



HR CHALLENGES FACING HR PLANNING, MANAGEMENT AND DEVELOPMENT IN THE PUBLIC SECTOR IN SA

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Geeva Pillay



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OVERVIEW

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- Legislative framework for HRM
- Role of the Minister for the Public Service And Administration
- Mandate and functions of the DPSA
- HR priorities for the Public Service in terms of National Development Plan 2030
- HR Management Framework that applies in the RSA Public Service
- Overview of the HR Planning and HR Development Frameworks
- Challenges facing HR Planning, Management and Development in the Public Service
- Public Service Interventions



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LEGISLATIVE MANDATE FOR HRM

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- Constitution, 1996
- Public Service Act, 1994
- Public Administration Management Act, 2014
- Public Service Regulations, 2016
- Relevant Labour legislation
- Applicable Collective Agreements
- Other relevant National Legislation, i.e. Basic Conditions of Employment Act, 1997



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CHAPTER 10 OF CONSTITUTION

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Constitution Section 195(1) requires public administration to adhere to basic values and principles:

- A high standard of **professional ethics** must be promoted and maintained
- **Efficient, economic and effective use of resources** must be promoted
- Public administration must be **development-oriented**
- Services must be provided **impartially**, fairly, equitably and without bias
- People's needs must be **responded to**, and the public must be encouraged to **participate** in policy-making
- Public administration must be accountable
- **Transparency** must be fostered by providing the public with timely, accessible and accurate information
- **Good human resource management** and career development practices, to maximise human potential, must be cultivated
- Public administration must be broadly **representative** of the South African people



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ROLE OF THE MINISTER FOR THE PUBLIC SERVICE AND ADMINISTRATION

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- The Department of Public Service and Administration draws its mandate from Section 195(1) of the Constitution and the Public Service Act (PSA) 1994, as amended.
- In terms of the Public Service Act of 1994, as amended, the Minister for the Public Service and Administration (MPSA) is responsible for establishing norms and standards relating to;

The functions of the Public Service;

- ✓ Organisational structures and establishments of departments and other organisational and governance arrangements in the Public Service;
- ✓ Labour relations, conditions of service and other employment practices for employees;
- ✓ The health and wellness of employees;
- ✓ Information management;
- ✓ Electronic government in the Public Service;
- ✓ Integrity, ethics, conduct and anti-corruption; and
- ✓ Transformation, reform, innovation and other matters to improve the effectiveness and efficiency of the Public Service and its service delivery to the public.
- The Minister issues regulations, determinations and directives to establish the aforesaid norms and standards.
- Executive Authorities of their departments to perform functions within norms set by MPSA



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THE POWERS OF THE EXECUTIVE AUTHORITIES

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- Departments must act in accordance with national measures in the Public Service Act, 1994, Public Service Regulations, 2016 and collective agreements
- Executive Authorities have powers concerning-
 - ✓ Internal organisation, structure and post establishment;
 - ✓ Staffing, performance and career management, exit management; and
 - ✓ The Executive Authority may delegate these powers to the HOD who may further delegate to appropriate levels in her or his department.



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The National Development Plan - Vision 2030

- Identifies critical interventions to build a professional public service and a state capable of playing a transformative and developmental role in realizing the vision for 2030
- requires well-run and effectively coordinated state institutions,
- with skilled public servants who are committed to the public good and capable of delivering consistently high quality services, while
- prioritising the nation's developmental objectives.



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NDP SUB-OUTCOMES AND ACTIONS TO ACHIEVE THE VISION

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- Chapters 13 and 14
- A stable political-administrative interface
- A Public Service which is a career of choice
- Develop sufficient technical and specialist professional skills
- Efficient and effective management and operations systems
- Procurement systems that deliver value for money
- Strengthened delegation, accountability and oversight
- Improved inter-departmental coordination
- Reduced corruption in the Public Service



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MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

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- The MTSF for the period 2014-19 has identified “An efficient, effective and development-oriented public service” as one of the priority outcomes for improving public service delivery and accelerating economic transformation.
- The following has been identified in the area of public service HRM&D.
 - ✓ Need to strengthen skills, enhance morale, clarify lines of accountability and build an ethos of Public Service.
 - ✓ To be guided by long-term policy stability as well as the potentially adverse effects of over-regulation.
 - ✓ Objective is therefore to put in place mechanisms and structures that can support departments in developing their capacity and professional ethos.
 - ✓ But leaving departments with the ultimate authority for how their departments are run.



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HUMAN RESOURCE MANAGEMENT IN THE PUBLIC SERVICE

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- The White Paper on Human Resource Management in the Public Service, 1997: *“Human resource management in the Public Service will result in a diverse, competent and well-managed workforce, capable of and committed to delivering high quality services to the people of South Africa.”*



- Focus was no longer on only the “standard” HR practices
- A definite need to inculcate a strategic capability in respect of HRM, to redefine the relationship with operational/executive management and to improve the efficiency of administrative processes in HR
- The aim was to establish a strong relationship between organizational effectiveness/ goal achievement and the human resource domain in terms of employment costs, productivity and the ability to manage organizational change



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HUMAN RESOURCE MANAGEMENT IN THE PUBLIC SERVICE

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- With effect from 1 July 1999 the HRM domain changed:
- The current **decentralised HRM framework** was introduced and required a fundamental shift in the roles of HR practitioners and HR components at the departmental level.
- ✓ the focus for human resource components and practitioners moved from delivering traditional human resource support functions to becoming an active partner in ensuring the achievement of the organisation's operational and strategic goals
- ✓ As a result, human resource components and practitioners were increasingly challenged to adopt a more strategic perspective on their roles
- ✓ National departments and provincial administrations are responsible, within nationally defined parameters, for planning and managing their human resources to meet their own strategic and operational objectives.
- ✓ National departments and provincial administrations are required to develop human resource strategies which are integrated with their strategic and operational plans, in order to ensure that their future staffing needs are met.



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STRATEGIC ROLE FOR HRM

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- Human resource management in the Public Service must-
 - ✓ *Ensure a motivated and productive workforce in the Public Service*
 - ✓ *Be underpinned by a strategic partner role for human resource components*
 - ✓ *Optimize the utilisation of human resources to achieve strategic organisational objectives*
- Focus is now placed on organisational effectiveness and the achievement of outcomes.
- It is accepted that the ability of an organisation to achieve its goals is strongly influenced by the organisation's human resources in terms of the latter's costs, productivity and the ability (of the HR component) to deal with organisational development and changes.



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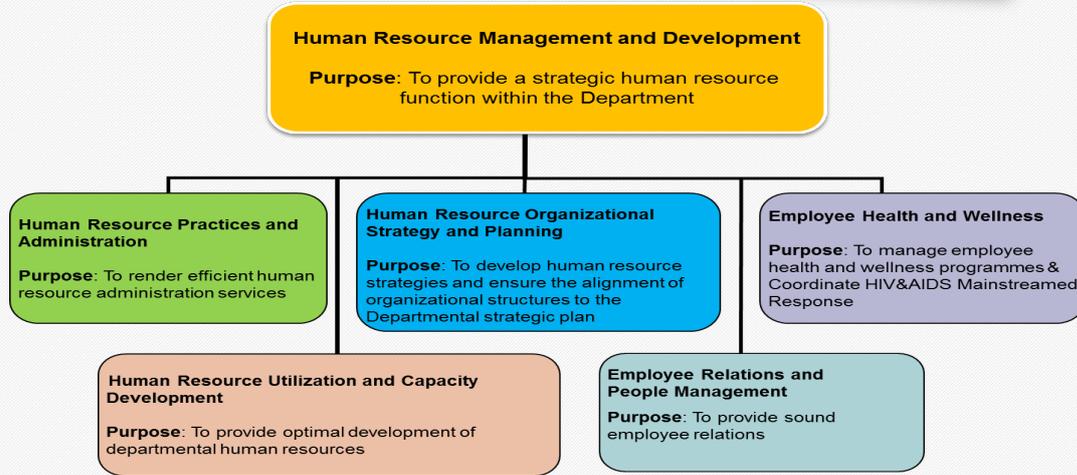
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REPOSITIONING HRM&D: FUNCTIONAL MODEL

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A CASE FOR THE STRATEGIC HR PLANNING FRAMEWORK FOR THE PUBLIC SERVICE

- Technologies are developing rapidly, changing our lives forever. All over the world, nations are evolving in the face of economic and social challenges.
- The Public Service operates in complexity in terms of services rendered for example administrative functions, Health and Social Development, Education, Construction and technical, Safety and Security functions..
- These services have to be rendered across society, to young people, adults and the poor from across all areas of our country within financial and other constraints which requires good planning in terms of numbers, skills, location of staff etc.
- The HR Planning framework provides a systematic approach to human resource planning and ensures that the Public Service constitutes the right people, with the right skills, in the right place, at the right time to deliver high-quality, value-for-money services in partnership with our communities – all the time.
- The purpose of the HR Planning Framework is to provide both guidance for and a holistic approach to, HR Planning in the Public Service and therefore seeks to build on the existing strengths of the workforce, and to enhance the development of a highly professional and skilled/expert workforce for the Public Service, now and in the future.**



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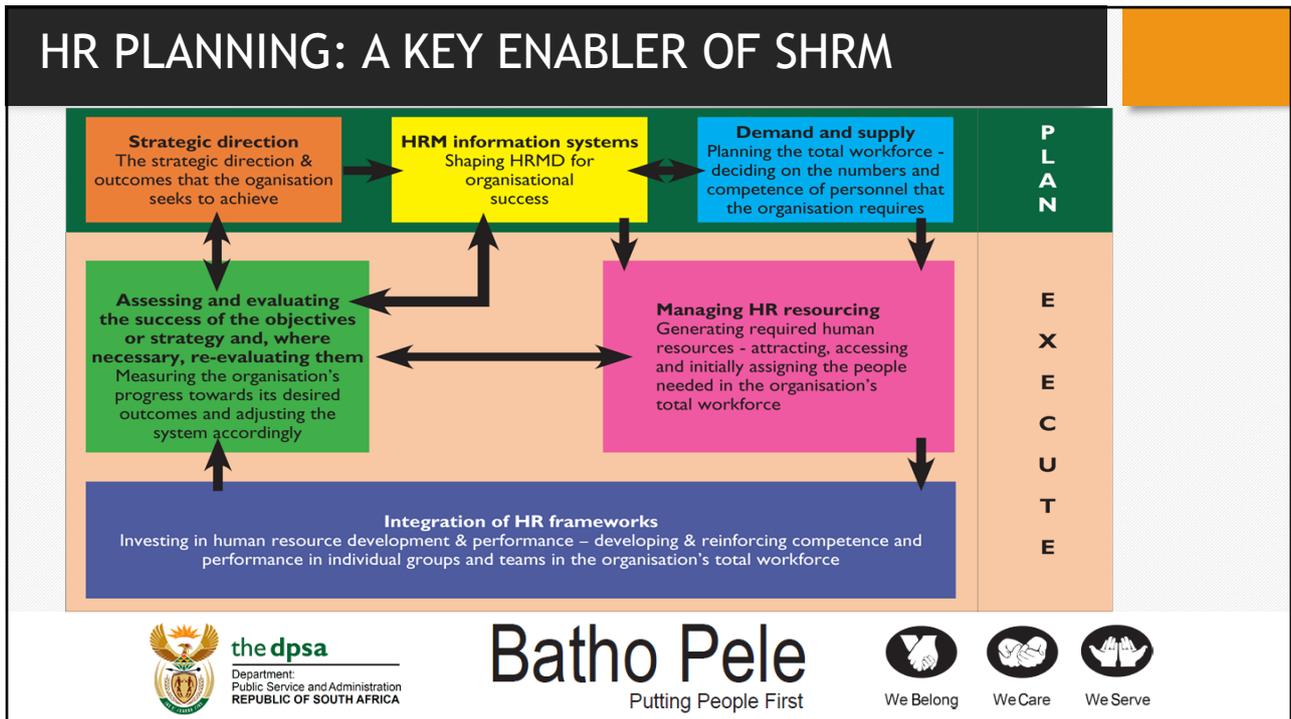
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A CASE FOR THE HRD STRATEGIC FRAMEWORK FOR THE PUBLIC SERVICE

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- As the largest single employer in the country, the Public Service should be at the forefront of setting the agenda for work place skills development.
- This should be the case in order to ensure that the Public Service itself is well resourced and able to deliver on the ever increasing needs of the public.
- Secondly, in order to attract new talent and become an employer of choice, it is important that the Public Service is seen to be providing opportunities for staff to be developed and groomed for current and new roles.
- The rapidly changing environment that the Public Service finds itself in where technology-driven services are becoming the norm and new skills are required to keep pace with those developments.
- The complexity and variation of departmental structures, models of service delivery and sectoral mandates obtaining in the Public Service mitigates against a one-size-fits-all approach yet a minimum framework is required across the Public Service to ensure consistency of quality outputs..
- **The HRD strategic framework therefore provides strategic vision and direction for human resource development across the entire Public Service. The Human Resource Development Strategic Framework is a national framework that is intended to provide the overarching strategic direction for human resource development within the Public Service.**

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CONTEXT (1)

- Government matters - more so now than ever before.
- In every country of the world government constitutes a large portion of the economy, provides the foundations for the dynamism that propels successful economies, and as we have seen globally in recent years acts, as the bedrock of stability in times of crisis.
- It is a critical enabler of citizen prosperity, health, security and education, and increasingly achieves its aims not through a one way transfer of government services but through a partnership that engages the full resources of citizens and communities.



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CONTEXT (2)

- Governments need to respond to major forces that demand new answers including economic challenges, changing demographics, rapid technological innovations, increasing public sector complexity and an increasing aware and demanding citizenry.
- These challenges demand rigorous analysis of facts and evidence and rapid solution deployment.
- Government administrations will need to augment existing and draw on new institutional and individual capabilities beyond what already exists.
- Key levers for change are optimal utilisation and deployment of human resources capacity and capability and innovation



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CITIZENS EXPECT
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HRM CHALLENGES
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- Various studies into the Human Resource practices applied at departmental level in the Public Service have revealed serious deficiencies and problem areas. The following issues emerged in this respect;
 - ✓ Human resource practitioners are unsure or do not understand how their work impacts on service delivery.
 - ✓ Attention to the competencies required by human resource practitioners and how these can and should be developed, must be improved.
 - ✓ Uncertainty exists about the deliverables of human resource components, how such components should be organised, the value they should add and the manner in which the situation should be addressed.
 - ✓ The roles and responsibilities of human resource practitioners vis-à-vis line managers remain vague. It appears that line managers are not effectively empowered through delegations to undertake human resource management responsibilities, probably because of them not being properly equipped or capacitated to execute their people management responsibilities.



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PARTICULAR CHALLENGES TO IMPLEMENTING HRP IN THE PUBLIC SECTOR.

- There are contextual factors that make HR planning more complex and somewhat contradictory in the public sector, (Colley and Price, 2010):
 - Greater accountability to a wider range of stakeholders than the private sector,
 - Regulation to eliminate corruption and partisan abuses which creates inefficient and cumbersome processes,
 - Its sheer size and diversity,
 - Lack of centralised workforce data,
 - Limited HR skills,
 - Government control over priorities, resources, and machinery of government structure.
 - “In the public, sector priorities shift, managers get distracted by short-term crises, politicians change directions and the economy does unexpected things.” (Robinson and Hirsch, 2010)
 - “only a minority (of countries) appear to have reached the stage of integrated frameworks capable of bringing together budgeting, business and workforce planning.” (OECD, 2011)



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SIMPLY COMPLEX

- Seemingly, while conceptually HR Planning is straightforward- matching employee demand to supply- implementation is challenging as it is made complex by a number of different activities:
 - “ understanding the strategic direction of the organisation, finding out about things, talking to people, understanding the existing workforce and the labour market, manipulating data, presenting analyses and their implications clearly to the organisation, and helping translate workforce plans and forecasts into action plans.” (Robinson,2010)
- Sullivan (2002) refers to the track record of workforce planning as “dismal”.
- There is a recognition that some planning, even if based on incomplete information, was far better than no planning at all (Bechet, 2002).
- Nevertheless its is considered one of the “hottest disciplines in town” (Syedain, 2010)...occasioned by the global recession and talent wars.



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HR PLANNING CHALLENGES (1)

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- Some departments still view HR Planning as a compliance exercise of completing forms and templates instead as a quality value adding process for the Department.
- Some departments have an unhealthy cycle of the planning for the sake of planning instead of ensuring planning is integrated within other strategic planning processes of Departments.
- The development and implementation of HR Planning is sometimes viewed as a sole responsibility of the HR planner instead as a Department-owned process; with active and meaningful involvement of line managers.
- Some departments still view HR planning as a process owned by HR planners and not a strategic planning process owned by all HR practitioners and management.
- Some executive management not taking adequate accountability for the HR plan development and implementation
- HR Plans based on disconnected HR strategies instead of setting the strategic agenda for all HR activities.
- Poor proactive communication by HR on roles, responsibilities support and expectations.



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HR PLANNING CHALLENGES (2)

- Lack of strategic direction
- Poor data quality, issues of data availability and management and waiting for “perfect data”
- Getting HRP on the top management agenda
- Inability to focus planning energies on the long term results
- Not receiving sensible and meaningful forecasts from managers
- Dilution/dissipation of HRP activities too widely rather than focusing on key activities, services, employee groups, business units or jobs/occupations (lose sight of high risk areas in organisation).
- Failure to prioritise- HR and management unwilling or unable to STOP treating all business units equally.
- Plans are too ambitious and are often “bogged down” by these activities without completing the actual plan.
- Plans are not flexible as they are narrowly focussed on specific targets rather than ranges for a target.
- Even though they may never materialise ignoring future negative scenarios...they often sneak up on us.
- Inability of HR to manage HRP skills transfer and capacity building in HR and the broader organisation



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HR DEVELOPMENT CHALLENGES (1)

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- Some departments still do not enjoy adequate support of the top management for HRD implementation in terms of human and financial resources.
- Departments and practitioners have only recently begun to understand the framework.
- Not all departments have adequately resourced HRD Units and many HRD practitioners still struggle to fully understand the strategic role of the HRD function.
- HRD implementation plans not a conscious exercise in many departments and therefore what is planned is not what is implemented.
- Weak alignment between HRD processes and HRM processes.



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HR DEVELOPMENT CHALLENGES (2)

- Weak alignment and integration between HRP and HRD processes
- Silorisation of HRP and HRD processes in HR units working in isolation from each other.
- Mismatch between training and development initiatives and organisational needs/priorities.
- Challenges in data and reporting
- Challenges in managing interventions to create supply for in demand occupations.
- Difficulties in managing and prioritising a multitude of interventions.
- Managing costs in terms of economies of scale and market forces.
- Co-ordination of a diverse group of stakeholders and partners



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PUBLIC SERVICE INTERVENTIONS

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- Departments required to align organisational structures and post establishments of departmental HR components with generic functional model.
- Departments required to implement a competency framework for HRM & D.
- Review and align HRM training with competency framework.
- The Management Performance Assessment Tool as an initiative led by the Department of Planning Monitoring and Evaluation (DPME) continues to monitor and assess department's compliance to HRP and HRD requirements of DPSA
- Departments must on an ongoing basis critically review the ability of their HR components to strategically assist in the achievement of their strategic and operational goals. The assessment tool aims to assist departments to -
 - ✓ Assess and track the efficiency of their human resource management processes.
 - ✓ Critically review the ability of their human resource components to strategically assist in the achievement of service delivery goals.



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CURRENT INTERVENTIONS/PROJECTS BY DPSA

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- Reviewing the HR Planning Strategic Framework for the Public Service.
- Revising the HRD Strategic Framework to align it with broader policies of Government and is being consulted with all stakeholders.
- Developing Public Service Graduate Recruitment Scheme model.
- Providing support to departments in terms of appointing youth into Learnerships, internships and artisan programmes within the Public Service.



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CONCLUSION

**Planning is bringing the future
into the present so that you
can do something about it
now.**



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Danke / Merci! /Thank you /

Dankie / Ngiyathokoza

Enkosi / Ngiyabonga / Ke a leboga

Ke a leboha / Ndi a livhuwa

Ndza khensa /



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