



**LIMPOPO**  
PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

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## **DEPARTMENT OF PUBLIC WORKS**

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

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

## **1.1 Work-study and job analysis sub-program**

### **1.1.1 Background and introduction**

The functions of work study and Job analysis is to manage organization and establishment development services, conduct job analysis/evaluation and monitor implementation of job evaluation results, maintain departmental filing system and design and control forms. Job Analysis helps the company determine the capability of the person performing the tasks by offering a fair assessment meeting where needs of both parties (company & employee) are listened. Work Study is the most searching technique available because it takes every fact into account. It reveals weaknesses often overlooked in the day to day working.

### **1.1.2 Goals**

- To align organizational structure to the strategy of the department.
- To analyze and evaluate all posts or jobs within the department.
- To improve productivity

### **1.1.3 Process initiation**

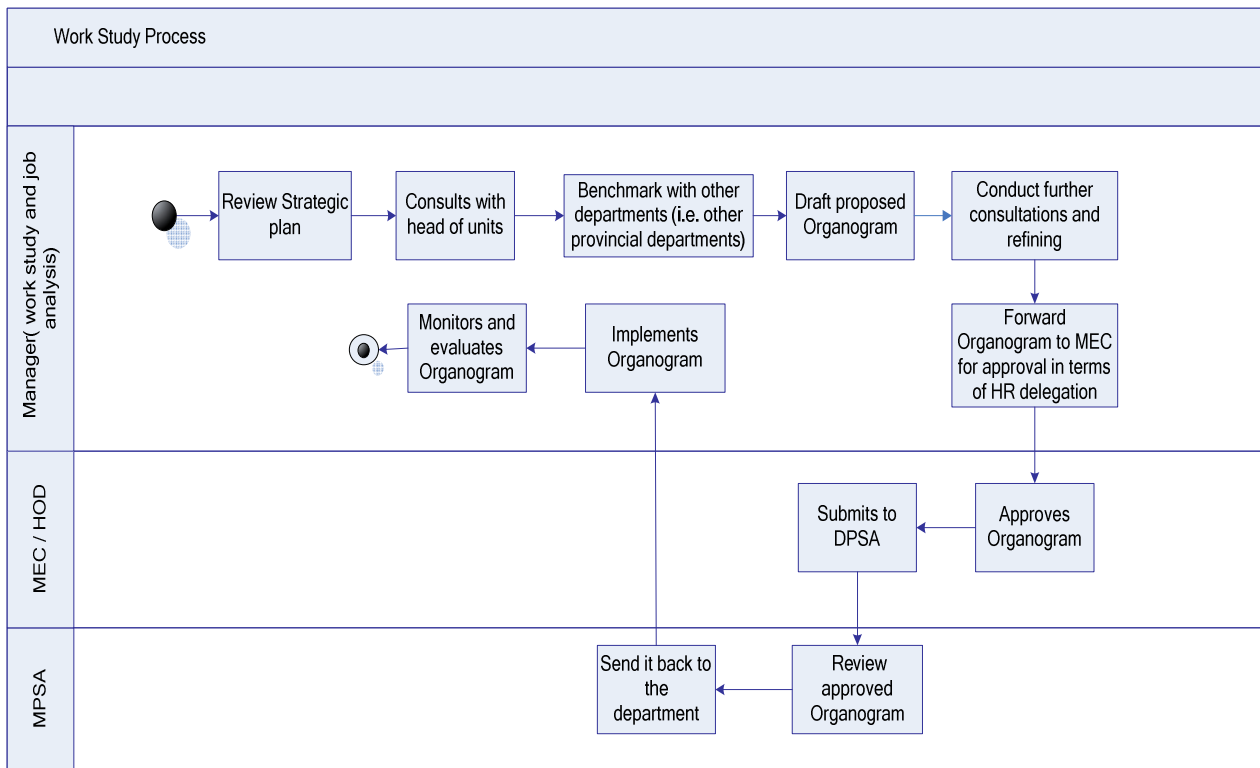
#### **Work study**

- Work-study processes are triggered by new mandates from National government.
- Changes to departmental strategic plan.

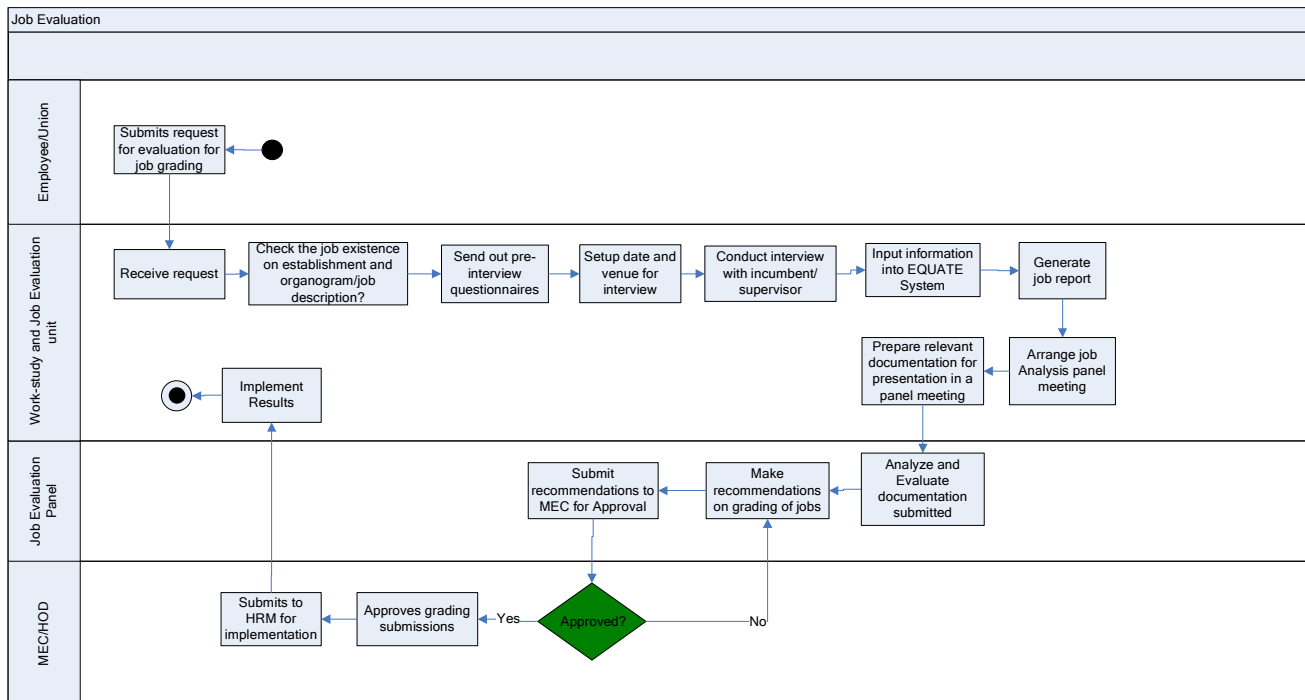
#### **Job Analysis**

- Requests from individual employees or unions.
- Changes in job responsibilities

### **1.1.4 As - Is Business process**



## Job Evaluation



### 1.1.5 Resource used

- EQUATE System
- OrgPlus System grade

### **1.1.6 Challenges**

- Lack of management support
- Prolonged consultations
- Employees lack understanding of the process

### **1.1.7 Risks**

- Leaking of information

## **1.2 HR Provisioning Division**

### **1.2.1 Background and Introduction**

The functions of recruitment division are to oversee the PSR in relation to: personnel recruitment, selection of personnel, appointment of personnel, and placement of personnel; and to administer employee contracts. Provisioning requires business perspective, expertise, ability to find and match the best potential candidate for the organization, diplomacy, marketing skills (as to sell the position to the candidate) and wisdom to align the recruitment processes for the benefit of the organization.

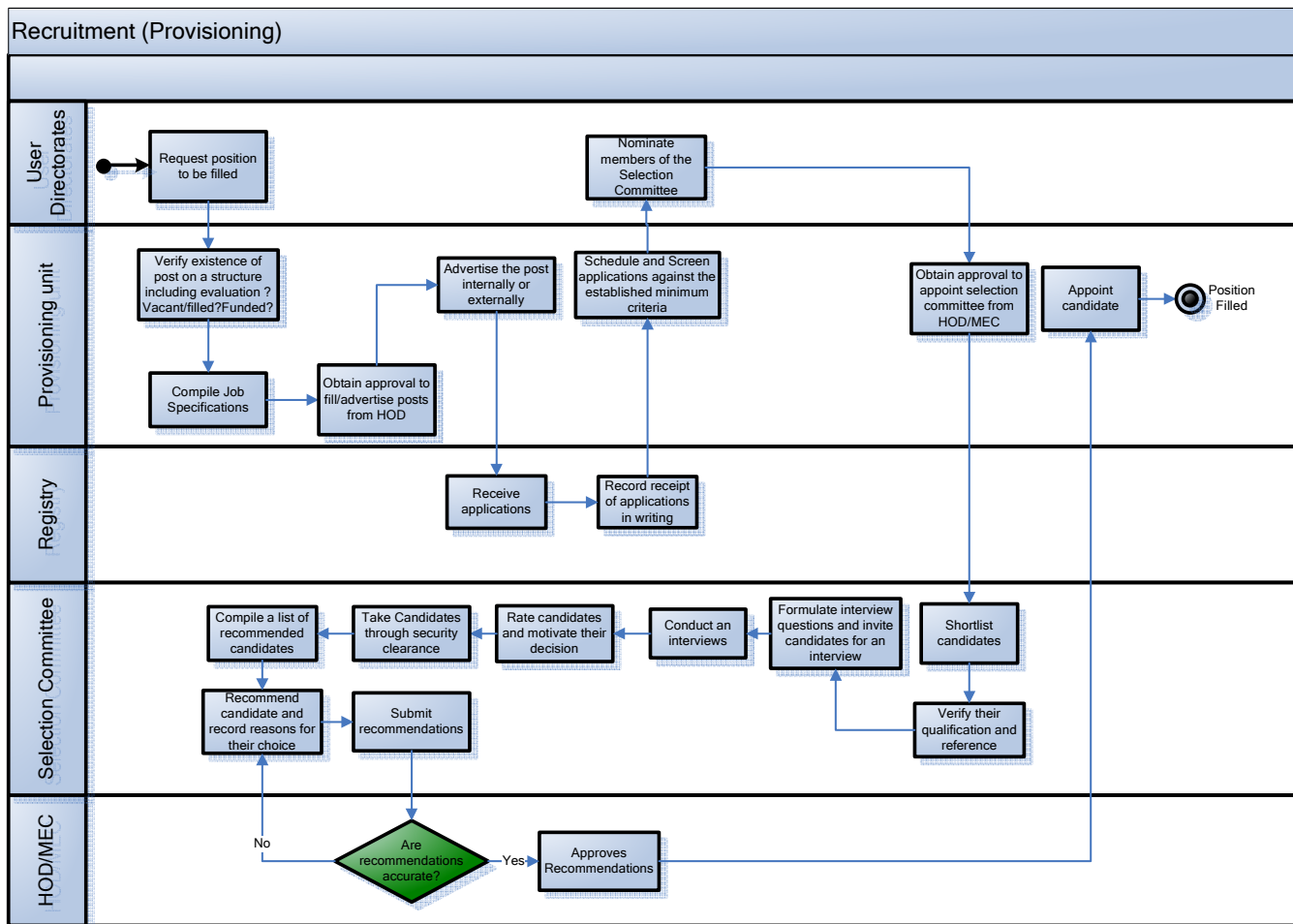
### **1.2.2 Goals**

- To address the imbalance of the past.
- Attract and retain caliber employees who are suitably qualified to perform the inherent requirements of the job.
- Ensure that recruitment and selection decisions take objective criteria into account and that procedures are fair.
- Promote equal opportunity in the workplace by eliminating unfair discrimination.
- Facilitates the equitable representation of Africans, Indians, Coloured, women and people with disabilities in all occupational categories.

### **1.2.3 Process Initiation**

Provisioning business processes is triggered by vacancies, legislation and prescripts.

## 1.2.4 As - Is Business processes



## 1.2.5 Challenges

- Candidates increase their financial demands.
- Applicants withdrawing from recruitment process.
- Competition with or against private sector for scarce skills.
- Search for a suitable candidate could take longer than usual.
- Lack of internal support
- Information leakage
- False qualification

## 1.2.6 Resources used

- Budget

## 1.3 HR Planning Division

### 1.3.1 Background and Introduction

Human resources planning unit identifies current and future human resources needs for the department to achieve its goals. Human resources planning serve as a link between human resources management and the overall strategic plan of the department. The function of Human Resource planning is to implement employment equity plan, do HR forecasting and planning, do succession planning and do interface with job market. Human resource strategy is the pattern of planned human resource deployments and activities intended to enable the organization to achieve its goals.

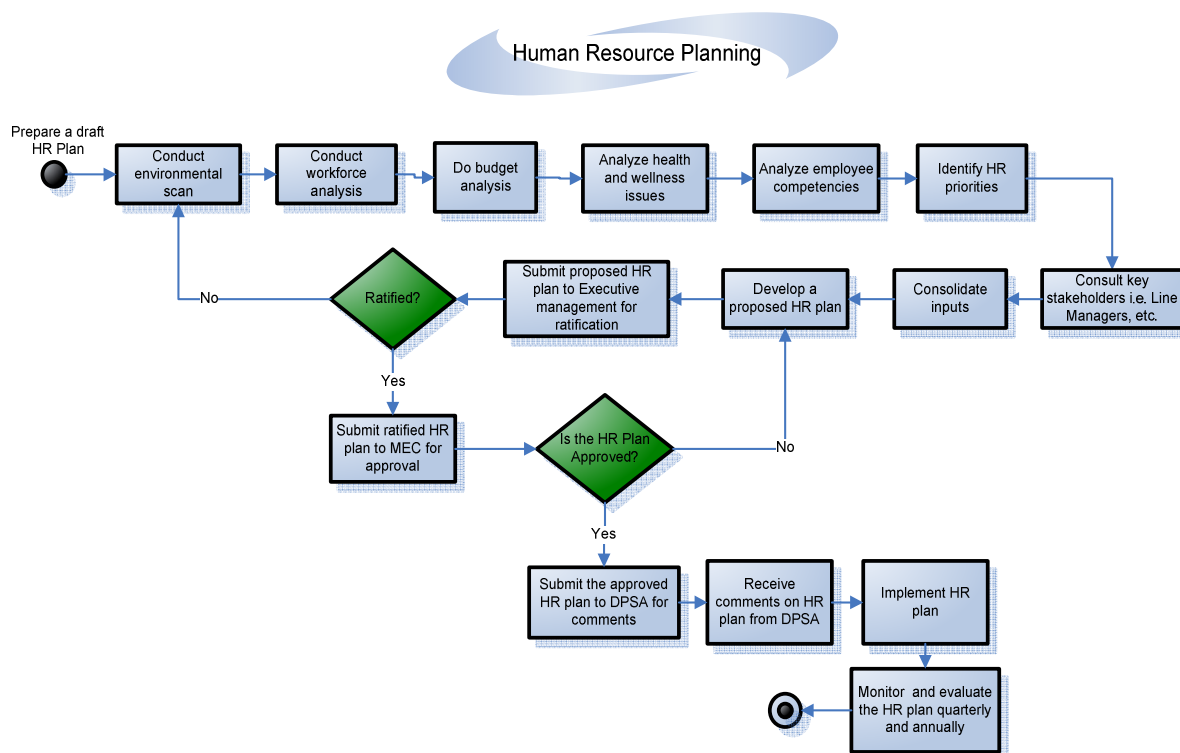
### 1.3.2 Goals

- The goal is to focus on the specific procedures that are crucial to human resource planning.
- Ensure that unit's operations are clearly outlined

### 1.3.3 Process Initiation

HR Planning is informed by the Departmental mandates. The strategic plan of the Department clearly states its vision, mission, strategic objectives and values. When this exercise is done, then an organizational structure to carry these mandates follows. It is where HR planning's activities get triggered, mainly to ensure that the right people with the right skills, attitudes and values that are in line with the Department's are planned for and recruited accordingly.

### 1.3.4 As - Is Business processes



### 1.3.5 Challenges

- The ever-changing format of the HR plan by DPSA
- Difficulty in soliciting inputs, especially from SMS members
- The effectiveness of the plan
- Lack of budget
- New mandates that automatically affect the planning
- The impact of HIV/AIDS

### 1.3.6 Resources used

- Data Projector
- MS Office suite
- HR Managers

## **1.4 Employment Relations sub-program.**

### **1.4.1 Background and introduction**

Employment Relation section is one of Human Resource Services sub-sections that manages employment relations in the department. Its functions are to manage and co-ordinate disciplinary processes, investigate and manage grievances, disseminate information on collective agreements and departmental policies and to manage departmental consultative structures.

### **1.4.2 Goals**

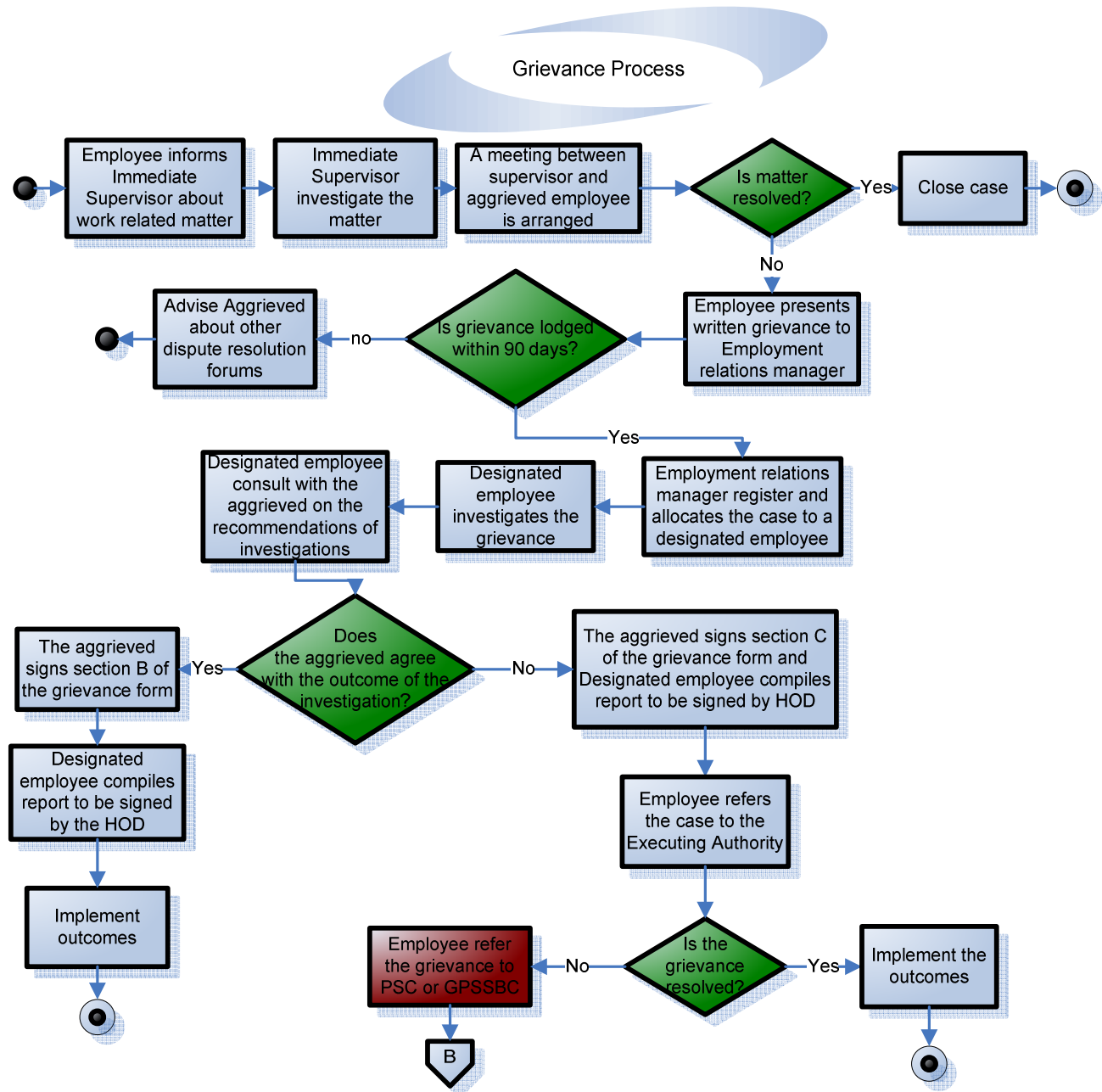
- To promote acceptable conduct in workplace.
- To promote Sounds Labour Relations.

### **1.4.3 Process initiation**

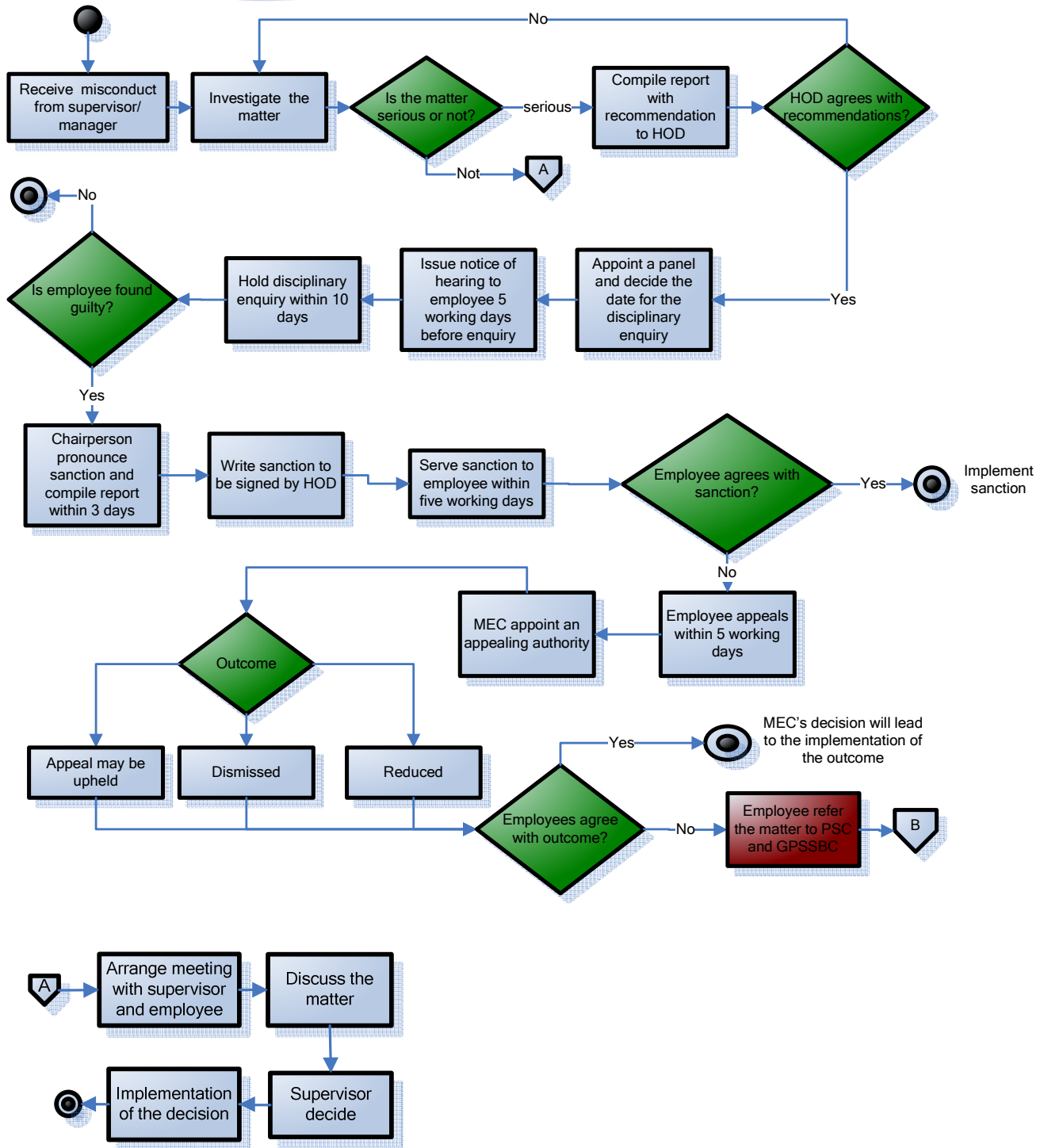
Monitoring of compliance with Labour Legislations triggered the business process of Employment relations.

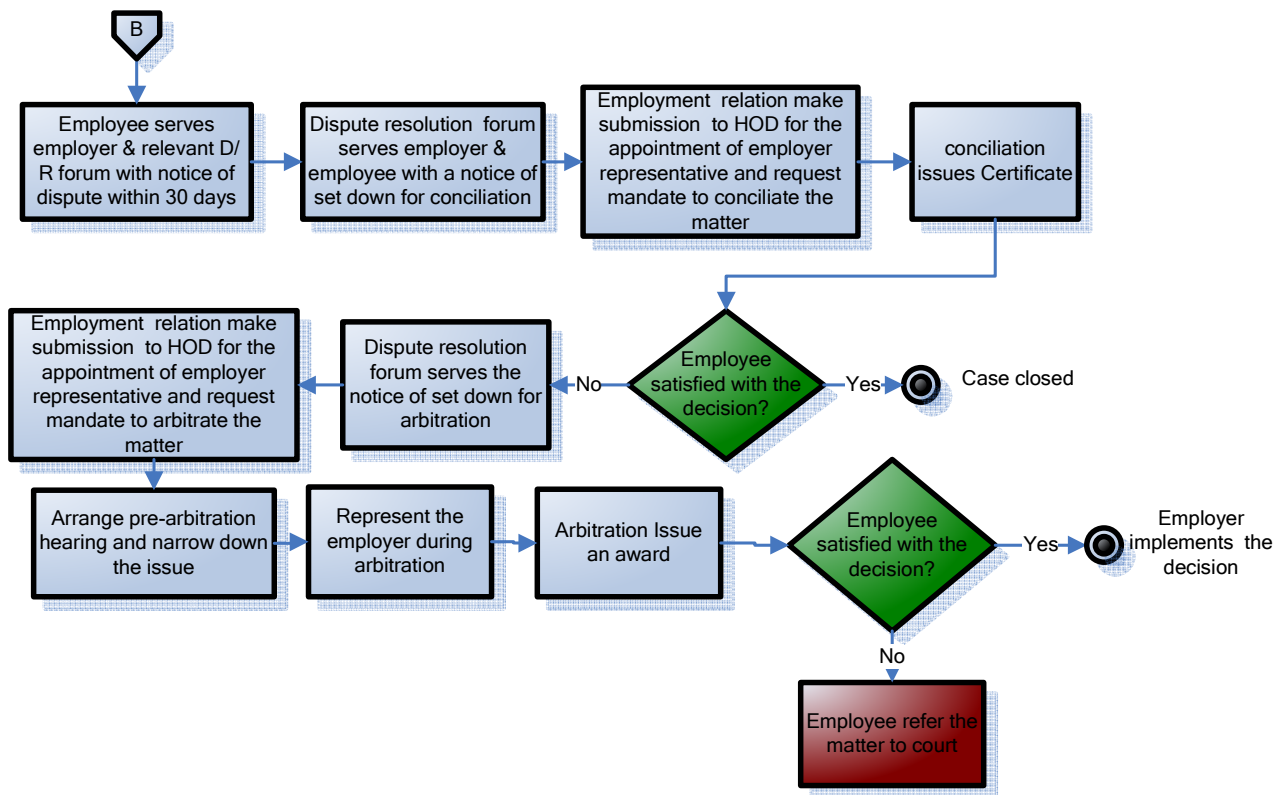


#### 1.4.4 As - Is Business process



## Disciplinary code and procedure





#### 1.4.5 Resource used

- Vehicles. Human and Financial Resource
- Computer
- Voice recorder

#### 1.4.6 Challenges

- Managers/Supervisors failure to enforce discipline
- Understaffed
- Non adherence to time lines
- Management takes decisions that end up being a matter to employment relation without consulting employment relation office.

#### 1.4.7 Risks

- Intimidations and threats
- Instability in the workplace
- Labour dispute

### 1.5 HRM Policy Research and development

#### 1.5.1 Background and Introduction

HRM Policy Research and Development division is established to facilitate the development of departmental policy. Its functions are to conduct research on policies, monitor implementation of policies and to ensure review of outdated policies.

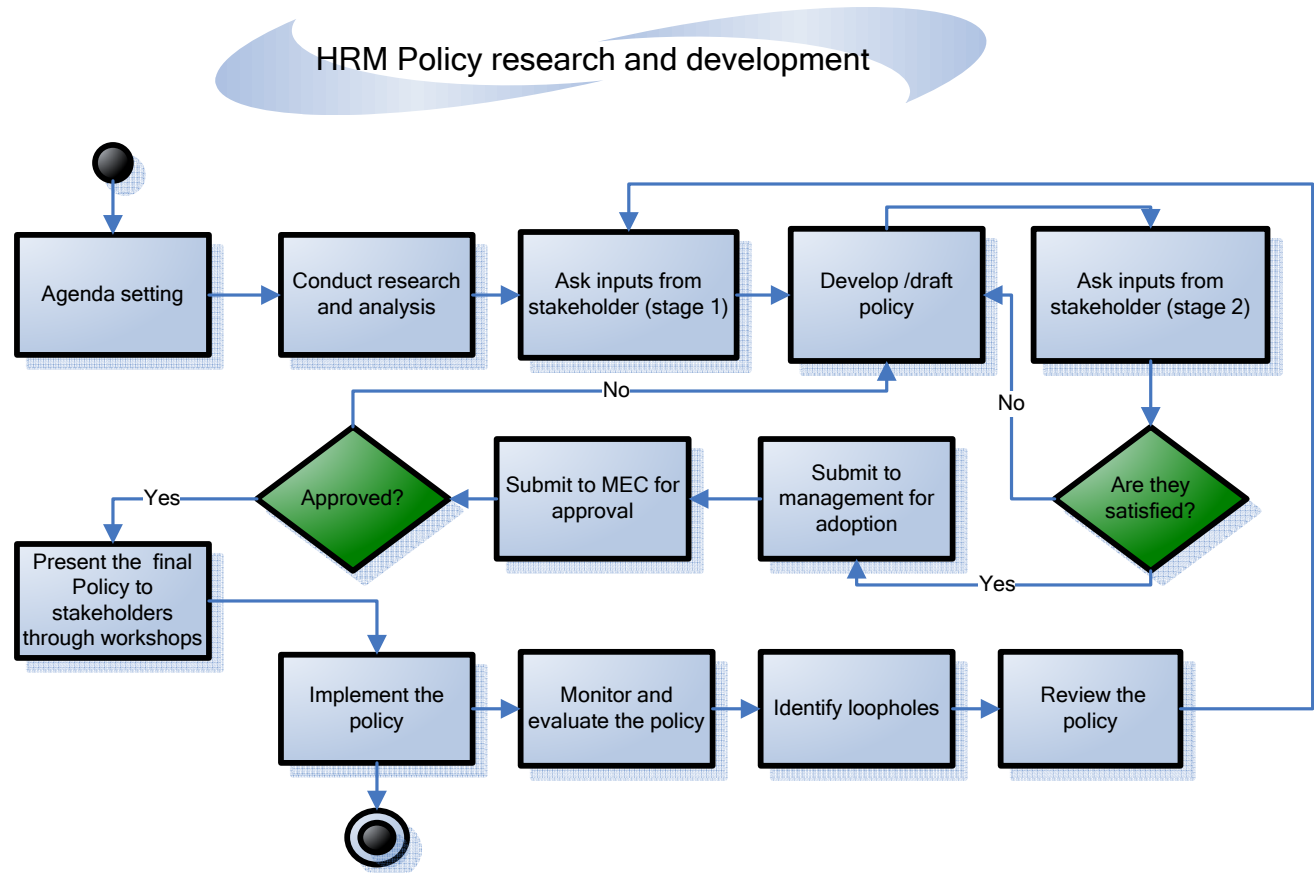
#### 1.5.2 Goals

To ensure that the department comply with developed policy.

### 1.5.3 Process Initiation

The process initiates when department experience a certain problem that force them to draft a policy or management's request.

### 1.5.4 As - Is Business processes



### 1.5.5 Challenges

- Some employees need policy to be written in their language.
- Top Management take time to respond when given a draft policy.
- Stakeholders take time to give inputs.
- This unit Conflict with SDI unit in terms of who must develop which policy.

### 1.5.6 Resources used

- Internet.
- Ms word

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

### **2.1 Work-Study and Job Analysis sub-program**

#### **2.1.1 Gap Analysis**

One of work study and Job analysis unit's functions is to draft organogram and before its implementation stakeholders are consulted for their inputs to be considered as well. The challenge is stakeholders takes time to respond. This affects completion time negatively and may reduce officials' interest towards their work. The intention is to improve the process and combat challenges that delay the process so that the cycle time can be reduced. This also shows the gap between the current state and desire state.

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

It is important for top management to strictly ensure that employees implement time management when they do their work. Appropriate Action must be taken if they don't implement time management. This will enable them to complete all activities on time.

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

The process will not change; the only thing is to enforce the issue of time management so that employees cooperate and respond on time.

#### **2.1.4 Benefits**

- If time management is enforced dependent process will complete on time.
- Restore officials' enthusiastic towards their work.

### **2.2 HR Provisioning Division.**

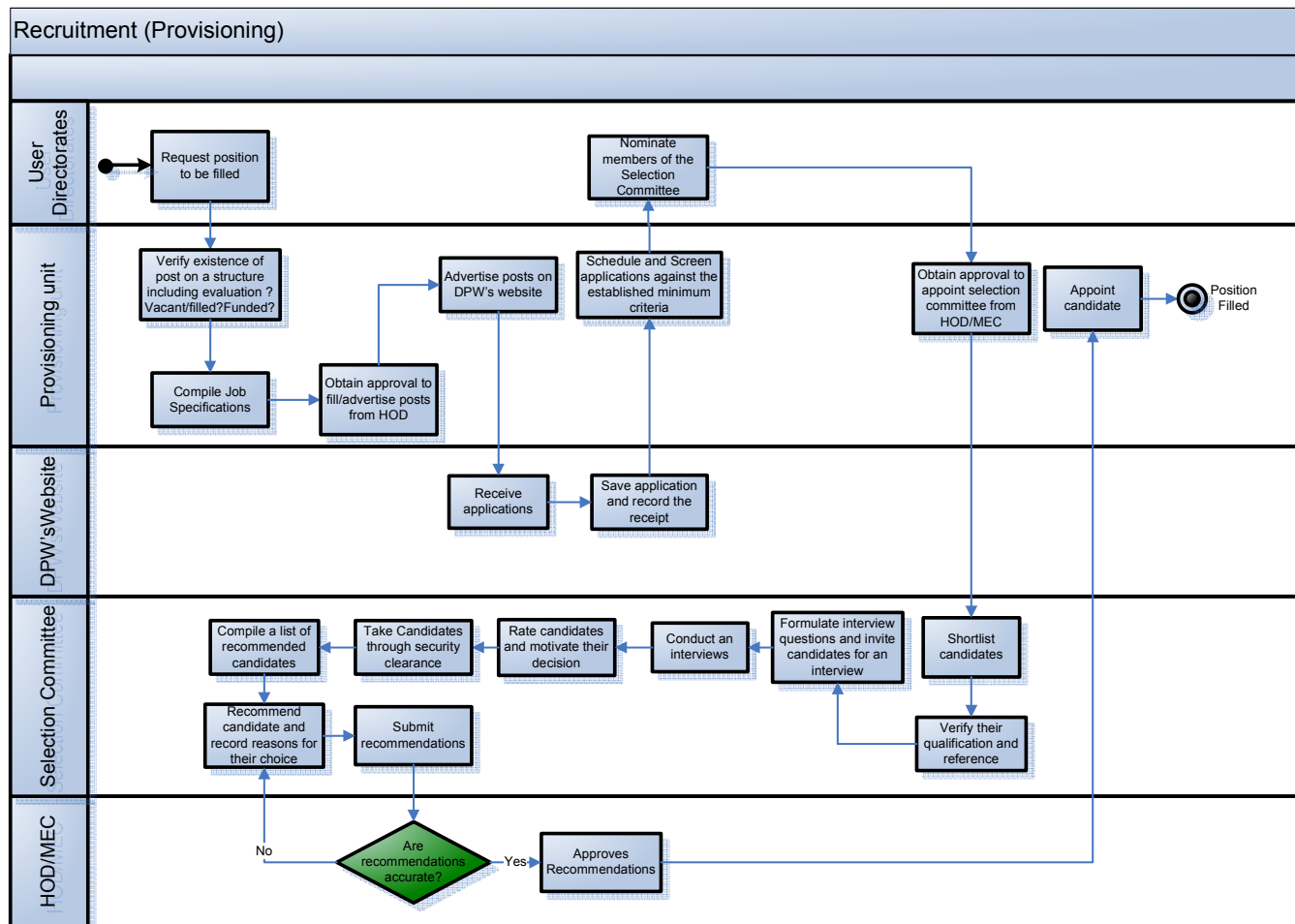
#### **2.2.1 Gap Analysis**

This division uses local/national newspapers to advertise posts which cause the activities of receiving and recording receipt of applications to be done manually at registry. Working manually usually consumes time. This forces applications to be submitted only during office hour and only applicant who can visit the department physically will have an opportunity to apply whereas those who do not will not apply. This way of doing things may enable them not to get required skills. Recruitment currently faces a challenge of competition with private sector for scarce skills. The purpose is to streamline this process so that cost and cycle time are reduced and a better service is delivered.

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

The process can be simplified by advertising posts on DPW's website. A web developer can develop the software that can simplify activities and meets the needs of HR provisioning division. It can be developed in a way that it allows interested applicants to complete application forms, attach CVs and submit them online and in completion display a message to confirm that application has been received in good order. This strategy will simplify and speed up the process.

### 2.2.3 To - be Business Process



### 2.2.4 Benefits

- Applicants will apply at any time as long as is not yet closing date.
- Minimized activities of registry.
- Lure extra applicants with required skill from those who are unable to visit the department personally.

## 2.3 HR Planning Division.

### 2.3.1 Gap Analysis

During the process of drafting HR plan, officials consult stakeholders to consider their inputs as well, but it becomes difficult to get those inputs. The cooperation of User directorate is not enough. sometimes MEC/HOD's office also delay to approve HR plan which ultimately affect completion time negatively .This may also reduce official's interest to their work. A completed HR plan is not implemented effectively. Officials in this division experience interference of other activities which overload their work. DPW wants improved process where cycle time and cost are reduced and a butter service is delivered. The challenges mentioned open the gap which needs to be closed.

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

It is advisable for top management to enforce the issue of time management. If they experience disrespect of time by employees they must strictly take action on that. This can help HR planning unit to get user directorates's inputs on time. Law enforcement is also needed so that HR plan will be implemented effectively within the department.

### **2.3.3 To - be Business Process**

The process will not change; the only things are to enforce the law and implementation of time management by all employees, so that inputs are collected on time.

### **2.3.4 Benefits**

- Dependent processes will complete on time.
- Restore enthusiastic of officials to their work.
- The unit will experience the effect of HR plan in full within the department.

## **2.4 Employment Relations sub-program.**

### **2.4.1 Gap Analysis**

The unit currently has five employees while they are suppose to be seven. This means there is a shortage of staff. Employees are confronted will overload of activities and they end up not finishing their processes on time. The unit interacts much with management; the challenge is management takes time to respond .The document takes long time at their office .This prolonged consultations. The purpose of doing this analysis is to identify challenges that increase cost and cycle time of the process in order to come up with a better solution.

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

For processes to be efficient and effective, allocation of enough resources is also crucial .This unit requires enough human resources to minimize overload of activities on one person. Enforcing time management can solve the issue of prolonged consultations and that enforcement must be strict and serious.

### **2.4.3 To - be Business Process**

The process will not change, but enforcing time management will force employees to cooperate and respond on time.

### **2.4.4 Benefits**

- Dependent processes will complete on time.
- Minimize overload of activities on one official

## **2.5 HRM Policy Research and Development sub-program.**

### **2.5.1 Gap Analysis**

One of this unit's functions is to develop HRM policy then submit it to Management for adoption the challenge is it takes time to get management's response . Stakeholders are also consulted to get their inputs when developing HRM policy. Officials struggle to get Stakeholders's inputs as well. The process's completion time is affected negatively. This unit Conflict with SDI unit in terms of who must develop which policy.

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

This unit also requires management's intervention to enforce employees to manage time so that all activities are done on time. The rule must be there to clarify responsibilities of SDI and HRM policy research and development in terms of which policy are for SDI unit and which one are for HRM policy research and development unit.

### **2.5.3 To - be Business Process**

The process will not change; enforcing time management is required so that employees cooperate and respond on time.

### **2.5.4 Benefits**

- The process will end on time.
- The conflict between SDI unit and HRM policy research and development unit will end.

## **3. CONCLUSION**

One of the things considered when doing business process reengineering is looking at business rule. See if there is a need to develop the new rule or amend an existing one. The intention is to ensure that business rule is in a way that it does not jeopardize business processes of the department. Findings reveal that employees of this department do not respond on time to this program, if they are requested to approve or give inputs. Work-study and job analysis unit struggle to get inputs when developing organogram ;HR planning struggle to get inputs during the development of HR plan; and HRM policy research and development unit struggle to get inputs when developing HRM policy. Allocation of enough resource is also ignored in this program. Workplace relation unit is currently experiencing shortage of staff. Provisioning unit is still using old way of advertising posts and receiving application which consume time.

## **4. RECOMMENDATION**

Top management need to strictly enforce employees to implement time management at all the time. If there is a way to modernize activities it is advisable to go on. Some of provisioning unit's activities can be automated and save a lot of time. Allocation of resources is required to enable processes to end on time and generate quality outputs.