

<b>HUMAN RESOURCE PLAN 2006 TO 2009</b>	<b>NO: 32</b>
<b>EFFECTIVE DATE</b>	<b>JANUARY 2007</b>

## **1. INTRODUCTION**

### **1.1 Why human resource plan?**

Human Resources play a critical role in the strategy implementation process because their commitment and competencies will largely determine whether or not the Department will be able to achieve its strategic objectives. It is therefore imperative for the Department to have a Human Resource Plan which ensures that the required number of employees, with the required competencies is available when they are needed. Such a plan should also ensure that the staff compliment is representative of the population being served and that they have the required skills to increase productivity and enhance service delivery. Moreover, the importance of retaining the skills cannot be overemphasized.

The Public Service Regulations, 2001 Chapter 1 Part III D requires the Executing Authority to undertake Human Resource planning within the Independent Complaints Directorate. The following is a list of other Acts and Regulations which contributes to the HR planning framework:

- Employment Equity Act, 1998;
- Labour Relations Act, 1995;
- Human Resource Development Strategy for the Public Service, 2002.

This policy is a review of the current HR plan drafted in 2001 and replaces it.

### **1.2 Vision and mission of the Independent Complaints Directorate (ICD)**

#### **Vision**

A transformed police service in line with the spirit and purport of the constitution.

#### **Mission**

To promote proper police conduct.

### 1.3 Strategic goals of the ICD

In order to achieve the vision of the department the human resource planning function must be performed in keeping with the following strategic goals:

- (a) transform the ICD into a high performance organization focused on results and the quality of its service delivery;
- (b) develop the professional quality of our investigation force and promote effective leadership, governance and management at all levels with special reference to designated groups;
- (c) provide and utilize resources to achieve redress and equity;
- (d) deal urgently and purposefully with the HIV/AIDS pandemic and other health and social threats/ hazards.

## 2. THE HUMAN RESOURCE DEMAND AND SUPPLY AS PER THE APPROVED ORGANIZATIONAL STRUCTURE

### 2.1 Ideal staff requirements for the Independent Complaints Directorate

Although the personnel structure that was approved at the inception of the ICD is 535 posts there has not been a funding for its implementation and as such the ICD has been experiencing capacity challenges. Consequently the following structure was proposed in line with the required funding and capacity needs:

OFFICE	Current posts	Proposed additional posts	Total
Gauteng	22	31	53
Free State	14	31	45
North West	16	31	47
KwaZulu-Natal	20	33	53
Northern Cape	13	25	38
Eastern Cape	16	31	47
Limpopo	16	31	47
Mpumalanga	14	31	45
Western Cape	20	32	52
National Office	80	28	108
<b>Total</b>	<b>231</b>	<b>304</b>	<b>535*</b>

\* The proposed personnel structure represents a 20/80 distribution in favour of the provinces where service delivery is taking place.

## 2.2 Approved organizational structure

As reflected in its approved organizational structure, the ICD presently has the following human resources for the financial year 2006/2007, the posts of which are all funded:

Salary level	Number of posts	Filled posts	Vacant posts
15	1	-	1
14	4	4	-
13	12	12	-
12	-	-	-
11	22	21	1
10	3	3	-
9	23	20	3
8	20	20	-
7	71	56	15
6	1	-	1
5	34	32	2
4	40	34	6
3	-	-	-
2	-	-	-
1	-	-	-
<b>TOTAL</b>	<b>231</b>	<b>202</b>	<b>29</b>

### 2.3 Existing workforce profile

Having determined the human resource requirements of the ICD, it will be necessary to consider the existing human resources that are available within the department. Details in this regard are as follows:

Salary level	African		Coloured		Indian		White		Total
	Female	Male	Female	Male	Female	Male	Female	Male	
01									
02									
03									
04	18	11	4	-	-	-	1	-	34
05	15	10	4	-	2	-	1	-	32
06	-	-	-	-	-	-	-	-	-
07	22	22	2	1	1	3	1	4	56
08	2	10	-	1	-	2	-	5	20
09	5	12	-	-	1	-	2		20
10	-	1	-	1	-	1	-	-	3
11	4	6	-	2	1	1	6	1	21
12	-	-	-	-	-	-	-	-	-
13	-	9	1	-	1	-	-	1	12
14	1	2	-	-	-	-	1	-	4
15	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>67</b>	<b>83</b>	<b>11</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>12</b>	<b>11</b>	<b>202</b>

### 2.4 Gap Analysis

The gap relating to the human resources needed to meet the current challenges and capacity problems is summarized as follows:

	Ideal personnel structure	Current personnel structure (2006/2007)	Gap
No of posts	535	231	304

## 2.5 Employees with disabilities

The following table illustrates the extent of employment of people with disabilities in the department:

Occupational Categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior officials and managers	-	-	-	-	-	-	-	-	-
Professionals	1	-	-	-	-	-	-	-	1
Technicians and associate professionals	-	-	-	-	-	-	-	-	-
Clerks	1	-	-	-	1	-	-	-	2
Total permanent	2	-	-	-	1	-	-	-	3
Non-permanent employees	-	-	-	-	-	-	-	-	-
Total	2	-	-	-	1	-	-	-	3

## 2.6 Filling of positions

For purposes of increasing productivity and enhancing service delivery, it is crucial that immediate attention be given to the filling of all vacant posts. The non-filling of these vacant positions seriously compromises the efficient and effective functioning of the department.

### 3. NUMERICAL GOALS

The following is the summary of the numerical goals as per equity policy:

RACE	AFRICAN		INDIAN		COLOURED		WHITE		PEOPLE WITH DISABILITY
	Male	Female	Male	Female	Male	Female	Male	Female	
Legislators, Senior Officials and Managers (Levels 13-16)	11	1	0	1	0	1	1	1	0
Target 2011	6	5	1	0	1	1	1	1	1
Current gap	-5	4	1	0	1	0	0	0	1
Professionals (Levels 9-12)	19	9	2	1	3	1	1	8	1
Target 2011	17	15	1	0	2	2	3	3	2
Current gap	-2	6	-1	0	-1	1	2	-5	1
Technicians and Associate Professionals (Levels 6-8)	37	25	5	1	3	4	9	0	0
Target 2011	32	29	2	1	5	4	6	5	2
Current gap	-5	4	-3	0	2	0	-3	5	2
Clerks & elementary occupations (Levels 1-5)	24	31	0	3	0	8	0	2	2
Target 2011	26	25	1	1	3	4	4	4	3
Current gap	2	-6	1	-2	3	-4	4	2	1
CURRENT TOTALS	91	66	7	6	6	14	11	11	
Target 2011	81	74	5	3	11	11	14	13	
Current gap	-10	8	-2	-3	5	-3	3	-2	

Note: The targets based on the current establishment of 231 positions

**4. VARIABLE FACTORS AFFECTING THE HUMAN RESOURCES PLANNING**

The future human resource needs of the department with due regard to identified variable factors are summarized hereunder:

Variable factors	Year 2003/4		Year 2004/5		Year 2005/6	
	No of posts	Costs	No of posts	Costs	No of posts	Costs
Attrition						
Mortality rate	2	R26000.00	2	R20000.00	1	R23000.00
Substitute appointments	-	-	-	-	-	-
Total						

**4.1 The human resource needs as indicated above are justified by the following explanations in respect of each of the variable factors:**

**4.1.1 Attrition**

In keeping with the existing trends, the staff turnover as a result of attrition (resignation, dismissals and retirements) is 25.1% per annum. Consequently, it is deemed necessary that provision be made for staff turnover as a result of attrition. The employees will be appointed against existing vacant and funded posts and as such no additional expenditure will be incurred.

**4.1.2 Mortality Rate**

The department must make provision for the replacement of employees who vacate their positions as a result of death. During the period 2000 to 2005 at least five (5) employees died in service. Although the percentage is fairly low future projections should indicate that provisions have to be made for the replacement of such employees at a rate 10% per annum. Even though HIV/AIDS is not a notifiable disease in the department, it can be safely be deduced that the majority of the death cases are related to the pandemic. However provisions must be made to accommodate employees who might be

infected or affected by the pandemic which has reached alarming proportions in the country.

#### 4.1.3 Provision of substitute personnel

In compliance with the service delivery expectations the department shall ensure that there are substitute personnel (interns). Interns may be employed when permanent staff members are away from duty for in excess of 30 days for the following reasons:

- Sick leave (extent)
- Maternity leave

This will be achieved by employing Interns. Consequently, it is deemed necessary that provisions be made for such employment at a rate of 20% of the personnel establishment per annum. The financial implications for provision of such posts have been determined through internship programme and budgeted for by the respective offices and components.

#### 4.1.4 Summary of future human resource needs

Salary level	Retirements for the period 2006 - 2015
1	-
2	-
3	-
4	
5	-
6	-
7	1
8	-
9	-
10	-
11	-
12	-
13	1
14	2
15	-
<b>Total</b>	<b>4</b>



## **5. STRATEGIES TO ADDRESS HUMAN RESOURCE NEEDS**

The Directorate: Human Resource Management has developed the following strategies to address the human resource needs of the department.

### **5.1 Employee Development Strategy**

The ICD, through the Directorate: Human Resource Management is committed to maximize people development and empowerment through quality skills development so as to accelerate transformation and service delivery.

The department's human resource development strategy is critical in achieving the departmental goals. The strategy aims at consolidating the skills audit and continuous skills research, which will culminate in the compilation annually of the workplace skills plan and proper reporting to the SETA (SASSETA and PSETA). The developmental of programmes must be linked to Personal Development Plans and provisions of training and skills programmes that are well researched and informed by the skills audit, performance management. The Sub-directorate: Service delivery and training will develop service delivery improvement programme which incorporate Batho Pele principles and the code of conduct in all training programmes. An intensive orientation and induction programme will be administered to all new employees. The bursary scheme offered will focus on transformation initiatives and scarce skills learning areas as identified through skills research and competency profiling and will be aligned career mobility.

Development of the learnerships programmes that are aligned to unit standards will be provided to all employees. The learnership programmes will be quality assured by the SETA.

#### **Key Objectives**

Therefore the HRD strategy has the following key objectives:

- Continuous skills research and development;
- Provision of financial assistance;
- Quality management of training interventions.

**Key objective: continuous skills research and development**

	<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL</b>	<b>TARGET</b>
1	Researched document of skills shortages database	Report on Skill audit conducted.	Approved skills needs by April each year.
2	Availability of workplace skills plan and annual training Report documents for the document	Complete workplace skills plan.  Training reports.  Annual training report.	Submitted to SETA by June each year.  Submit to SETA each quarter.  Annually.

**Key objective: provision of Learnership**

	<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL</b>	<b>TARGET</b>
1	Learners registered for learnerships	Currently no learnerships has been registered	2% learnerships registered.
2	Learners completed the learnership		5% of learners/ interns registered.

**Key objective: quality management of training interventions**

	<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL</b>	<b>TARGET</b>
1	Adherence to the quality management system of the SETA	60% of training interventions comply with quality assurance of the SETA	100% compliance with the quality management/ assurance.
2	Supply of accredited service providers	60% of service providers are accredited	All service providers are accredited
3	Service level agreements signed and adherence thereto	There are no service level agreements	

Key objective: provision of needs based education training and development interventions

	PERFORMANCE INDICATORS	ACTUAL	TARGET
1	Employees with personal development plans	60% of employees have development plans.	All employees must have development plans.
2	Employees completing NQF level programmes	15% of employees are completing NQF level programmes	30% of employees are completing NQF level programmes
3	Employees inducted		All new employees inducted

Key objective: provision of financial assistance

	PERFORMANCE INDICATORS	ACTUAL	TARGET
1	Employees awarded bursaries		All eligible employees
2	Managers enrolled on mentoring/ coaching programmes	None	

## 5.2 HEALTH AND SAFETY STRATEGY

The department is committed to providing healthy and safe working environment, for all employees for as long as they are employed by the department.

### 5.2.1 Statement of intent

To promote a working environment that is conducive to the health and safety of the employees including issues of HIV/AIDS in a workplace

### 5.2.2 Health and safety strategy

The employees of the department form a critical element in achieving the strategic objectives of the department. The department therefore is responsible for providing a conducive work environment. The department will ensure sustenance of the referral system. This is the

process where the supervisor identifies poor performance due to personal problems then refers the employee for counseling to the Sub-directorate: Employee Wellness and Special Programmes.

An evaluation tool to enforce the implementation of the no smoking policy will be developed to ensure that non-smokers are not exposed to hazardous conditions.

The evacuation team will develop the evacuation and closure of offices procedure, and these will be distributed to all employees as actions to be taken in cases of emergencies.

First aids kits will be distributed and procedures to be followed when there is injury on duty.

The department will ensure that the HIV/AIDS prevention programmes are implemented to include awareness campaigns and VCT programmes. Employees infected and affected by the pandemic will be provided with care and support required which will include educating employees on wellness and developing HIV/AIDS support groups within the department. Intensive research on the impact of the HIV/AIDS will be conducted to ensure that accurate information on the pandemic is provided for proper decision-making and policy development.

Key objective: promote the work environment that is conducive to the health and safety of the employees and manage HIV/AIDS in a workplace

	PERFORMANCE INDICATORS	ACTUAL	TARGET
1	Employees assisted through referral	100% of all referrals.	100% of all referrals.
2	Empowered on wellness programmes	40% of all employees who utilized the service.	All employees are eligible to utilize the service.
3	Smoking policy effectively implemented	Smoking areas have been identified and employees comply with the regulations.	Full compliance with the smoking policy.
4	Evacuation procedure and departmental evacuation team	Fire marshals have been identified in some offices although there is need for full compliance.	Full compliance with health and safety measures in the workplace.

Key objective: manage HIV/AIDS in a workplace

	PERFORMANCE INDICATORS	ACTUAL	TARGET
1	Implement HIV / AIDS prevention programmes	80% of prevention programmes were implemented.	100% of prevention programmes to be implemented.
2	Condom distribution programmes	Condom distribution fully effective.	Distribution in all key points and compliance with regulations.
3	Support groups within employees, peer educators	There are no support groups. Peer educators have been trained	All peer educators trained.
4	Implement VCT programme	VCT has been implemented in September 2006.	VCT roll out and awareness to be finalized during 2007.
5	Research on HIV/AIDS in a workplace	No scientific research conducted.	Research to be conducted in 2007

### **5.3 LABOUR RELATIONS STRATEGY**

#### **5.3.1 Statement of intent**

The department will proactively promote fair labour relations practices in order to ensure labour peace for effective and efficient service delivery

The department will endeavour to ensure that the labour relation practices executed are effective and efficient. Such practices will ensure the maintenance of labour peace within the department. This will be done through the following three focus areas:

#### **5.3.2 Labour relations strategies**

##### **5.3.2.1 Effective and fair handling of disciplinary matters**

The department intends to timeously deal with all cases of misconduct so as to promote fair labour practices as entails in schedule 8 of the labour relations act. To this end, it will train its officials on proper prosecuting and presiding skills.

##### **5.3.2.2 Effective and fair handling of disputes and grievances**

One of the main causes for tensions between the employer and its employees is the unresolved disputes/grievances. The department's aim is to aim to reduce the grievances through timeous intervention and resolution of grievances before they become disputes. This will be done through the training of managers on grievance handling skills. To further minimize conflict, the department will devise a strike management plan in compliance with the provisions of the labour relations act.

##### **5.3.2.3 Effective collective bargaining**

The department commits itself to fair practices during and after the process of negotiations. The resolutions reached at the departmental bargaining chamber will be implemented properly and all officials will be apprised of decisions on resolutions reached.

**Key Objective:** the department will pro-actively promote fair labour relations practices in order to ensure labour peace for effective and efficient service delivery

**Effective and fair handling of disciplinary matters**

Activity	Actual	Target -
Implementation of sanctions	Sanctions are implemented within a week of pronouncements thereof.	Sanctions to be implemented within a week of pronouncement are made.
Investigation skills training	No investigative training skills training conducted.	Investigation skills training to be conducted in 2007.
Presiding officer's training	No presiding officer's training skills training conducted.	Presiding officer's training to be conducted in 2008.
Informal discipline training	60% of informal training conducted.	100% of informal training to be conducted.

**Effective and fair handling of disputes and grievances**

Activity	Actual	Target
Arbitration and conciliation training	All arbitration and conciliation are attended	All arbitration and conciliation are attended
Grievance procedure training	Training conducted during induction courses.	Training to be conducted twice a year.
Number of grievance raised	During 2005 only four grievances were raised.	All grievances raised to be dealt with.

**Effective collective bargaining**

Activity	Actual	Target
Implementation of resolutions and agreements	No resolutions and or agreements were concluded	All resolutions and agreements reached in the Departmental bargaining chamber are implemented
Proper dissemination of decisions from	All collective agreements are communicated to	Effective communication and implementation of all collective agreements and



bargaining structures	staff implemented.	and resolutions.
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## 5.4 EMPLOYEE RESOURCING STRATEGY

### 5.4.1 Statement of intent

The department will endeavour to ensure that it is resourced with the competent and suitable employees in order to achieve excellent service delivery

This will be done through ensuring that it is right sized with the correct number of posts, developed the strategies to address human resource gaps, fill all posts that exist in its organizational structure and retain its competent employees. The following will then ensure that this is achieved:

#### 5.4.1.1 Resourcing Strategies

The department is faced with the challenge of providing more investigative positions to ensure the quality and enhancement of our human resource needs. The department aim to review its human resource plan to ensure that it caters for its needs. This human resource plan will be communicated to all employees to ensure its effective implementation. The HR plan will encompass human resource demand, human resource supply, human resource gaps and strategies to address these gaps. The department is committed to identifying competency-based framework for all positions within the organization. The human resource plan will therefore also include the profiles of all jobs on the organizational structure. The monitoring tool will be devised to ensure the effective implementation of the strategies.

#### 5.4.1.2 Recruitment and selection

The department will ensure that all posts in is organizational structure are filled timeously to ensure the effective functioning. It is recognized that job advertising is key for the department and that advertisement should exploit the image potential for job seekers. Candidates selected for interviews are shortlisted on the basis of qualifications and experience set out in a structured fashion on the advertisement. Where candidates have been shortlisted, the selection method i.e. interviews, promoted by the department aimed at



permitting all potential candidates to demonstrate competencies identified as essential in the job role.

In the filling of posts the numerical goals will serve as the basis where the department will look at categories (gender, race, etc) where it falls short. All employees will be sensitized of employment equity as prescribed by the employment equity act. These programmes aimed at improving equal opportunity awareness and ensuring that policies are understood and practiced in a non-discriminatory fashion will occur regularly.

#### 5.4.1.3 Retention

The department intends to retain its employees through the development of human resource policies, which cater for the existing human resource needs at the same time being in line with national human resource prescripts.

Key objective: the department will endeavour to recruit and retain the best available staff.

#### Human Resource Plan

Activity	Actual	Target
Review HR plan	The current HR plan has been in place for a period of three years without been reviewed	The HR plan to be reviewed annually.
Effective communication programme and implementation thereof	HR plan not properly communicated.	HR plan to be communicated to all staff and effectively implemented.
Monitoring tool implemented	The retention policy to be finalized and implemented during 2006.	EXCO to monitor the implementation of the HR plan quarterly.
Profiles for all jobs	All job profiles need to be reviewed.	All jobs will be evaluated during 2006 and job profiles implemented in line with the available budget.

### Recruitment and selection

Activity	Current	Target
All vacant posts filled	15% of the posts are vacant.	At least 10% of the posts must be vacant
Achievement of numerical goals of employment equity	Although the ratio indicates that there is equal representation of females and males there is a gap in middle management especially relating to African females.	The equity policy to be finalized and implemented during 2006.
Advocacy campaigns on employment equity	Equity policy not communicated to staff	The policy to be communicated to all staff during implementation..

### Retention

Activity	Current	Target -
Cascading of HR policies and information on service benefits	HR policies are communicated to staff on a continuous basis.	HR policies must be workshopped and communicated to staff on an ongoing basis.
Creating conducive working environment	Flexible working hours are implemented in terms of the Public Service Regulations.	Flexible working hours fully implemented.

## 5.5 MOTIVATION AND MANAGING PERFORMANCE TO ENHANCE SERVICE DELIVERY STRATEGY

### 5.5.1 Statement of intent

The department will endeavour to ensure an organizational climate within which a motivated and professional workforce can thrive

### 5.5.2 Introduction

It will on an ongoing basis strive constantly to improve the employee's individual performance and their contribution to the organisation's wider objectives. In order to achieve this, the department will adopt an Integrated Performance Management Development System (IPMDS) for its employees from levels 1 to 16. To this end, it will conduct workshops to appraise its officials on the implementation of this system. In addition employee's performance will be assessed on the basis of a workplan covering a specified period setting out clearly his/her responsibilities and the objectives to be achieved. Finally, the establishment of clear standards and expectations combined with performance monitoring to ensure that staff capability is sustained and developed, and that poor or unsatisfactory performance is identified and improved and good performance is recognized and rewarded.


### 55.3 Motivation and managing performance to enhance service delivery

Key objective: the department will endeavour to ensure an organizational climate within which a motivated and professional workforce can thrive.

Performance indicators	Actual	Target
Adopt IPMDS for all employees from level 1 to 15	IMPDS for all staff members at all levels have been adopted.	Full implementation of the IMPDS.
Conduct workshops on the implementation of the system	Workshops have been conducted. During induction courses staff members are workshoped on IMPDS.	Workshops to be conducted on a continuous basis.
Establishment of clear service standards	The performance agreements of staff contains service standards	To improve the quality of performance agreements.
Managing poor or unsatisfactory performance	There is currently skills gap in terms of management of poor performance	Managers to be skilled to manage poor performance.
Rewarding good performance	All staff whose performance was found to be outstanding was rewarded.	

**6 IMPLEMENTATION AND MONITORING TOOL**

- 6.1 The Director: Human Resource Management will be responsible for the overall implementation of the HR plan while the Executive Committee (EXCO) will monitor the implementation thereof;
- 6.2 Provinces and National office staffing will be monitored through employment equity as to whether there is compliance to equity plan and progress made towards achievement of numerical goals;
- 6.3 Directorate: Human Resource Management to ensure that all appointments are in line with the numerical goals as contained in the equity plan;
- 6.4 HR plan and Equity plan to be standing items on the HR component meetings;
- 6.5 Director: Human Resource Management to submit half yearly mortality statistics to the Chief Director: Corporate Management.

  
Acting Executive Director

22-01-2007  
Date