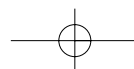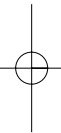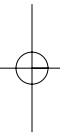**PART 5**

PUBLIC SERVICE REGULATIONS REQUIREMENTS (CHAPTER I, PART III B)
HUMAN RESOURCES PLAN AND ORGANISATIONAL STRUCTURE

BACKGROUND

During 2000, the Department of Foreign Affairs embarked on a Strategic Planning Process to ensure the alignment of its policies, pro- grammes and activities with the pro- motion of South Africa's national inter- ests internationally. The process culmi- nated in the formulation of the Departmental mission statement (Mission, Vision and Values) and the adoption of 19 foreign policy objec- tives. Subsequently, the Department embarked on a process of Institutional Realignment aimed at analysing capacity gaps in the Department that

may impede on the achievement of Departmental goals and objectives.

The Capacity Building Project out- lined the core competencies and capacity needs required to deliver on the foreign policy objectives. The proj- ect focused on the following needs:
• Structures
• Systems
• Processes
• Human resources
• Financial requirements

The ultimate goal was to ensure an appropriate match between human, financial and physical resources need- ed to achieve delivery.

DEPARTMENTAL STRUCTURE

The structure of the Department of Foreign Affairs is made up of eleven components, consisting of the Office of the Minister of Foreign Affairs, Office of the Deputy Minister of Foreign Affairs, Office of the Director-General, and 8 Branches (Africa and Middle East, Europe, Americas and the Caribbean, Asia and Australasia, Multilateral Development Co-opera- tion, Multilateral Security and Governance, Corporate Services and State Protocol).

The Capacity Building structure was approved, but will be implement- ed and funded incrementally and in phases.

HUMAN RESOURCES CHALLENGES

As the lead agency responsible for managing South Africa's International Relations Programmes, the Department is faced with the chal- lenge of ensuring that it has the right number of people at the right places, with the necessary expertise, support and resources to promote and advance the Department's foreign poli- cy objectives.

Below are some of the challenges the Department faces:
• To meet Employment Equity tar- gets
• Creating awareness on the EE Plan
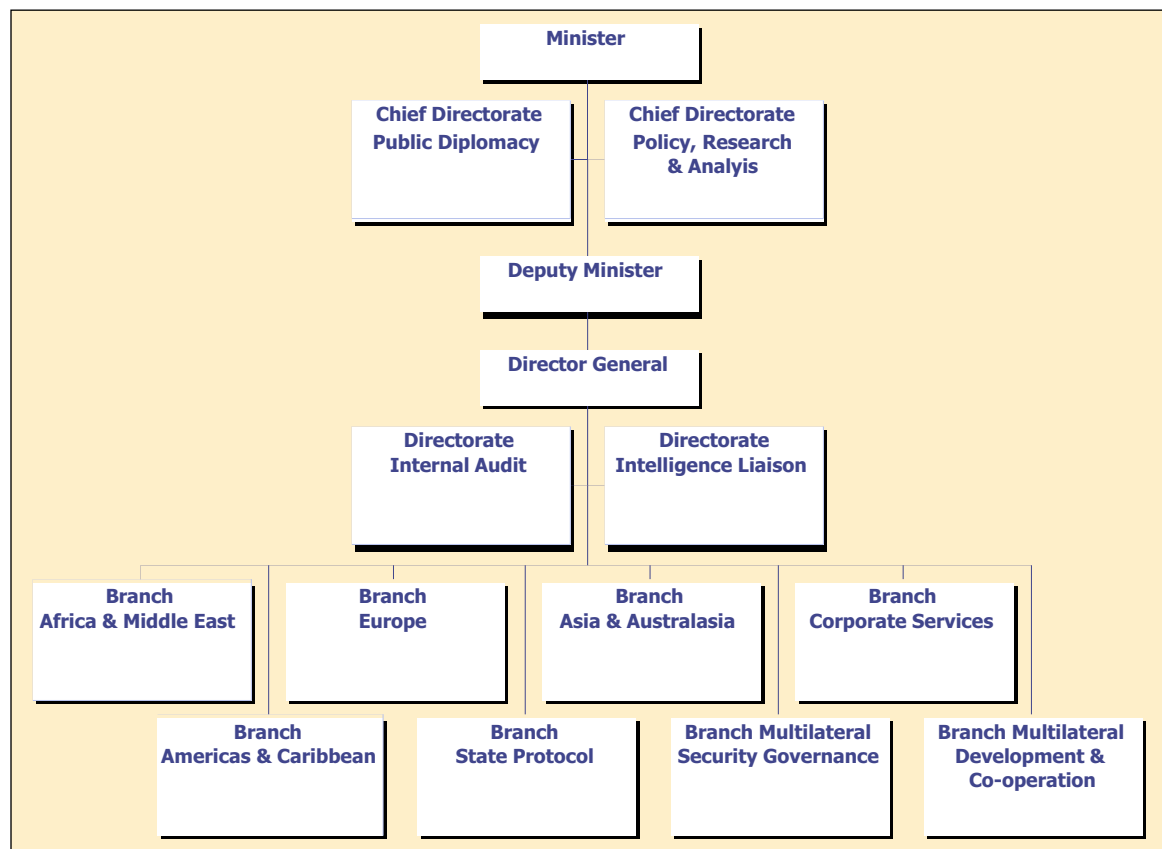
in the Department
- Setting EE Targets according to different groups and occupational levels
- Entrenching the Performance Management and Development System
- A pool of suitably qualified officials who will fill critical positions
- Education, Training and Development
- Implementing an integrated approach in Missions (grades and levels of appointment)
- Implementing the decentralisation system
- Implementing the Foreign Service Dispensation
- Impact of HIV/AIDS
- Skills gaps and multiskilling
- Retention of staff
- Staff shortage (supply vs demand)
- Skills Audit
- Performance Culture
- Developing Job Profiles/Job Descriptions
- Developing appropriate recognition and reward systems
- Increasing number of trained Diplomats amongst the designated groups

INITIATIVES TO STRENGTHEN DFA'S HR SYSTEM

In order to address the above-mentioned HR challenges, the following strategies will be employed:

- **Employment Equity**
  The Department will continue to implement Affirmative Action measures and the EE strategies to promote Employment Equity in line with EE Plan.

- **Entrenching Performance** Management and Development System.

  The Department will realign the Performance Management and Development System to support the Department's strategic plan.

  Focus will be on ensuring that all employees within the Department understand the Department's strategy and what their roles are in assisting the Department to achieve its goals. This process will be achieved through intensive training on the Departmental Performance Management and Development System.

- **Critical Positions**
  The Department will embark on a succession planning process. Focus will be on the proactive development of Senior Managers of the future to ensure the continuous availability of required competencies at any given time. Critical

posts will also be identified and a pool of employees who meet the set criteria will be assessed and appropriate developmental interventions will be designed for them, in line with their Competency Development Plans.

- **Multiskilling and Re-skilling**
  In promoting a culture of performance and, enabling employees to deliver, there will be focus on developing their skills in line with the training needs analysis results. Over and above that, the Department will engage in multi-skilling and re-skilling efforts.

- **Culture of Learning**
  Emphasis will be on skill development to enable individuals to contribute towards the implementation of the Departmental strategy. Programmes will focus on both the technical skills required for task execution and the improvement of interpersonal competencies. There will also be emphasis on Leadership Development.

- **Integrated Approach in Missions**
  Mission structures need to be flexible so that they can accommodate a broad range of levels.

PRODUCTIVITY IMPROVEMENT

In our efforts to improve productivity, performance, commitment, morale and motivation, one of the initiatives that may be embarked upon is the conducting of a climate survey. The results thereof may be utilised to design appropriate interventions.

DFA HUMAN RESOURCES REQUIREMENTS

REQUIRED COMPETENCIES

During the Capacity Building Project, an analysis of the Department's functioning was conducted, including the capacity gaps in terms of the competencies required to deliver on the Foreign Policy objectives. A detailed analysis of the Departmental Strategic Plan was conducted, including the identification and definition of the required critical skills. The skills were grouped into skill sets and the analysis revealed 14 core skill clusters and knowledge domains for the Department. The skills clusters produced 11 Departmental core competencies:

- Diplomacy
- Insight
- Conceptualisation
- Strategic Leadership
- Analytical Thinking
- Actualization
- Communications
- Participative Management
- Applied Strategic Planning
- Adaptability
- Networking

A preliminary analysis of the competency development and training needs of staff was conducted during April and May 2002. The analysis is based on 806 responses received from Head Office staff in October 2002. The analysis revealed that the training needs differed from Branch to Branch. The following table depicts the competency training needs of different Branches:

TRAINING NEEDS FOR VARIOUS BRANCHES

BRANCH	COMPETENCY
CORPORATE SERVICES	Communication Computer Skills Planning and Organising Analytical Thinking Financial Management Insight Conceptualisation Actualisation
MULTILATERAL (DEVELOPMENT COOPERATION AND SECURITY GOVERNANCE)	Computer Skills Planning & Organisation Financial Management
AMERICAS AND CARIBBEAN	Financial Management Communication Computer Skills Analytical Thinking
STATE PROTOCOL	Diplomacy Communication Analytical Ability Project Management Computer Skills
AFRICA AND MIDDLE EAST (excl. Middle East)	Negotiation Project Management Strategic Leadership Computer Skills Financial Management
ASIA & AUSTRALASIA (incl. Middle East)	Computer Skills Financial Management Negotiation Planning and Organising
EUROPE	Analytical Thinking Computer Skills Strategic Leadership Diplomacy
MINISTRY	Participative Management Applied Strategic Management Financial Management

A number of developmental initiatives have been designed and implemented to ensure that employees develop the competencies required to deliver on the strategic objectives of the Department. These include training programmes designed by accredited service providers and on the job assignments. Moreover, the Department will embark on a skills audit to fast track development of employees to close the skill gaps.

EMPLOYMENT CAPACITY

All officials will be employed on a permanent basis. Officials from outside the Department, appointed as Heads of Mission will be contracted to the Department. Where skills are required, individuals may be contracted to the Department on a temporary basis.

COST IMPLICATIONS

Due to the nature of the service the Department is rendering and the work demands, the following have been identified as costs that cannot be avoided but should be managed properly:
• Human Resources Pool
• Training: Foreign Service Institute
• Skills Development

NUMBER OF EMPLOYEES REQUIRED

During the transformation process, the Department developed a structure, which is in line with its strategic objectives.

The human resources requirements for this structure are as follows:
• Total number of staff at Head Office: 1995
• Total number of staff at Missions :794
• Total number of staff at both H/O and Missions: 2 789

The ratio between line function officials at Head Office and those in Missions should be 1: 2. The Head Office ratio between line function officials and Corporate Services should be 4: 1.

TARGETS AND TIME FRAMES

Below is the EE status, which is in line with the EE Plan of the Department, which has been submitted, to the Department of Labour:

Economically Active Population	African	Coloured	Asian	White	Women/Male
1996	76%	8,9%	2,6%	10,9%	–
EE Plan: 2001/2004	58%	7%	5%	30%	50%
DFA profile at 31 Jan 2003	53%	5%	5%	38%	49%

Through the Consultative Work Group (CWG), the Department will review the targets and ensure that targets are set for the different groups and occupational levels.

CURRENT STATUS OF HUMAN RESOURCES WITHIN DFA

Workplace Analysis: Barriers in terms of Departmental policies, practices and procedures

All Departmental policies are being aligned to legislative requirements. Existing policies are being revised to ensure that they are aligned to the Departmental strategic direction.

WORKFORCE ANALYSIS: STAFF COMPLEMENT

The table below outlines the Departmental staff complement:

MANAGEMENT LEVEL	African		African Total	Asian		Asian Total	Coloured		Coloured Total	White		White Total	Grand Total
	Female	Male		Female	Male		Female	Male		Female	Male		
01 – POLITICAL OFFICE-BEARERS	1	0	1	0	1	1	0	0	0	0	0	0	2
04 – DIRECTOR GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0
05 - DEPUTY DIRECTOR GENERAL	1	5	6	0	2	2	0	0	0	0	0	0	8
06 - CHIEF DIRECTOR	8	14	22	0	1	1	2	0	2	1	8	9	34
07 – DIRECTOR	14	58	72	1	13	14	1	5	6	10	30	40	132
08 - DEPUTY DIRECTOR	18	60	78	4	8	12	1	14	15	33	85	118	223
09 - ASSISTANT DIRECTOR	84	90	174	7	11	18	5	12	17	117	115	232	441
10/11 – BELOW ASD	274	250	524	18	11	29	23	15	38	183	42	225	816
Grand Total	400	477	877	30	47	77	32	46	78	344	280	624	1656

COMPETENCIES OF STAFF

A skills audit will be conducted to identify the current competencies of Departmental employees.

EMPLOYMENT CAPACITY

The table below depicts the employment capacities within the Department:

APPOINTMENT NATURE	African		African Total	Asian		Asian Total	Coloured		Coloured Total	White		White Total	Grand Total
	Female	Male		Female	Male		Female	Male		Female	Male		
CONTRACT	15	40	55	1	5	6	2	3	5	2	2	4	70
OFFICER PERMANENT	326	381	707	21	35	56	23	36	59	333	267	600	1422
OFFICER: PERM PROBATION	58	56	114	8	6	14	7	7	14	8	6	14	156
POLITICAL OFFICE BEARERS	1	0	1	0	1	1	0	0	0	0	0	0	2
TEMPORARY	0	0	0	0	0	0	0	0	0	1	5	6	6
LOCALLY RECRUITED PERSONNEL													1566
Grand Total	400	477	877	30	47	77	32	46	78	344	280	624	3222

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EMPLOYMENT CAPACITIES FOR DFA OFFICIALS: AN ANALYSIS

Area and occupational category	Competencies	Training needs	Employment capacity
Race	The strategy of the Department was analysed to determine the competencies that will enable delivery	Training needs were identified within the eight Branches of the Department based on knowledge and skills clusters	Head Office: African: 622 (55%) Asian: 35 (3%) Coloured: 50 (4%) White: 432 (38%)
	The analysis produced 11 core competencies, 14 core clusters and knowledge domains. A training needs analysis was conducted based on identified competencies. The results were however not analysed according to racial categories	These training needs forms the basis for each employee's Competency Development Plan	**Total:** **1139** Missions: African: 258 (50%) Asian: 42 (8%) Coloured: 28 (5%) White: 190 (37%) **Total:** **518** Grand Total: African: 880 (53%) Asian: 77 (5%) Coloured: 78 (5%) White: 622 (38%)
Gender	Analysis of competency requirements was not done in terms of gender category	The skills audit will be conducted to determine the skills gaps according to gender and appropriate intervention will be developed to close the gaps	Total Female: 806 (49%) Total Male: 850 (51%) Total: 1 656
Disability	Analysis of competency requirements was not done in terms of disability	The skills audit will also focus on this category and training be afforded to affected employees	Total Male: 19 Total Female: 2

GAP ANALYSIS

QUALITATIVE ANALYSIS

ITEM	FUTURE NEEDS	CURRENT PROFILE	GAPS IDENTIFIED
HR Implications	The Department needs more trained Diplomats amongst the designated groups	The Department has a shortage of staff and limited critical competencies required	The Department has limited number of career Diplomats
Mandated functions	Policy development, delegations of authority are being finalised	Policies and guidelines are at various stages of policy process steps towards finalisation	The work of the Department is being hampered without policies and approved delegations of authority
New Functions	None	None	None
Abolished functions	None	None	None

QUANTITATIVE ANALYSIS (INFO BASED ON DFA TARGETS)

ITEM	FUTURE NEEDS	CURRENT PROFILE	GAPS IDENTIFIED
HR implications per occupational category, organisational component and grade			
Numbers	2 789	1 656	1 133 shortage
Race	New EE targets needs to be determined according to group and occupational levels	Current Targets: African: 58% Coloured: 7% Asian: 5% White: 30%	Will be determined once EE targets have been set
Gender	New EE targets should be determined by CWG according to different groups and occupational levels	Current Targets: Women: 50% Men: 50%	Will be determined once EE targets have been set
Disability	New targets to be determined by CWG	Total Male : 19 Total Female: 2	Will be determined once new EE targets have been set
Competencies	Refer to page 7 for training needs identified	Total number of competencies identified is 19	Refer to page 7 for gaps identified
Employment Capacities	1 656 employees are employed on permanent basis with a few employed on contractual basis in various fields namely: Diplomats, specialists, administrative, professional, etc	A shortage of trained staff amongst the designated groups to represent SA abroad	Limited number of trained Diplomats amongst the designated groups

STRATEGIES TO ADDRESS GAPS

The Department will pursue various strategies to address the current and the future needs in order to support the departmental strategy. Some of the strategies are as follows:

EMPLOYMENT EQUITY
- Aggressive implementation of Affirmative Action support the EE plan
- Set new EE targets according to groups and occupational levels
- Hold road shows at Branch levels throughout the Department to disseminate the EE Plan

TRAINING AND DEVELOPMENT
- Re-skill and multi-skill employees on the core competencies
- Fast track training amongst the designated groups
- Train all employees on the Performance Management and Development System
- Implementation of the Skills Work Plan

RETENTION STRATEGY
- Develop appropriate recognition and reward systems
- Employment of contracted Diplomats on permanent basis when term of duty expires
- Identify critical positions and train employees who meet the set requirements in the Department
- Employees to act on critical post

EMPLOYMENT CAPACITIES
- Develop the Recruitment and Selection strategies that will ensure the Department attract talent
- Embark on recruitment drive to fill funded and vacant posts

REPOSITION OF THE FOREIGN SERVICE INSTITUTE
- The FSI to provide world class Diplomatic training

JOB PROFILES
- Develop Job Profiles that will support the Recruitment and Selection and Training and Developments efforts and the employees

OTHER HR GAPS
- The Department will continue finding the most effective and efficient ways to address the Human Resources challenges.