

## 5. The current status of HR within the Department of Public Works

The HR plan addresses the following focus areas:

- The department's organizational structure; senior management status; occupational categories, age analysis, vacancy rate, competencies and skills level.
- The department's highlight in relation to Human Resources.
- The Human Resource forecasting.
- A framework outlining the key processes and steps aligned to the strategic initiatives identified.
- Key human resources challenges facing the Department, and a set of resultant human resources related strategic initiatives, aligned to the Department's Strategic Plan, human resources best practice, and human resources initiatives within the various Directorates.

### 5.1 Organizational Structure

The Department of Public Works' organizational structure is constituted as follows:

- Ministry
- Office of the Director-General which is characterized as follows: (Chief of Operations, Policy, Research, Strategy, Monitoring and Evaluation, Intergovernmental Relations and Parliamentary Services, Finance and Supply Chain Management, Internal Audit and Investigations Services, Security Management, Gender Unit, Public Entity).
- Office of the Chief of Operations which is characterized as follows: (Corporate Services Expanded Public Works Programmes, Re Kgabisa Tshwane Programme, Operations).

### 5.2 Senior Management status

The Senior Management is characterized as follows: Refer to **TABLE 1**.

**TABLE 1**

EMPLOYMENT EQUITY STATISTICS FOR NDPW, SENIOR MANAGEMENT - MARCH 2008

SALARY LEVEL	AFRICAN				INDIAN				COLOURED				WHITE			
	Male		Female		Male		Female		Male		Female		Male		Female	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
13	35	36.84	38	40.00	2	2.11	2	2.11	2	2.11	1	1.05	9	9.47	6	6.32
14	11	36.67	8	26.67	1	3.33	1	3.33	3	10.00	1	3.33	5	16.67	0	0.00
15	5	83.33	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
16	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
MEC's	1	50.00	1	50.00		0.00		0.00		0.00		0.00		0.00		0.00
Sub-Tot	53		48		3		3		5		2		14		6	
TOTAL	101				6				7				20			
%	75.37				4.48				5.22				14.93			

**The table above explains the following:**

The composition of Senior Managers responsible for ensuring that the goals and objectives of the department as set in the strategic plan are met.

Total African managers	114 (85.07%)
Total White managers	20 (14.93%)
African female in Senior Management	53 (39.55%)
White female in Senior Management	6 (4.48%)

**5.3 Occupational categories**

The department's operational capacity is composed of the following in terms of race and gender: Refer to **TABLE 2**

**TABLE 2**

VOTE 06: PUBLIC WORKS	Mar-08								Total
	African		Asian		Coloured		White		
	Female	Male	Female	Male	Female	Male	Female	Male	
Occupational Group (CORE)									
ADMINISTRATIVE LINE FUNCTION AND SUPPORT PERSONNEL	982	525	12	6	152	119	90	38	1,924
AGRICULTURAL RELATED AND SUPPORT PERSONNEL	34	182	0	8	20	120	2	8	374
ARTISAN AND SUPPORT PERSONNEL	34	389	0	11	2	135	1	116	688
COMMUNICATION AND INFORMATION RELATED PERSONNEL	2	3	0	0	0	0	0	0	5
CUSTODIAN AND SUPPORT PERSONNEL	0	1	0	0	0	0	0	0	1
ECONOMIC ADVISORY AND SUPPORT PERSONNEL	1	1	0	0	0	0	0	1	3
ENGINEERING RELATED AND SUPPORT PERSONNEL	37	103	0	15	2	29	16	114	316
HEALTH ASSOCIATED SCIENCES AND SUPPORT PERSONNEL	7	0	0	0	4	0	0	0	11
HUMAN RESOURCE AND SUPPORT PERSONNEL	3	8	0	0	0	0	2	0	13
INFORMATION TECHNOLOGY AND RELATED PERSONNEL	6	10	0	0	0	0	2	2	20
LEGAL AND SUPPORT PERSONNEL	5	8	1	3	1	0	1	1	20
MANAGEMENT AND GENERAL SUPPORT PERSONNEL	937	782	17	16	58	76	144	81	2,111
POLITICAL OFFICE- BEARERS	1	1	0	0	0	0	0	0	2
REGULATORY AND SUPPORT PERSONNEL	0	0	0	0	0	0	1	0	1
SAFETY AND RELATED PERSONNEL	2	1	0	0	0	0	0	1	4
SOCIAL SERVICES AND SUPPORT PERSONNEL	0	2	0	0	0	0	0	0	2
<b>Total</b>	<b>2,051</b>	<b>2,016</b>	<b>30</b>	<b>59</b>	<b>239</b>	<b>479</b>	<b>259</b>	<b>362</b>	<b>5,495</b>

Outlined in the department's occupational classification categories are the core and support functions as indicated below:

**Core functions**

- All artisans in the building metal machinery; Appraisers – Valuers and related professionals; Building and other property caretakers; Architects and Town Planners; Engineering Sciences related; Quantity Surveyors and related professionals.

**Support functions**

- Cleaners in Offices, Workshops and Hospitals; Secretaries and other key operating clerks; Human Resources related; Administrative related; Other Information Technology personnel; Legal professionals; Financial related professionals, Safety and related Personnel.

**5.4 Age Composition**

The current age composition of the department is reflected as follows:  
Refer to **TABLE 3**

**TABLE 3**

Age Composition as at MARCH 2008												
Salary Level	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	Total
1	0	0	0	0	0	0	0	0	0	0	0	0
2	26	66	117	205	268	231	205	146	73	5	0	1067
3	34	28	13	35	104	207	225	236	144	0	0	1089
4	12	18	13	22	28	26	35	14	13	0	0	181
5	122	172	69	38	24	27	12	5	2	0	0	631
6	32	79	56	52	34	37	18	15	8	0	0	331
7	33	113	129	120	79	45	36	15	15	1	0	547
8	16	93	100	67	30	12	9	8	6	0	0	331
9	6	34	42	36	32	26	30	13	10	0	0	229
10	6	57	103	68	54	40	20	24	7	0	0	319
11	0	8	16	11	9	7	4	1	2	0	0	68
12	2	21	76	72	59	37	31	23	10	1	0	332
13	0	2	23	28	16	8	10	3	1	0	0	88
14	0	0	5	8	5	6	5	1	0	0	0	34
15	0	0	0	1	3	2	0	0	0	0	0	6
16	0	0	0	0	1	0	0	0	0	0	0	1
Unclassified	0	0	0	0	1	0	0	0	0	1	0	2
	222	651	742	768	767	711	640	504	291	8	0	6306

**The table above suggests the following:**

- The department is relatively young, the majority being between the ages 25 – 44.
- Majority of senior managers are between the ages 25 – 39. Whilst they may be technically competent, they may need mentoring and coaching that relates to management.
- The staff members are congregated at ages 55 – 69.
- Majority of employees between ages 60 – 64 are at lower levels, the reason for this scenario is that most if not all of them are unskilled. This situation does not have any negative implications for the department.

**Age analysis:**

**Implications for the department**

- Loss of institutional memory due to retirement in the scarce skills area.
- The need for career pathing.
- Leadership development.
- The need for retention strategies.
- The need for structured mentorship and coaching programmes.

**5.5 The status on the vacancy rate**

The current status on vacancy rate of the department: Refer to **TABLE 4**

**TABLE 4**

Vacancies per Region per Salary Level as at MARCH 2008																	
REGION	SALARY LEVEL																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
Bloemfontein		4	2	3	2	4	2	6	5	4	1	7					40
Cape Town		28	5	18	3	7	20	4	10	6	1	7					109
Durban		2	29		14		5	5	3	2	1	1					62
Head Office			5	2	10	9	22	26	11	26	10	46	26	2	2		197
Johannesburg		15	2	1	8	9	2	7	6	10	1	7					69
Kimberley		11	2		1	7	10	7	1	15	1	3					58
Mafikeng		1			1	4	4	4	2	4		2					22
Mthatha		4		3		4	9	6		6		3					35
Nelspruit						3	6	5	9	4		4					31
Polokwane		9	1			3	8	3	2	8	1	2					37
Port Elizabeth		4	2		1	3	2	3	2	4		9					30
Pretoria		19	16		1	1	7	4		7		4					59
<b>TOTAL</b>		<b>97</b>	<b>64</b>	<b>27</b>	<b>41</b>	<b>54</b>	<b>97</b>	<b>80</b>	<b>51</b>	<b>96</b>	<b>16</b>	<b>95</b>	<b>26</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>749</b>