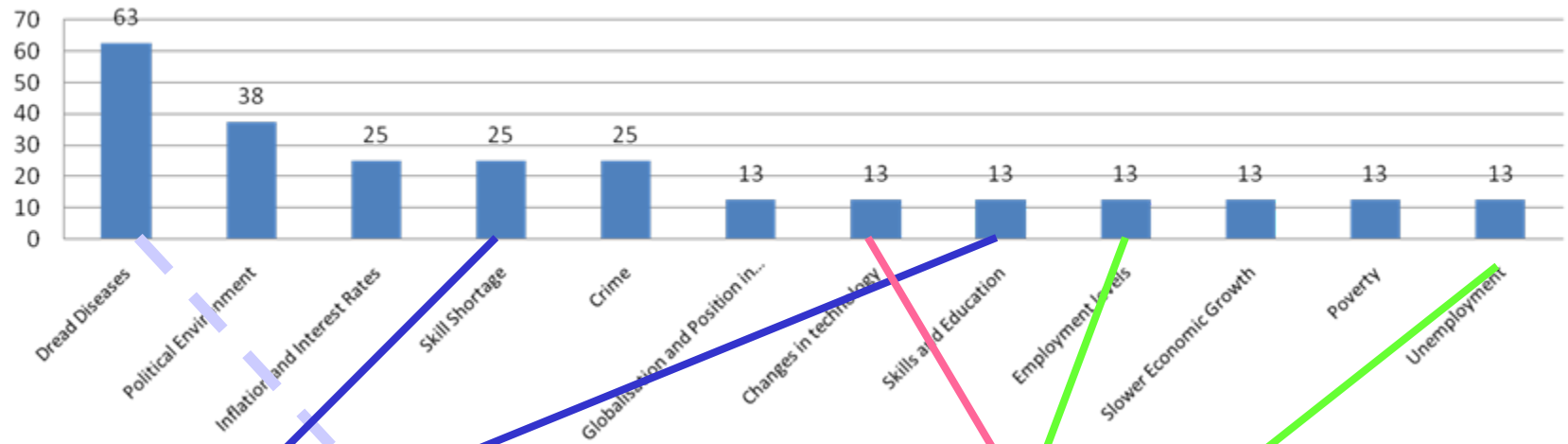
Provincial Internal Environmental Trends
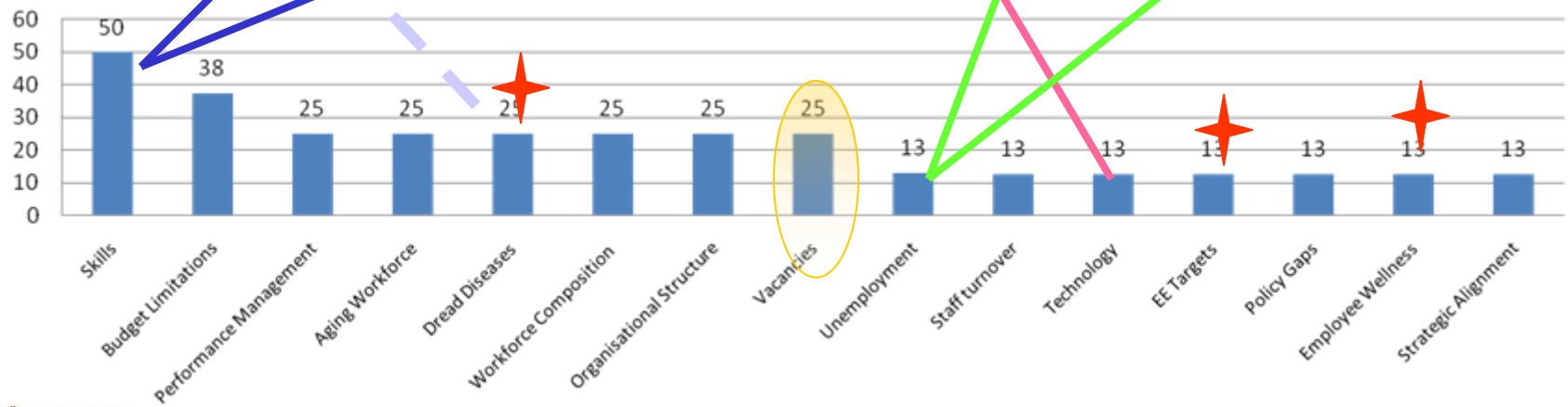
National Environmental Trends

**National Departments External Environmental Trends**

(Chart: Technology 60 [7/11], HIV Aids 40 [?], Political Environment 40 [2])

Speech bubble: significant differences from the provincial trends? Why?

Internal Environmental Trends

•The internal environmental trends identified at a National level were Department specific.

•There were no trends identified.
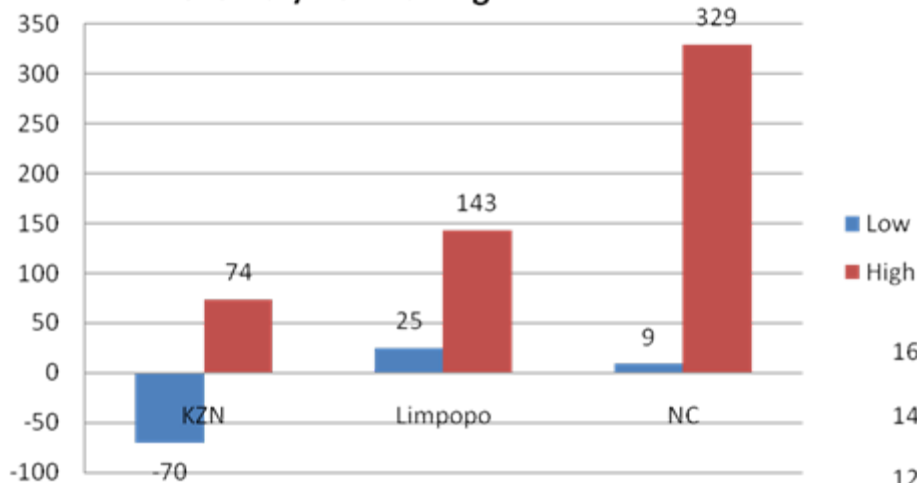
HR Challenges

Provincial HR Challenges
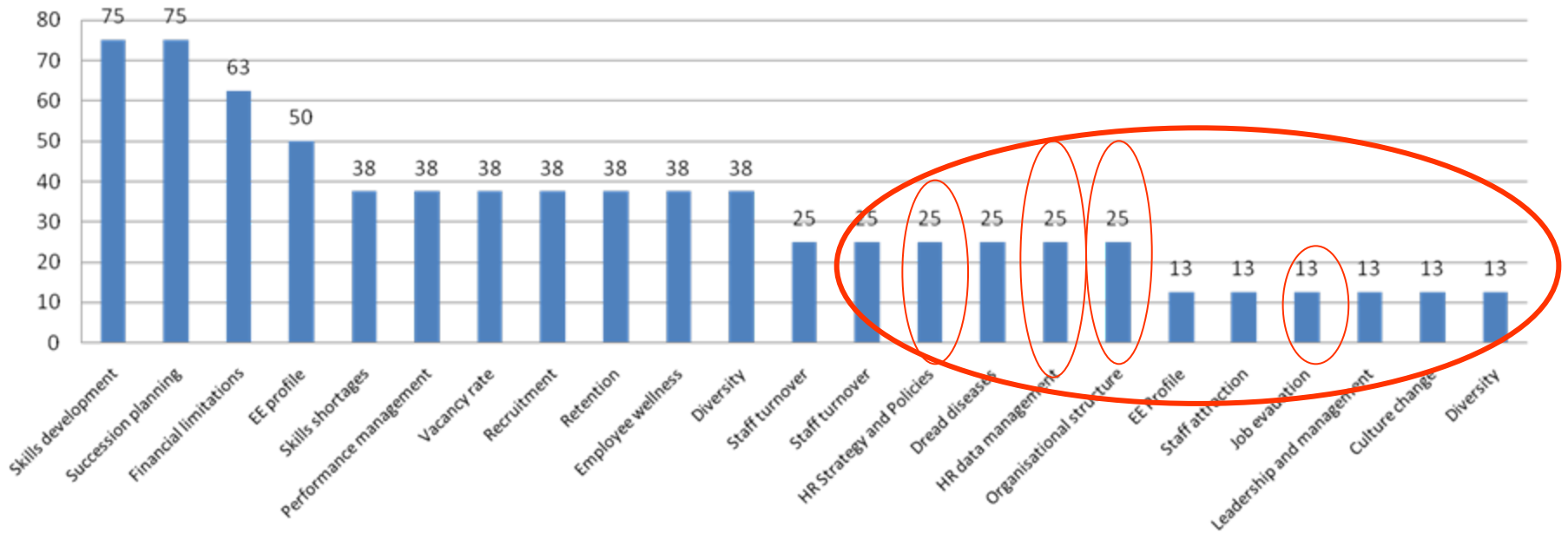
National HR Challenges

•**The only common HR challenge identified across National Departments was Retention.**
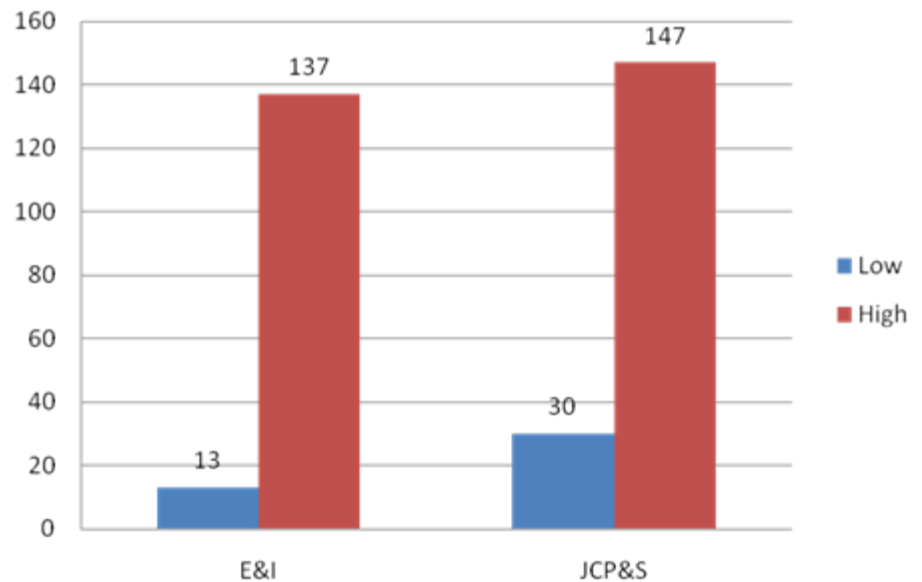
Organisational Structure

Provincial Organisational Structure Growth/Downsizing
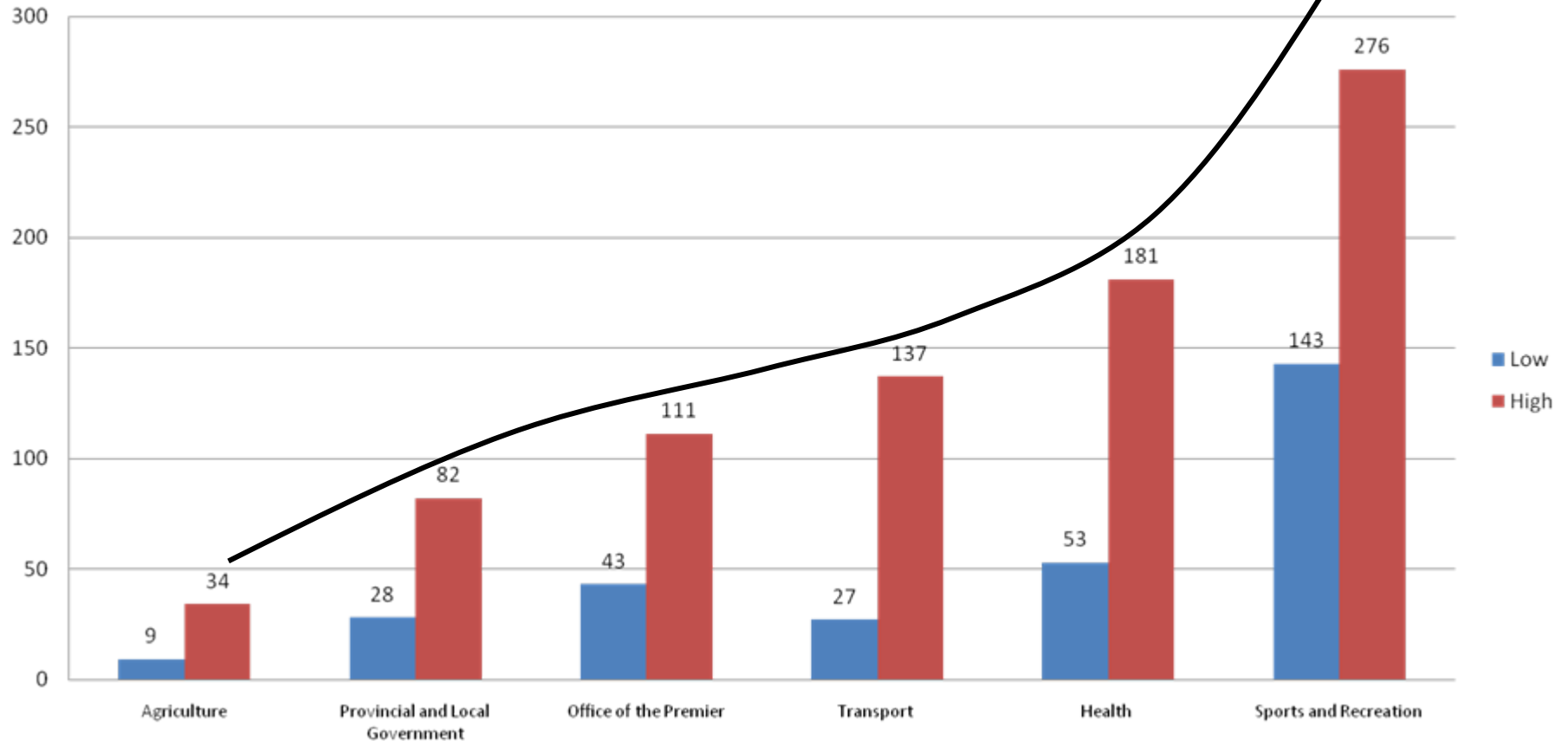
Key Issues:
- Unfunded posts
- Vacancies
- Additional to establishment
- Acting Positions
- DATA, DATA, DATA…

National Organisational Structure Growth

Line Department Organisational Structure

Anticipated Organisational Structure Growth

Age Profile

Staffing Patterns

Vacancy and Turnover Rate
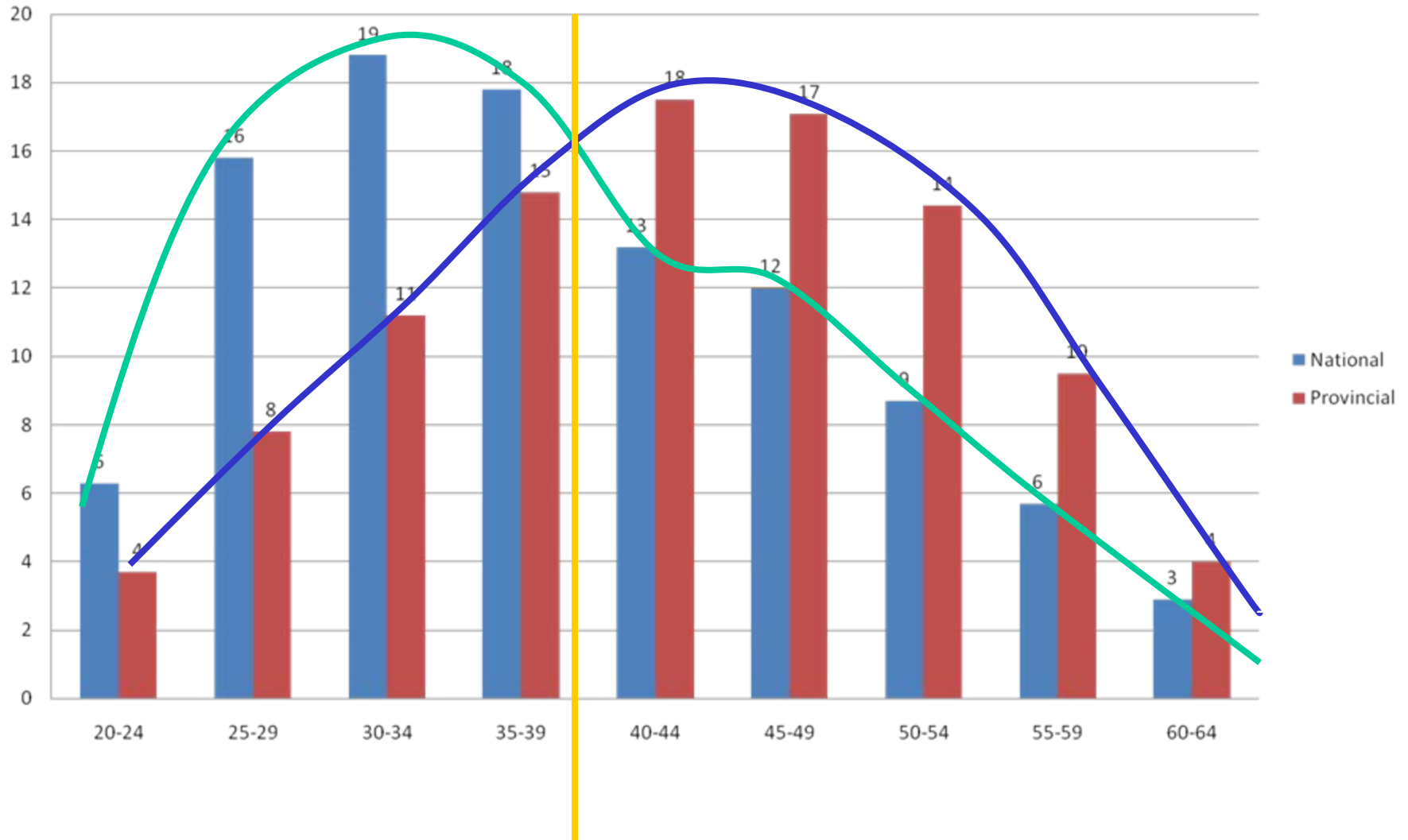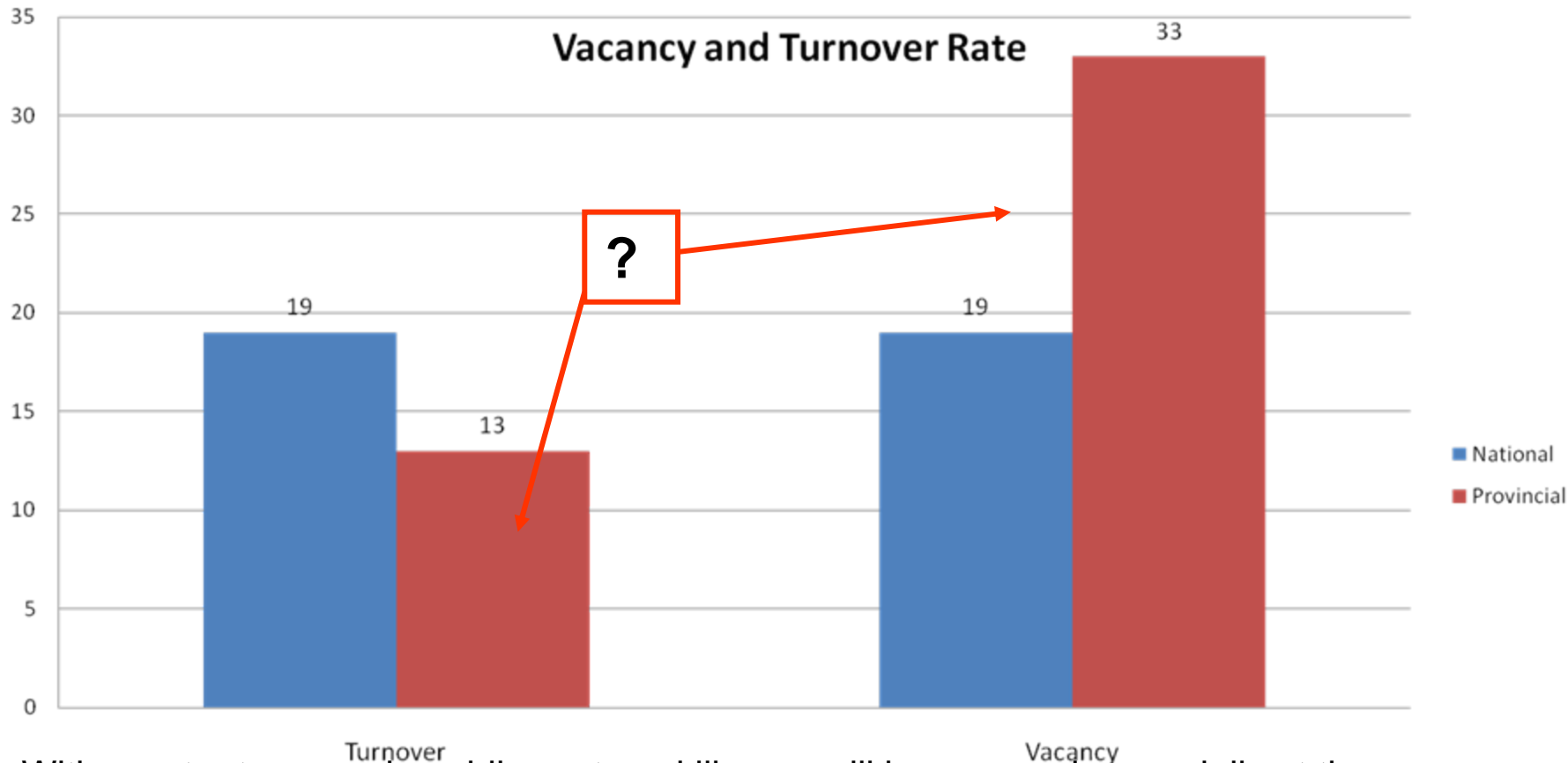
- With greater turnover in public sector, skill gaps will be exposed, especially at the leadership level and in specialized skill positions.
- This strategic challenge is compounded by the fact that relatively low levels of recruitment, increased vacancy rates, limited pools or generation of future leaders to replace impending retirements.

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Employment Equity Profile

EE Profile
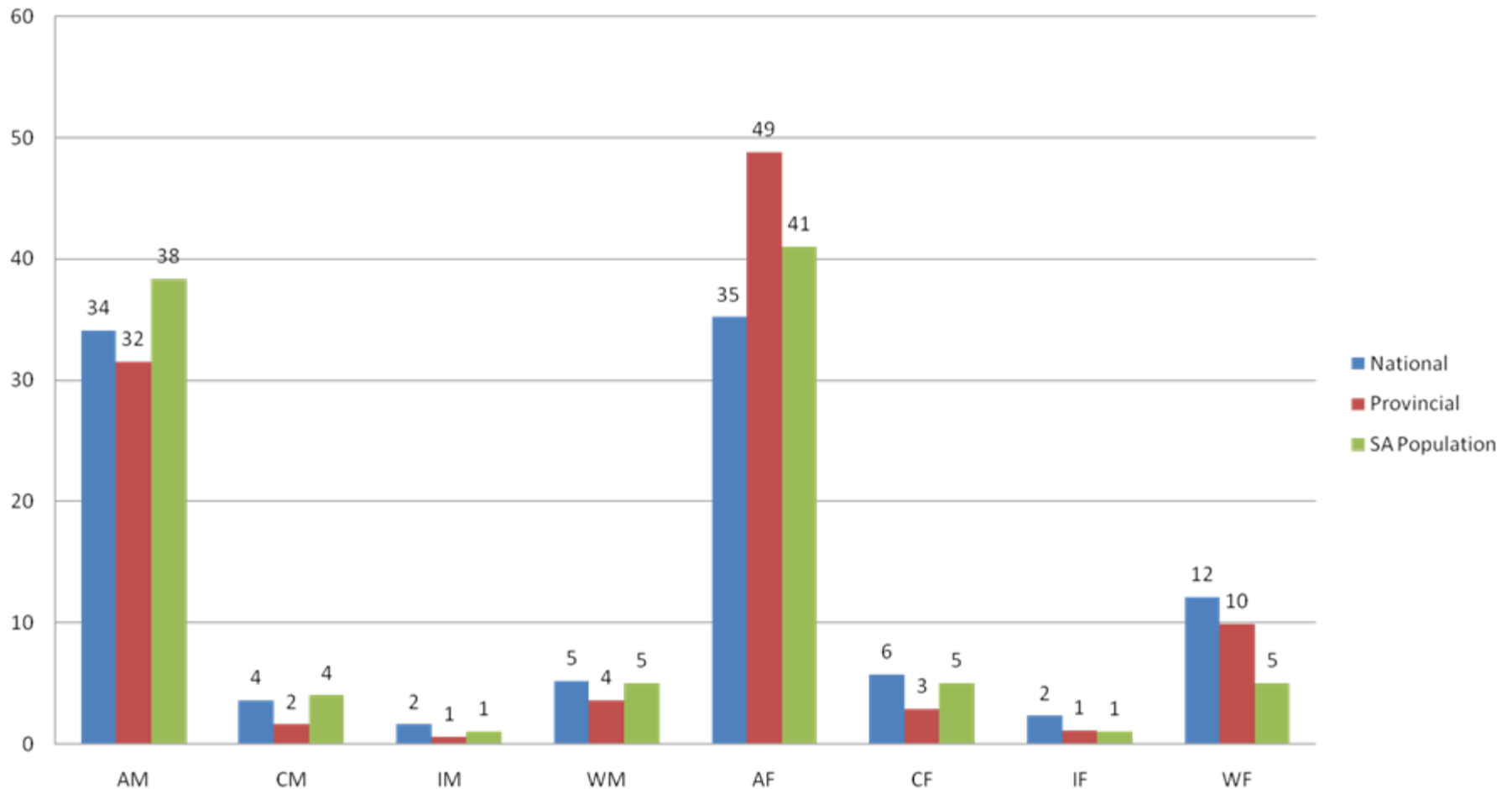
Employment Equity Targets

EE Target
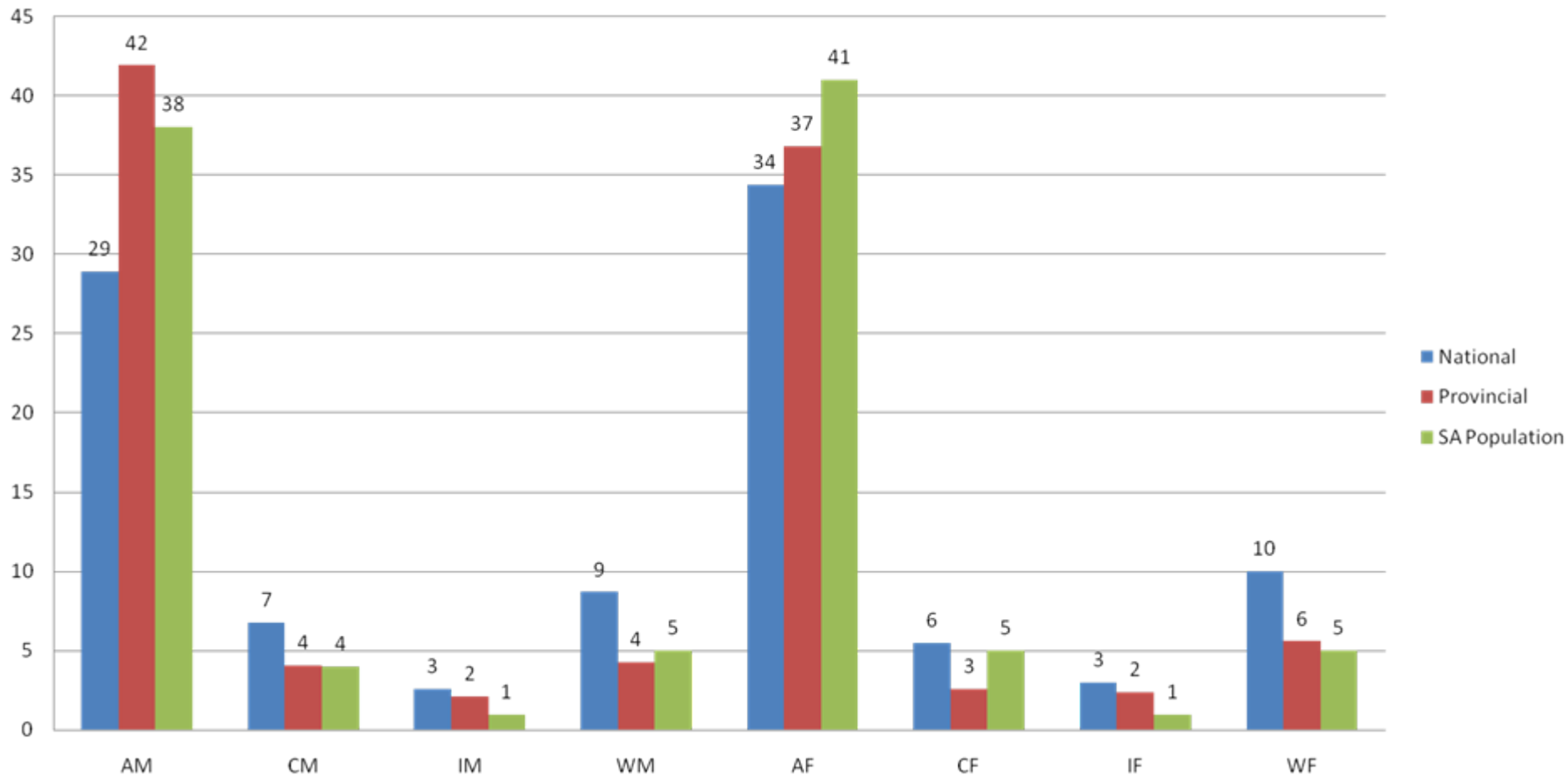
Health and Wellness

Provincial Health and Wellness Issues
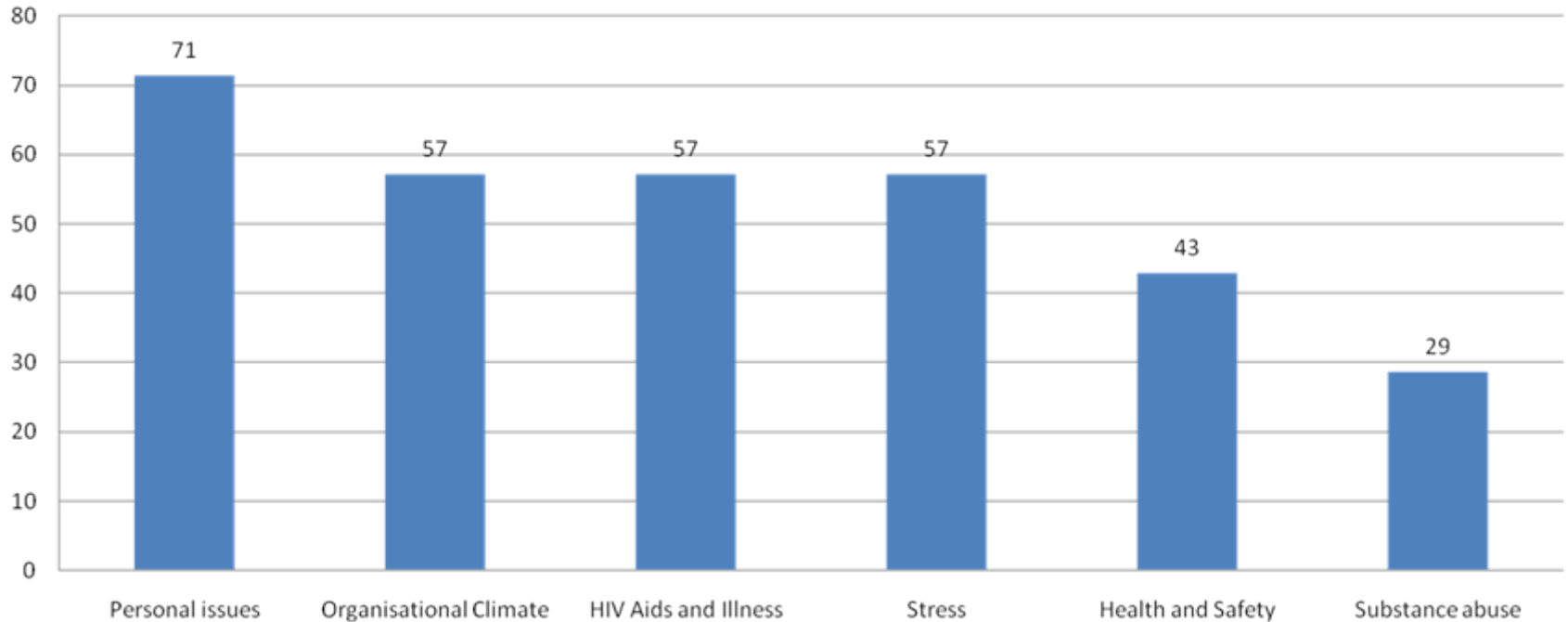
National Health and Wellness Issues

•There were no national health and wellness trends identified.
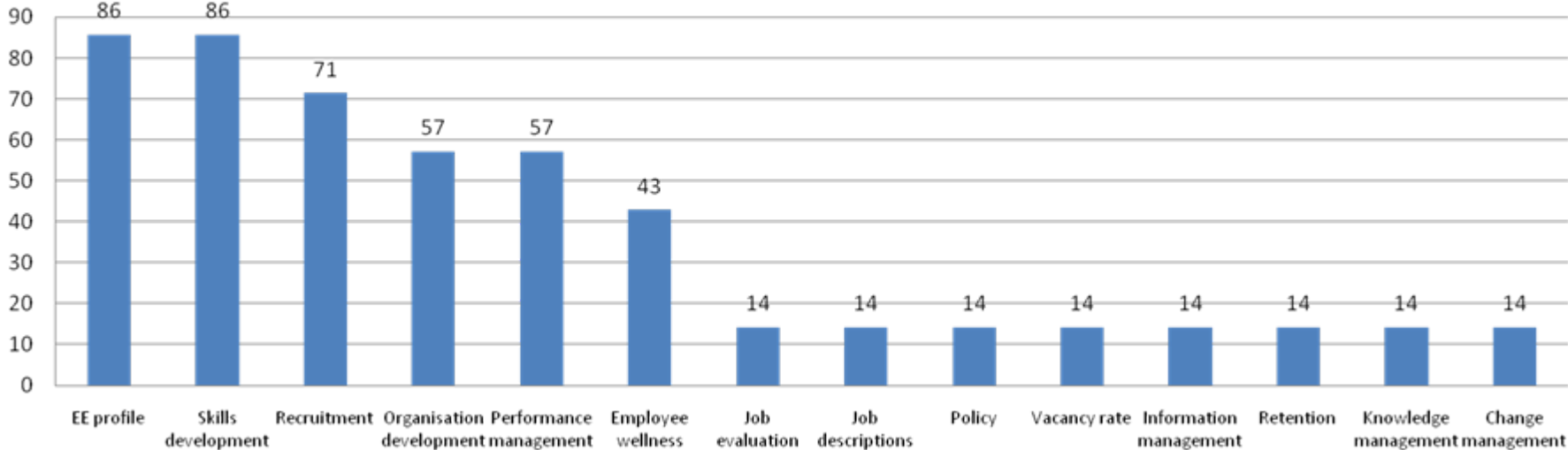
HR Priorities
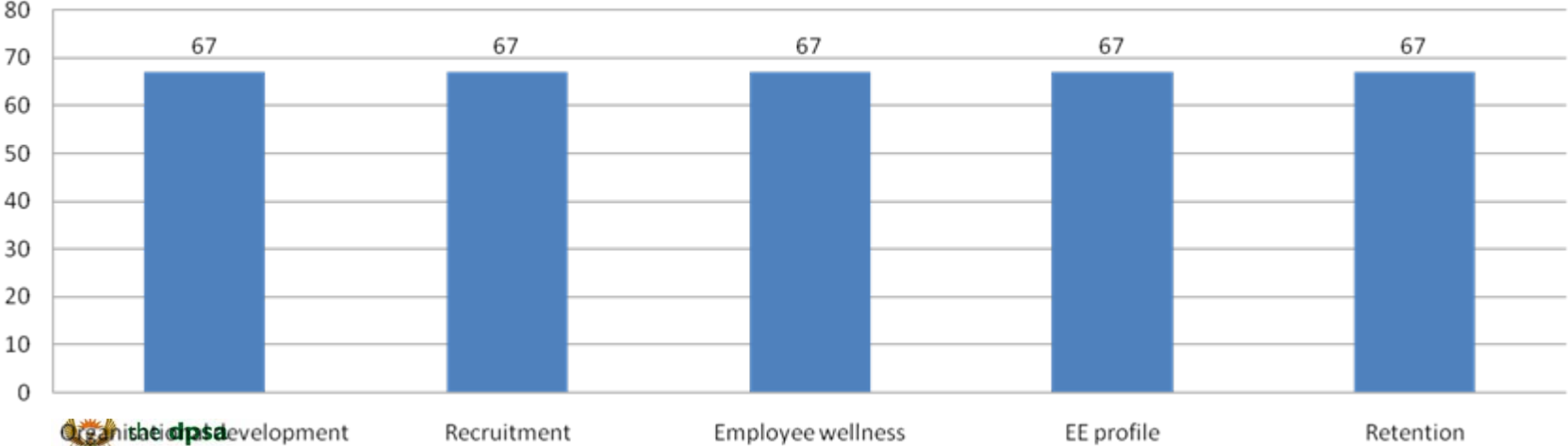
Report Recommenations

- As HR Planning is a regulatory requirement which resides with the EA, it is imperative that EA's and HOD's ensure requisite HR Planning capacity and compliance.

- **Lagging senior leadership commitment** In terms of HRM&D processes Function and responsibility for HR Planning should be allocated at the senior management level and reflected in the performance agreements.

- Departments should institute regular reporting to the Executive and HOD, on the progress in terms of development and implementation of the HR Plan as this responsibility resides with the EA unless delegated

- Departments should ensure participation of employees responsible for the HR Planning in available HR Planning Training Programmes.

- Departments must report on the implementation of HR Plans.

- Departments should budget for implementation of HR Plans as part of their HRM&D requirements.

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Challenges in Data Analysis

- The HR Plan is only as good as the available data and state of the workforce profile.

- Most departments, however, have only a limited idea about their skills and capabilities as HR staff are unable to shift from tactical to strategic HR

- Accordingly, a key priority must be to establish a common language to describe jobs, skills, and experience so that talent can be leveraged across the department and public service.

- We need one source of workforce data that is definitive, consistent and readily accessible – one source of truth!

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

The Link Between HR Planning And HR Development

The Traditional Approach to Training was delinked from HR planning:

1. Analyze performance problems.

2. Identify employee training needs.

3. Devise instructional objectives.

4. Prepare test items based on objectives.

5. Select or design instructional content or subject matter based on objectives and test items.

6. Choose delivery methods in line with subject matter and with resource constraints.

7. Offer instruction.

8. Evaluate transfer of training back to the job.

***The training needs assessment* process typically ignored the future.**

HR Planning and HR Development are iterative processes that feed into and of each other.

HR Planning & Development Value Chain

HUMAN RESOURCES PLANNING

⬇

HUMAN RESOURCES PLANNING PROCESSES

⬇

HUMAN RESOURCES PLAN

⬇

CURRENT AND FUTURE ORIENTED HR DEVELOPMENT STRATEGY

⬇ ⬇ ⬇ ⬇ ⬇

| Career Management | Succession Planning | Training and Development | Recruitment | Other Areas: e.g. Compensation, Labour Relations, EH&W |

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Human Resource Development Strategy in the Public Service

South African HRD Context

- The National Human Resource Development Strategy under the auspices of the DHET - addresses the supply of human capital to meet broader societal & economic needs of South Africa.

- The Human Resource Development Strategic Framework in the Public Service under DPSA– is a sub-system which addresses the focused demand for human resource development in the public service for employees of the Public Service.

- The South African Qualifications Authority (SAQA) is responsible for the registration and quality standards of qualifications through the National Qualifications Framework Act (NQF).

- The Quality Council on Trades and Occupations (QCTO) regulates the registration of occupations and quality thereof in the different occupations.

- The SETAs facilitate the provision of skills in the different sectors and the G-SETA Forum coordinates work in the Public Sector

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

THE HUMAN RESOURCE DEVELOPMENT CONTEXT OF THE NATION

HRD Strategy for SA → HRD Council, DHET; SAQA; QCTO and SETAs

STRATEGIC FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT IN THE PUBLIC SERVICE

Strategic Framework for the Development of Human Resources in the PS → DPSA →

Relevant Sector HRD Strategy *(e.g. Health or Education)* ← Sector Growth & Dev. Strategy

Sector Skills Plans → Occupational Specific needs

Provincial HRD Strategy → Provincial Government → Provincial Growth & Development Strategies

Departmental HRD Plan → Line Departments → Departmental Strategic Planning

Operational Plan for HRD Directorates in Departments → Skills Planning Process → Workplace Skills Plan

Work Plan → Individual Performance Contracts/PMDS

PDP → Individual Employee needs & gaps

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

40

Alignment with HRD-SA

Review the HRD Strategic Framework for the Public Service seeks to:

- Promote and support the National Skills Development agenda, a process driven by the HRD Council

- Align all HRD strategies with sectoral and provincial economic and development growth needs.

- Be aligned to the objectives of the NSDS .

- Ensure a continuous supply of specialist skills and absorption thereof into the public sector labour market.

- Address the national skills challenges at all public sector delivery points within a developmental state.

- Ensure that there is a steady flow of contributing and productive public servants at all spheres of government.

- Enable human capital performance in public sector organizations that ensures effective service delivery in all spheres of Government and contributes to economic growth.

Core Elements of the Public Service HRD Strategic Framework

- PILLAR 1: Capacity Building Initiatives

- PILLAR 2: Organisational Support Initiatives

- PILLAR 3: Governance and Institutional Development Initiatives

- PILLAR 4: Government's Economic Growth & Development Initiatives

CONCEPTUAL FRAMEWORK FOR FACILITATING IMPLEMENTATION OF THE HRD STRATEGY – PILLARS & DRIVERS

	PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	
	Developing Capacity in People	**Ensuring adequate org. support structures & systems for HRD**	**Providing leadership to ensure effective implementation**	**Responding to the Agenda of Growth & Development**	
•**MACRO level Governance** •**National Institutions**	•PALAMA Programmes •SETAs •HEI programmes	•Policy Frameworks & Support Systems	•HR Learning Networks •Professional Bodies •SETAs •E-Learning Coordination	•Presidency, DHET,DoL •NSDS; •ASGISA •EPWP; MDG	**National Frameworks for delivery**
•**MESO level Governance** •**Provincial Institutions**	•Professional Public Service Academies •FET programmes •Programmes coordinated through Prov Academies	•Provincial guidelines & support systems •Needs analysis & Audits •Provincial Management of Supply Pipeline	•Provincial HRD forums •Provincial HRD strategies •Provincial HR learning networks •Regional SETA offices	•PGDS •Sector Skills Plans •Economic Activity Plans	**Provincial Frameworks for delivery adapted for Prov. needs**
•**MICRO level Governance** •**Depts. & Institutions**	•In-service programmes •In-house/Workplace programmes •ABET programmes	•Structural changes & innovations in organizations •Change management strategies	•Departmental and Institutional strategy development •Skills Development committees	•Workplace Skills Plans •Personal Development Plans	**Departmental Frameworks & Processes**

Capacity Development Initiatives	**Organizational Support Initiatives**	**Governance & Institutional Dev. Initiatives**	**Economic Growth & Dev Initiatives**

the
Department
Public Service
REPUBLIC O...

Implementation Outcomes

- Each pillar envisages implementation tasks at the macro (national), meso (provincial) and micro (departmental) levels

- The 4 pillars are translated into 4 strategic objectives (Supporting 12 Outcomes)

- Each strategic objective has sub-objectives (Aligned to Outputs & Sub-Outputs)

- Each sub-objective has key performance indicators for M&E purposes

Progress to date

- Workshops were conducted on the HRD Strategic Framework to all national and provincial departments

- PALAMA has developed Unit Standard Based capacity building training programme for HRD practitioners

- A monitoring tool has been developed and is used to track progress and support compliance

- Departments have undertaken Organizational Readiness Assessments and a report produced

- All departments are required to submit Annual HRD Implementation Plans and Progress Reports to DPSA

- Policy frameworks to support the implementation of the HRD Strategic Framework have been developed and some are being finalized or aligned to the outcomes approach by government

- The role of SETAs has been strengthened through the establishment of the Government SETA Forum (G-SETA Forum)

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Progress to date

- Alignment vertically and horizontally is being achieved through the establishment of Steering Committees and Forums nationally and provincially

- Sectors and Offices of the Premier are playing a more coordinating role.

- 140 departments have submitted their Organizational Readiness Assessment Reports to establish baseline information.

- In 2009/10, 68% of departments submitted their Annual HRD Implementation Plans and Reports.

- For 2010/11, 61% of departments have complied with the submission and reporting requirements. The slump could be attributed to the FIFA World Cup and the recent Public Sector strike.

- An Annual Consultative Conference has been held.

Implementation Challenges

- The need for closer alignment to the HRD-SA and NSDS
- The need for strengthening collaboration with HEIs, SETAs and FETC
- A more defined role for PALAMA
- Lack of capacity in departments
- Senior Management support at departmental level
- Poor compliance levels by departments
- Inadequate funds to drive government priorities

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

HRP Way Forward

KEY ISSUES FOR HR PLANNING:

- Provide assistance to departments in the design, development, and implementation of their HR plans through:

  –Explanation of HR Planning

  –HR Planning SF, guide and templates

  –Repository of HR planning best practices information and resources

  –Provide analytical tools

  –Help with data reports

  –Guidance with developing plans

- Evaluate HR plans & provide feedback

- Provide more advice and support to ensure forecasting, modeling and scenario planning takes place in the Public Service

- Ensure alignment between HR planning and HRD strategy.

- Develop PS strategic HR plan

  - Next Report will consolidate the Trends and develop a strategy for development of 2011-2012 HR Plan for the Public Service.

the **dpsa**
Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

THANK YOU!