



**LIMPOPO**  
PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

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## **DEPARTMENT OF PUBLIC WORKS**

### **BUSINESS PROCESSES OF HUMAN RESOURCE DEVELOPMENT PROGRAM**

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# **1 PART 1 AS-IS BUSINESS PROCESSES**

## **1.1 Performance management and development sub-program**

### **1.1.1 Background and introduction**

Performance Management process is a set of processes that help the department optimize its business performance. The aim is to harness individual and group performance towards the realization of the departmental strategic and operational goals and objectives. The functions of performance management are performance management consulting, conduct research, manage probations; evaluate, recommend and implement rewards and other interventions; induction and orientation.

### **1.1.2 Objectives**

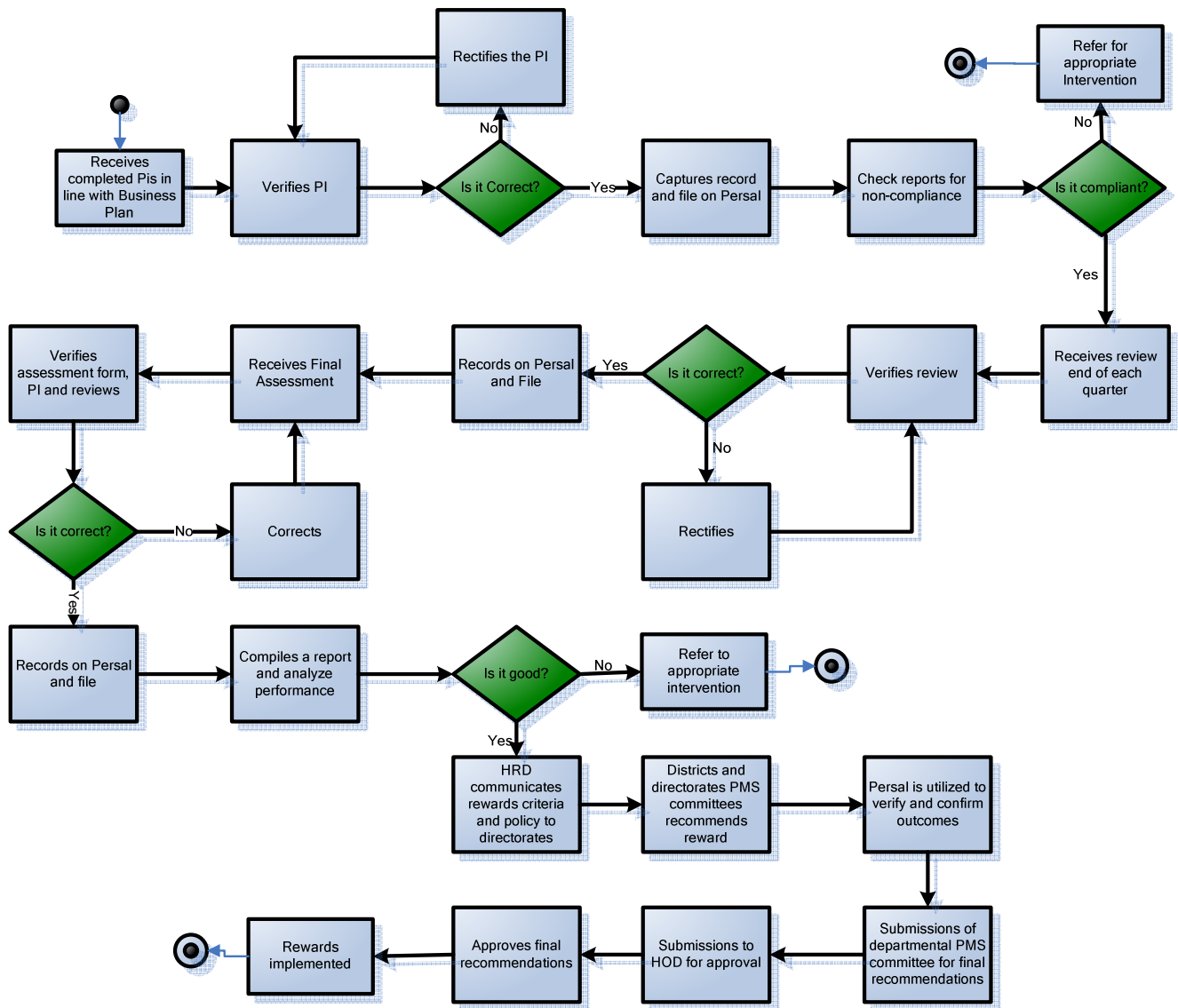
- To manage performance management system
- To facilitate the implementation of the policy
- To identify individual's potential, strengths, and weaknesses and align them the departmental priorities and strategies.
- To identify and remedy poor work performance.
- To comply with the requirements of the Public Service Regulations.

### **1.2.2 Process initiation**

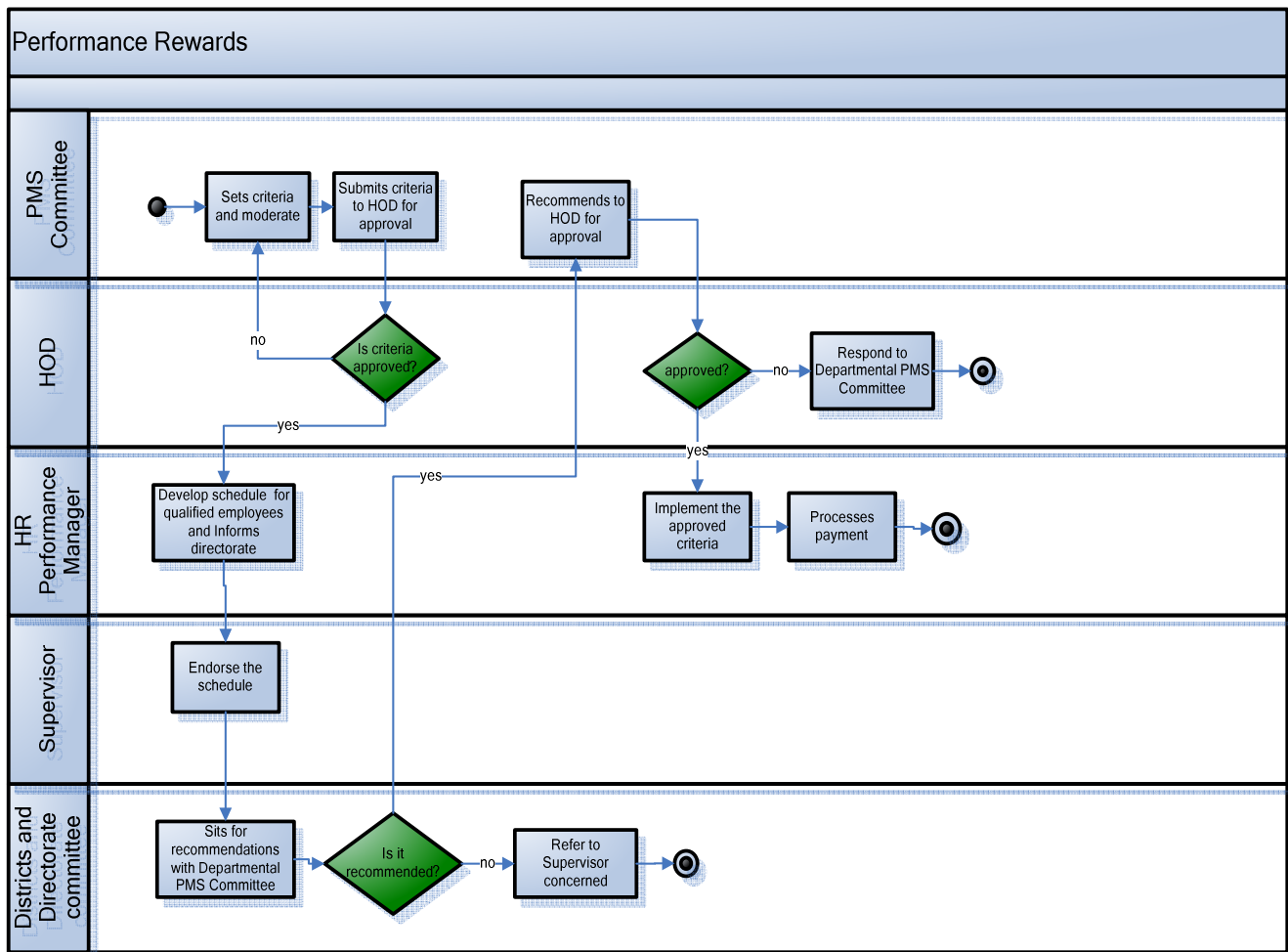
Performance management processes is triggered by the outcome of performance management system, Business plans, Annual Performance plan and performance agreement.

### **1.2.3 As - Is Business process**









#### 1.2.4 Resource used

- Persal System
- MS Office

#### 1.2.5 Challenges

- False ratings.
- Non-compliance
- Lenience (during evaluation all employees rates are above performance).
- To qualify for cash bonuses the employee should be 12 months on his or her notch in the same PMS cycle but Persal can grant employee bonuses before completion of the cycle.

### 1.2 Skills Development and Career Management Sub-program.

#### 1.2.1 Background and introduction

This section deals with the development of skills, conducting skills audit, Compiling WSP, provide financial assistance, implement the learnership/access programs, and liaise with institutions and advice on career. The section deals with shortage of skills by offering internship programs, learnership programs, as well as the bursaries.

#### 1.2.2 Purpose

To facilitate skills development and career management. (To check if the employees are skilled and if not develop training)



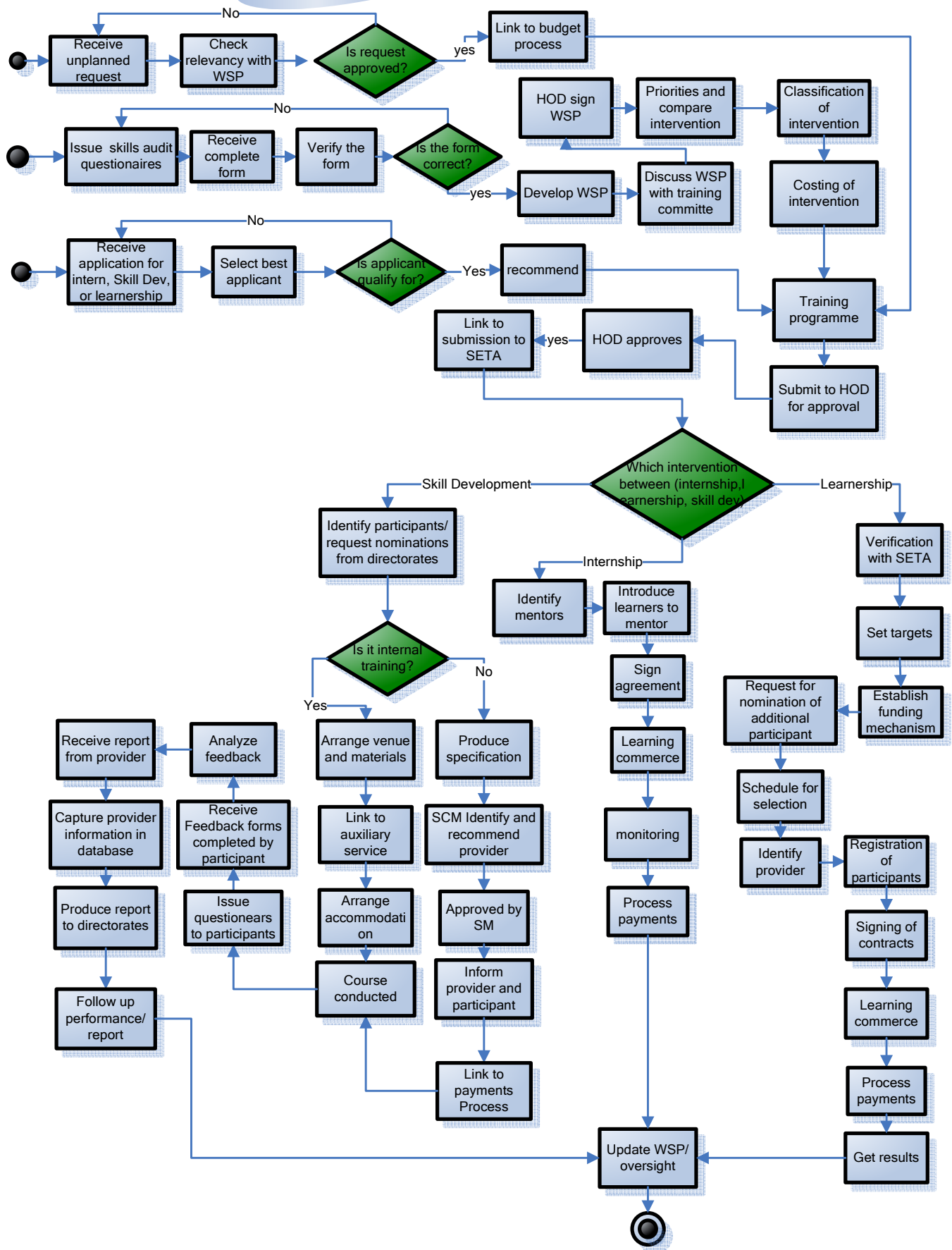
### **1.2.3 Process initiation**

The process initiated when the department needs to identify the gaps in the workplace

### **1.2.4 As - Is Business process**



## Skills Development and Career Management





### **1.2.5 Resource used**

- PERSAL
- Computer
- Car
- Projector
- Flipchart
- Human
- FINEST

### **1.2.6 Challenges**

- Lack of PERSAL system and skills
- Lack of support

## **2. PART 2 REDESIGNED BUSINESS PROCESSES**

### **2.1 Performance Management and Development Sub-program**

#### **2.1.1 Gap Analysis**

Many employees but not all do not comply with rule that requires them to submit their performance indicators (PIs). The unit receives only small number of PIs. This has a bad effect because is going to be difficult to identify the skills required in this department and again is going to be difficult for the manager to manage the unit efficiently and effectively. Some of employees give themselves false ratings. This is found after conducted evaluations which show that employees' rates are above performance. The report that they compile at the end will not communicate enough information about the performance of the entire department because some do not submit their PIs. Non compliance of rules destroy the efficiency and the effectiveness of activities in this unit as a whole.

Currently officials perform performance bonuses calculations manually because Persal system does not have functionality to do that. This consumes time and it can be easy to manipulate those figures. To qualify for cash bonuses employee should be 12 months on his or her notch in the same PMS cycle but Persal can grant employee bonuses before completion of the cycle. This Persal's shortcomings Increases cost because of paying bonuses to unqualified employees. The intention is to improve business processes so that cost and cycle time are reduce and better service is delivered.

#### **2.1.2 Propose ways to bridge the gap**

It will help if top management can create the environment where every one in this department enforces the issue of compliance to the law. Appropriate action must be taken to eradicate this habit altogether. This will minimize problems to the dependent activities. Persal system need to be enhanced in order to accommodate the needs of this unit as well.



### **2.1.3 To - be Business Process**

The flow of activities will not change; the only things needed are to enforce the law so that all employees of this department submit truth rating and to enhance Persal system for it to accommodate the needs of this section as well.

### **2.1.4 Benefits**

- Persal system will be able to calculate performance bonuses.
- Cost will be reduced because the system will start paying only qualified employees
- Managers will be able to manage the unit efficiently and effectively and the right decision will be taken.

## **2.2 Skills Development and Career Management Sub-program.**

### **2.2.1 Gap Analysis**

Some of the functions of this section are to conduct skills audit and to develop training. User directorates lack support to this unit because some perform those activities themselves. This discourages officials of this unit. Other function of this unit is to compile work skills plan (WSP) which shows trainings that will be conducted during a certain financial year. User directorates's lack of support to this unit will also create an audit query because trainings carried out do not appear on WSP. Those activities that are done by user directorates but suppose to be done by officials of this unit will not be of required quality because they are not experts in this field. The purpose is to reduce cost and cycle time and deliver better service.

### **2.2.2 Propose ways to bridge the gap**

Top management can simply solve that by not authorizing trainings that are conducted but not followed the right procedure. This will force User directorates to follow the right procedure.

### **2.2.3 To - be Business Process**

The flow of activities will not change; the only thing is user directorates must return those activities (skills audit and development of training) to where they belong for things to run as planned.

### **2.2.4 Benefits**

- Officials of this unit will restore their interest to work.
- Skills Audits and development of training activities will be of required quality because now the activities will be done by the right employees

## **3. CONCLUSION**

The main challenges currently are: not enough cooperation and support by programs in this program. Activities of performance management unit depend much on the cooperation of programs, for performance management to generate a report firstly they need to collect PIs from different programs. Not enough cooperation affects activities of this unit's negatively. The unit struggle to get all PIs from different programs, the received once also contains false ratings. Some of the programs of this department lack support to Skills development unit's activities. They perform activities that are supposed to be done by Skills development unit.



#### **4. RECOMMENDATION**

Performance management unit complained about Persal system that is not fulfilling their needs e.g. it does not calculate performance bonus. It is advisable for the department to sometimes review the needs of the users then enhance information systems of this department .It will help if top management can create the environment where every one in this department enforces the issue of compliance to the law.