



HR PLANNING PRESENTATION

27 September 2011  
Leon Pretorius

 **Batho Pele**  
Putting People First

    
We Belong We Care We Serve

---

---

---

---

---

---

---

---

**HR PLANNING IN THE SA PUBLIC SERVICE CONTEXT** 2

- The need for Human Resource (HR) Planning at a national and provincial level was identified as far back as 1997 in the White Paper on Human Resource Management in the Public Service.
- The Public Sector recognised the challenges related to recruiting, appointing and retaining of the appropriate skills in a flexible labour market already at that stage.
- HR Planning Unit has been established within the DPSA and is responsible for developing policies (including HR Planning tools) and rendering support to departments.

 **Batho Pele**  
Putting People First

    
We Belong We Care We Serve

---

---

---

---

---

---

---

---

**LEGISLATIVE MANDATE** 3

□ Public Service Regulations, 2016 requires Executive Authorities to:

- (a) Prepare and implement a Human Resource Plan for his or her Department.
- (b) Assess the human resources necessary to perform his or her Department's functions by-

- ✓ assessing existing human resources by race, gender, disability, age and any other relevant criteria;
- ✓ identifying gaps between what is required and what exists and to prioritise interventions to address the identified gaps;
- ✓ considering the employment equity plan;
- ✓ considering the available budgeted funds, including funds for the remaining period of the relevant medium-term expenditure framework, for the recruitment, retention, utilisation and development of human resources according to the department's requirements; and
- ✓ taking into account any other requirements as may be directed by the Minister for the Public Service and Administration (MPSA).

 **Batho Pele**  
Putting People First

    
We Belong We Care We Serve

---

---

---

---

---

---

---

---

**HR PLANNING DIRECTIVE** 4

- The MPSA issued a Directive to departments which outlines requirements for the development and implementation of HR Plans and Reports:
- ✓ Departments are required to submit an **MTEF HR Plan** (format prescribed) at the beginning of the 1st financial year by **30 June** to the **DPSA** in the case of National Departments and to the relevant **Office of the Premier** in the case of Provincial Departments.
- ✓ Departments are required to submit a **Human Resource Planning Implementation Report** (format prescribed) to the **DPSA** in case of National Departments and to the relevant **Office of the Premier** in the case of Provincial Departments on or by **31 May of every year**.


**Batho Pele**  
 Putting People First
 



---

---

---

---

---

---

---

---

**THE ROLE OF THE DPSA** 5

- Monitor and evaluate implementation and compliance at departmental level.
- Maintain the Guidelines and Tools.
- Analyse submitted Human Resource Plans and Implementation Reports for National Departments.
- Support and monitor compliance and aggregate information submitted by Offices of the Premiers (OTPs).
- Reporting on Compliance and Assessment findings within the Public Service providing an overview of Human Resource Planning at a Macro level in the Public Service.
- Provide Input to Management Performance Assessment Tool (MPAT) used to assess certain elements of management practices in the Public Service.


**Batho Pele**  
 Putting People First
 



---

---

---

---

---

---

---

---

**THE ROLE OF THE OFFICES OF THE PREMIER** 6

- Support and advise provincial departments on the implementation of the HR Planning Directive.
- Monitor and evaluate the development and implementation of departmental HR Plans:
  - ✓ Assess the quality and compliance of HR Plans and HR Planning Implementation Reports as well as their contribution to provincial objectives and targets.
  - ✓ Report to the DPSA and relevant provincial structures.
  - ✓ Conduct advocacy on the HR Planning process to make sure that the HR Planning process is owned by the top management of each Department.


**Batho Pele**  
 Putting People First
 



---

---

---

---

---

---

---

---

**HR PLANNING STRATEGIC FRAMEWORK** 7

- ❑ As part of continuous efforts to improve HR Planning in the Public Service the DPSA published a Human Resource Planning Strategic Framework in 2008 aiming to:
  - ✓ Provide guidance and a holistic approach to HR Planning.
  - ✓ Identify key areas of policy and practice considered to be vital to creating an integrated strategic approach to HR Planning in the Public Service.
  - ✓ Build HR Planning capacity within the Public Service.
  - ✓ Facilitate the development and implementation of strategies, tools, and interventions to achieve departmental strategic objectives and the Government Programme of Action.


**Batho Pele**  
 Putting People First
 



---

---

---

---

---

---

---

---

---

---

**CRITICAL COMPONENTS OF THE HRP FRAMEWORK** 8

- The vision and mission for Human Resource Planning;
- The legislative framework surrounding HR Planning in the Public Service;
- Four 'foundation stones' for HR planning, comprising capacity development, organisational support, governance, and economic development;
- Three strategic thrusts for public service HR planning, being human resource policy and planning, human resource information systems, and HR analytics and metrics, to reinforce the support structure;
- Underpinned by core principles informing the implementation of HR planning, based on the HR Planning Implementation Guide; and
- Core objectives of HR planning in the form of the pillars, namely strategic direction, human resource information systems, demand and supply, HR resource management, the integration of human resource management and development frameworks, and assessment and evaluation.


**Batho Pele**  
 Putting People First
 



---

---

---

---

---

---

---

---

---

---

**OVERVIEW: HR PLANNING** 9

- ❑ Strategy setting and preparation
  - Strategy alignment - What are the strategic focus areas, priorities and critical roles?
  - Workforce structure – What is the current structure?
- ❑ Analysis and understanding
  - Workforce projection – How will the workforce develop and what are the risks?
  - External employee markets – What is the market situation regarding specific roles?
  - Gap analysis – What are the potential gaps and risks?
- ❑ Solutions/Interventions
  - What are the solutions to close the gaps?
  - Are they feasible, costly, risky?
  - Which solutions should be pursued over short, medium and long term?


**Batho Pele**  
 Putting People First
 



---

---

---

---

---

---

---

---

---

---

**MATURITY LEVEL** 10

- ❑ As envisaged in the White Paper on Human Resource Management, Human Resource Management should be strategic and not transactional.
- ❑ HR Planning should therefore mature to the level where strategic workforce planning involves a shared understanding between organisational leadership and HR practitioners of how the implementation of the organisational strategy and the realisation of the goals can be supported strategically.







---

---

---

---

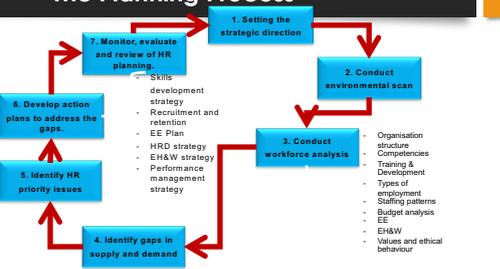
---

---

---

---

**The Planning Process** 11









---

---

---

---

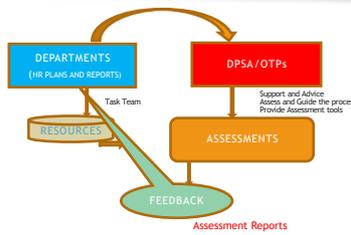
---

---

---

---

**CONCEPTUAL OVERVIEW – ASSESSMENT PROCESS** 12









---

---

---

---

---

---

---

---

**WHERE ARE WE WITH HR PLANNING IN THE PUBLIC SERVICE?** 13

- What level of maturity has been reached in the Public Service?
  - Did we move beyond budget driven head-counting and workforce analytics where focus is on headcount data, collating internal and external labour market data and identifying competency and skills gaps?
  - Are we really engaging with these critical questions or are we merely completing the planning templates?
  - Do we use HR Planning to strategically guide recruitment, development, redeployment, managing staff redundancies and the utilisation of alternative supply models?


**Batho Pele**  
 Putting People First
 



---

---

---

---

---

---

---

---

---

---

**KEY IMPROVEMENT AREAS** 14

- Shift from a compliance exercise of completing forms and templates to a quality value adding process for the Department.
- Break the unhealthy cycle of the planning for the sake of planning to, planning that is integrated within other strategic planning processes of the Department.
- Transfer strategic HR Planning from being the sole responsibility of the HR Planner to a department owned process; with active and meaningful involvement of line managers.
- Change the approach from HR Planners owning the process and seeking information from other HR practitioners to a strategic planning process owned by all HR practitioners.
- Move from disconnected HR strategies and plans to using the HR Plan to set the strategic agenda for all HR components.
- More emphasis on process providing more guidance on "how to" do things.


**Batho Pele**  
 Putting People First
 



---

---

---

---

---

---

---

---

---

---

**CONCLUSION** 15

- For HR Planning to have strategic value it must be about enquiry and insight and not about number crunching and completion of tables, templates and reports.
- Thinking at both a strategic and a granular level is necessary.
- For a department to benefit from the process the workforce will have to be viewed in a segmented manner to have a better understanding of the different challenges and risks.
- It takes time to get it right.


**Batho Pele**  
 Putting People First
 



---

---

---

---

---

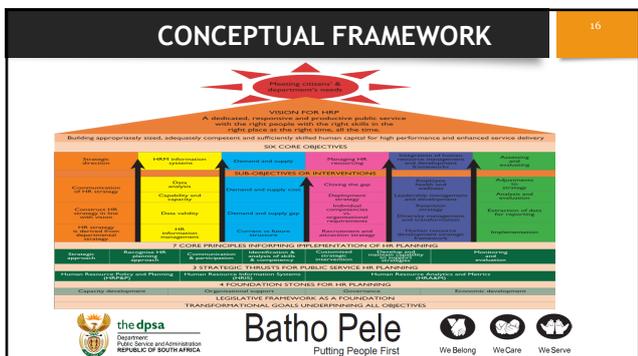
---

---

---

---

---




---

---

---

---

---

---

---

---

Dankie / Thank you / Ngiyathokoza  
 Enkosi / Ngiyabonga / Ke a leboga  
 Ke a leboha / Ndi a livhuwa  
 Ndza khensa


**Batho Pele**  
 Putting People First





---

---

---

---

---

---

---

---