

PART FIVE

1. EXECUTIVE SUMMARY

The Department of Foreign Affairs is the government department that co-ordinates and leads the entire spectrum of South Africa's interaction with the world. It is responsible for the formulation, application and execution of all aspects of South Africa's foreign policy. The responsibilities of the Department of Foreign Affairs are therefore multifunctional, varied and complex. In order to fulfil these responsibilities, the Department must be adequately staffed with professional and appropriately trained personnel as well as having the requisite support infrastructure to deliver excellent and timely service to ensure our effectiveness in the international arena.

During the year 2000, the Department of Foreign Affairs embarked on a 5 year Strategic Planning Process to ensure the alignment of its policies, programmes and activities with the promotion of South Africa's national interests internationally. The process culminated in the formulation of the departmental mission statement (Mission, Vision and Values) and the adoption of foreign policy objectives. In order to determine the Department's capacity to meet the challenges that confront it, the Department embarked on a process of analysing capacity gaps in DFA that may impede the achievement of departmental goals and objectives.

The Capacity Building Project focused on the following needs: systems, structures, processes, and human resource and

HUMAN RESOURCES PLAN

financial requirements. The goal was to ensure an appropriate match between the human, financial and physical resources needed to achieve delivery. The project also outlined the core competencies and capacity needs required to deliver on the foreign policy objectives.

The Capacity Building recommendations form the basis of the departmental Human Resources Plan. The plan seeks to address the human resources needs expressed during the project. Through the HR planning process departmental goals, as expressed in the Mission statement and Strategic Plan, are translated into human resources objectives and appropriate action plans.

2. DFA SITUATION ANALYSIS

2.1 Departmental Strategic Plan

The Department of Foreign Affairs is responsible for the formulation, application and execution of all aspects of South Africa's Foreign Policy. The strategic plan of the Department derives from the broad foreign policy objectives of the South African Government, as outlined in the International Relations, Peace and Security Cluster. The plan outlines the role, vision, values and objectives of the Department of Foreign Affairs and sets out strategic priorities for reform of the global governance systems, consolidation of the African agenda, South-South Co-operation, facilitating political and

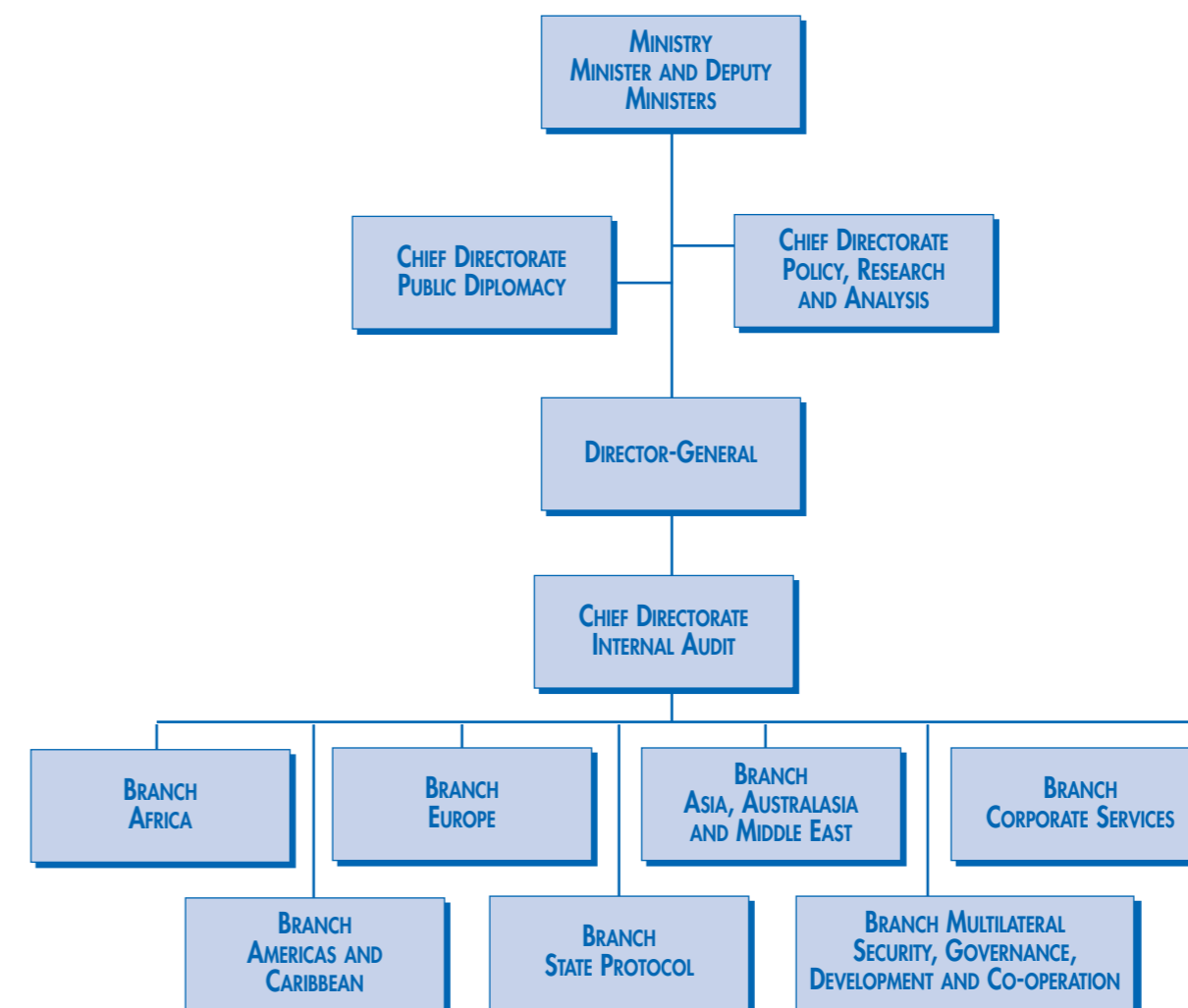
economic relations and enhancing human resource capacity. The strategic plan also outlines the service delivery commitments of the Department for the medium term.

2.2 Departmental Business Plan

The DFA business plan addresses departmental priorities, as articulated by the Minister and the IRPS Cluster. Component business plans are then derived from the departmental business plan.

2.3 Departmental Structure

The structure of the Department of Foreign Affairs comprises nine components, consisting of the Office of the Minister of Foreign Affairs, and Deputy Minister, the Office of the Director-General, and eight Branches (Africa, Europe, Americas and the Caribbean, Asia, Australasia and Middle East, Multilateral, Co-operation, Security and Governance, Corporate Services and State Protocol).



The Capacity Building structure has been approved, but will be implemented and funded incrementally and in phases. During 2003, a total number of 170 Head Office posts were filled.

2.4 Organisation Culture

A survey will be conducted to determine the departmental culture and climate.

2.5 Human Resources Challenges

As the lead agency responsible for managing South Africa's International Relations Programmes, the Department is faced with the challenge 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 policy objectives. Below are some of the HR challenges of the Department:

- Achieving Employment Equity
- Entrenching the Performance Management and Development System
- Education, Training and Development
- Implementing an integrated approach in Missions (grades, level of appointment)
- Decentralising Corporate Services functions for improved service delivery
- Developing and implementing a Foreign Service Act
- An HIV/AIDS Risk and Impact Analysis
- Staff retention
- Developing an appropriate recognition system
- Appropriate utilisation of personnel

3. DFA HR DEMAND ANALYSIS

3.1 Numbers

In terms of the new structure, in order to deliver on the

strategic plan, the Department needs a total number of 2 795 officials:

- 1974 at Head Office
- 821 at Missions

3.2 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 skills sets and the analysis revealed 14 core skills clusters and knowledge domains for the Department. The skills clusters comprised 10 departmental core competencies:

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

The core competencies will be reviewed regularly, given the dynamic nature of the Department of Foreign Affairs.

3.3 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 for a minimum

period of four years. Where specialist skills are required, individuals will be contracted to the Department for a pre-terminated period.

3.4 Workforce Composition

In order to increase representivity, the departmental Employment Equity Plan for April 2001- March 2004 set the following targets:

African	58%
White	30%
Coloured	7%
Asian	5%
Female	50%
Male	50%
People with Disabilities	2%

4.2 Workforce Analysis: Staff Complement

The table below outlines the departmental staff complement as at 31 January 2004:

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	1	0	0	3
04 - Director-General	0	1	1	0	0	0	0	0	0	0	0	0	1
05 - Deputy Director-General	1	4	5	0	2	2	0	0	0	0	0	0	7
06 - Chief Director	6	12	18	0	2	2	2	0	2	1	8	9	31
07 - Director	17	58	75	1	11	12	1	4	5	10	27	37	129
08 - Deputy Director	20	63	83	5	7	12	0	14	14	42	88	130	239
09 - Assistant Director	95	91	186	9	2	21	5	12	17	113	105	218	442
10/11 - Below ASD	268	237	505	17	10	27	23	13	36	163	35	198	766
Total Count	408	466	874	32	45	77	31	43	74	330	263	592	1618

4. DFA HR SUPPLY ANALYSIS

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

All departmental policies are developed within the framework of legislative requirements. Existing policies are being revised to ensure that they are aligned to the Departmental strategic direction. An audit of HR policies, practices and procedures will be conducted to identify barriers.

- **Competencies**

The Department will conduct a skills audit to determine the existing employee competencies against the competencies needed currently and in future.

- **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	18	39	56	1	4	5	2	3	5	2	2	4	70
OFFICER PERMANENT	361	393	759	25	35	60	26	37	63	319	254	573	1455
OFFICER: PERM PROB	28	24	58	6	5	11	3	3	6	7	4	11	86
POLITICAL OFFICE B	1		1	0	1	1	0	0	0	0	0	0	2
TEMPORARY	0	10	0	0	0	0	0	0	0	1	3	4	4
Grand Total	408	466	874	32	45	77	31	43	74	329	263	592	1617

- **Workforce Composition**

Below is the DFA Employment Equity status, in line with the departmental plan:

Economically Active Population 1996	African	Coloured	Asian	White	Women/Male
EE Plan: 2001/2004	58%	7%	5%	30%	50%
DFA profile at 31 Jan 2004	54%	5%	5%	36%	Females 49% Males 51%

Through the Consultative Work Group (CWG), the Department will review the EE Plan and ensure that targets for designated groups are set per occupational level. It is envisaged that the process will be finalised by the end of September 2004. The process will be preceded by an audit of the following:

- Policies and procedures
- Organisational structure and human resource management
- Diversity awareness
- Workplace access for people with disabilities
- Transformational opportunities
- Black Economic Empowerment (BEE)

4.6 Vulnerability to HIV/AIDS

The Department will conduct an Impact and Risk Analysis Study to determine the infection rates and the level of susceptibility within DFA. The results of the study will inform the Employee Well-being strategies to be employed by the Department.

5. HR CAPACITY BUILDING

5.1 HR Supply Analysis (External)

In order to attract potential employees, the department participates in university graduate placement programmes where students enrolled in courses relevant to the Department are identified. Through the placement programme, a database of students studying International Relations at Rhodes University has been established. To diversify the database other universities will be visited during 2004.

5.2 HR (Internal)

A critical challenge for the Department is to improve the preparation of our diplomats. This requires coordinated interventions between our HR unit and our diplomatic training institute the FSI. In this regard, a project for the repositioning of the FSI has started. This will be a key area of activity over the next three years.

6. GAP ANALYSIS

The current DFA human resource supply will be compared to the human resource demand as articulated in the Capacity Building Project.

PROJECT	BY WHOM	BY WHEN
Culture and Climate Survey	Organisation Development/Transformation	To be negotiated
Job Analysis	Human Resources Administration	End June 2004
Job Evaluation	Human Resources Administration	31 March 2005
Refine Performance Management System	Human Resources Development	31 March 2005
Implementation of Workplace Skills Plan (WSP)	Human Resources Development	31 March 2005
Implementation of Employment Equity Plan	Consultative Working Group/Transformation	End Sept 2004
HIV/AIDS Impact Analysis	Employee Wellbeing Centre	End June 2004

7. STRATEGY DEVELOPMENT

Priorities for 2004

To determine the gap between the demand and supply of human resources in DFA, the following projects will be carried out:

8. MONITORING AND EVALUATION

Progress on the implementation of the plan will be monitored and evaluated annually.