LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF PUBLIC WORKS

CLIENT SATISFACTION SURVEY

Human Resource
Services

Head Office

TABLE OF CONTENT

ABSTRACT

The SDI Unit conducted customer survey targeting Human Resource Management Directorate. The objective of the survey was to ascertain if the Human Resource management unit provides services efficiently and effectively to the recipients (departmental employees). The survey was drawn from Persal list of officials in the department and officials from Head Office, Waterberg and Capricorn was extracted from the list. The report will only deal with result obtained from Head Office. 46/355 official (14, 6%) from head office completed the questionnaire.

1. INTRODUCTION

Service Delivery Improvement Directorate is obliged to conduct customer surveys on quarterly basis annually to comply with the provincial transversal standards. Customer survey is incorporated in the Annual Performance Plan as the key result area annually. The financial year under review is 2010/11. The scope of the survey is Human Resource Management within the department of Public Works.

The Public Service, in the White Paper on Human Resource Management, 1997 adopted the following vision for human resource management: "Human resource management in the Public Service will result in a diverse, competent and well-managed workforce, capable of and committed to delivering high quality services to the people of South Africa". In pursuance of this vision, a new human resource management framework which implied a fundamental change in the role and responsibilities of departmental human resource components was implemented in the Public Service with effect from 1 July 1999.

METHOD

1.1 Design

The qualitative research methodology was used. The survey questionnaire was drafted and complied by SDI officials and a draft copy was discussed with Senior Manager HR for inputs. The questionnaire was then approved by the Senior Manager SDI for implementation.

The survey consisted of a questionnaire of nine (9) sections A to I, section A to H dealt with the eight Batho Pele principles while section I was general remarks on their experiences with the Human Resource Directorate.

SDI Unit embarked on the combination of stratified and random sampling techniques. The target population was taken from HR employment register from Persal for Head Office, Capricorn District and Waterberg District. The list was numbered starting from one for each stratum. The specific category of the population was excluded from the survey namely: Senior management, HR personnel and level 3 employees. 20% of the target population was than drawn to be included in the sample. The 3-digit random sampling electronic calculator from Star Trek was utilized for Head Office, Capricorn and Waterberg Districts. In a case where a directorate was excluded a number was drawn to ensure that all directorates were included.

The survey questionnaires were delivered by SDI personnel to participants and explained to participants how to complete the questionnaire. Participants were asked to complete the questionnaires in their offices and to submit completed forms to SDI unit on or before the 30 June 2010.

3.2 Participants

The participants in the survey were employees from the department of Public Works at Head Office, Capricorn and Waterberg District. This report only covers officials from Head Office, level 5 - 8, 9 - 10 and 11-12.

Category	Work station	Sample Size	No. participants selected	No of participants that completed survey form
Salary band 5- 8	Head Office	155	31	19
JMS	Head Office	81	17	13
MMS	Head Office	79	16	14
TOTAL		315	64	46

3.3 Resources Utilized

- Stationery was used to design the questionnaire
- Photocopy machines
- Selected Employees

3.4 Procedure followed

The Annual Performance Plan indicates that Internal Customer Satisfaction Survey should be conducted for 2010/11 financial year in first quarter for Head Office, Capricorn district and Waterberg district. Questionnaires were distributed to selected participants at Head Office and an explanation was given as questionnaires were delivered. The participants were given the opportunity to complete the questionnaires willingly in their offices as it was to be handled confidential. Participants submitted the completed questionnaires to SDI unit at office 6-5-14.
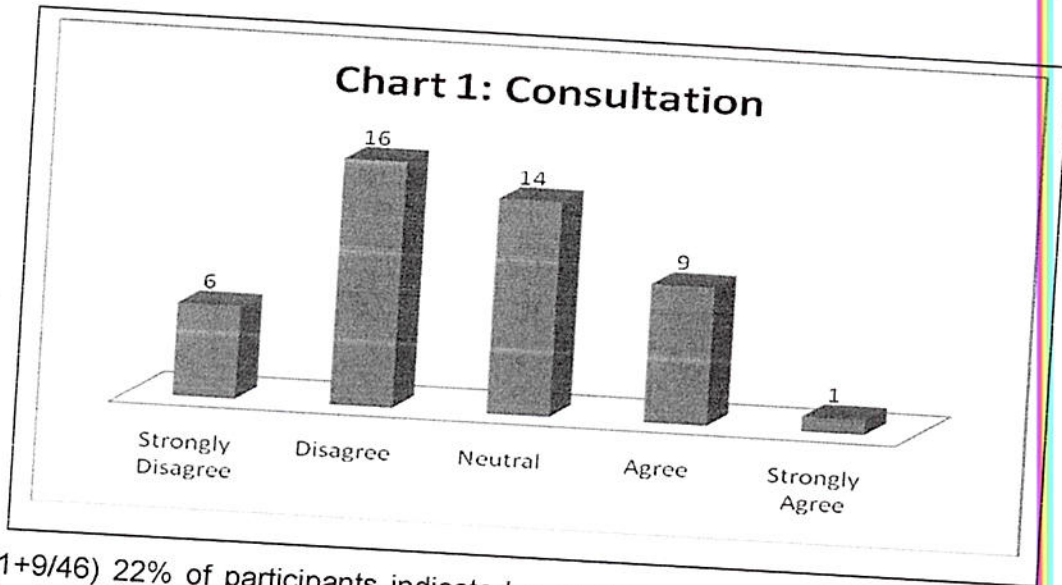
The survey schedule was as below:

	Scheduled Dates	Dates used to Conduct Survey
Head Office	24 June to 30 June 2010	24 June to 30 June 2010

SURVEY RESULTS

SECTION A

Table 1: Consultation

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Total	28	82	70	45	5
Average	6	16	14	9	1
Percentage	13%	35%	30%	20%	2%

Chart 1: Consultation

(1+9/46) 22% of participants indicated a positive response to the statements. (14/46) 30% is neutral, while (6+16/46) 48% responded negatively. Human Resources is not performing well with regard to the principle of consultation as it scored a higher margin in despondence that disagreed with the manner in which the directorate consults with it internal clients.

SECTION B

Table 2: Information

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Total	42	97	124	54	5
Average	6	13,9	17,7	7.7	0.7
Percentage	13%	30%	38%	17%	2%

5

Chart 2: Information
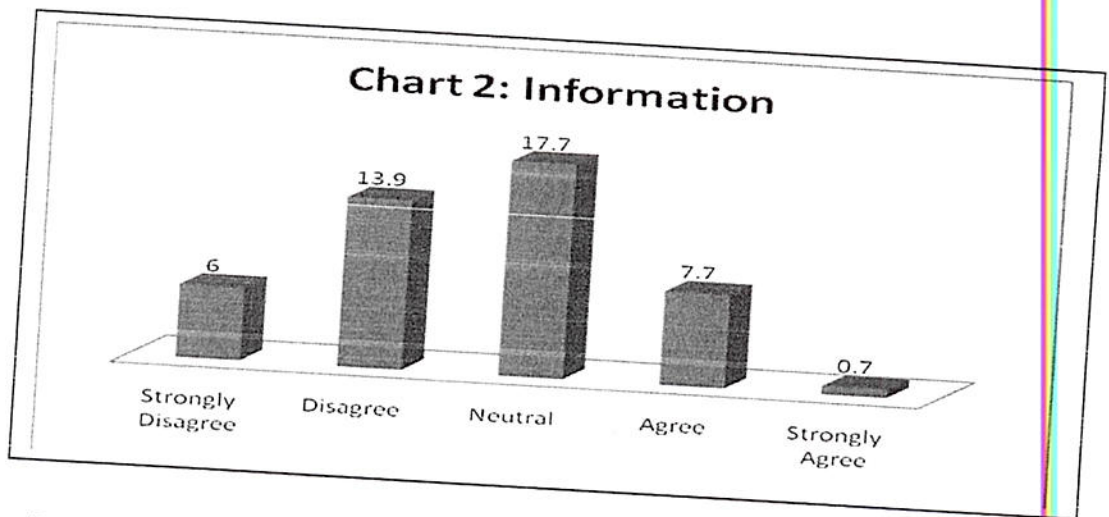
(7.7+0.7/46) 18% indicated a positive response, (17.7/46) 38% is neutral while (6+19.0/46) 43% responded negatively to the statements on information. The difference between positive and negative responses is -25%. According to the survey Human Resource directorate is not doing well with regard to the principle of information as a low number of participants indicated a positive response.

SECTION C

Table 3: Access

Level	Very poor	Poor	Average	Good	Excellent
Total	4	17	60	11	0
Average	2	8.5	30	5.5	0
Percentage	4%	19%	65%	12%	0%
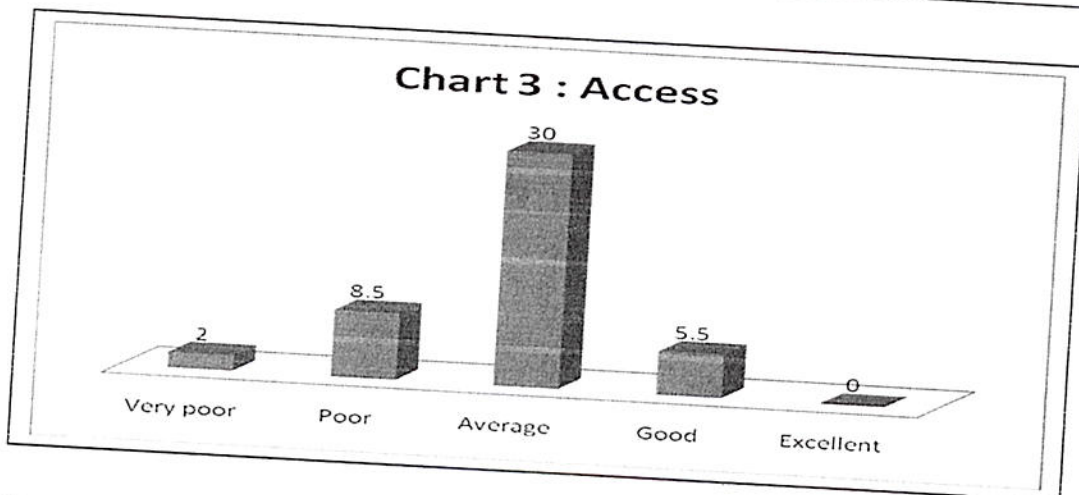
(2+8.5/46) 23% responded negatively to the statements made. (30/46) 65% was neutral while (.5/46) 12% responded positively. The difference between positive

and negative responses is 11% which indicate that much has to be done to address the principle of accessibility by HR officials. What seems to be a concern factor is that 0% indicated excellent performance. Only (2/46) 4% of respondents has been provided with a job access strategy and rated the implementation of the strategy as average.

SECTION D

Table 4: Courtesy

Level	Very poor	Poor	Average	Good	Excellent
Total	12	37	135	44	2
Average	2.4	7.4	27	8.8	0.4
Percentage	5%	16%	59%	19%	1%

Chart 4: Courtesy
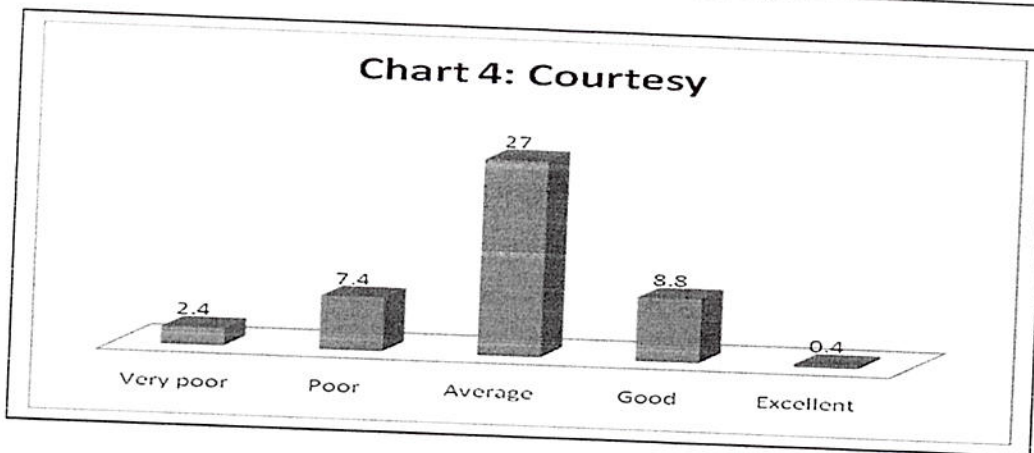
(8.8+0.4/46) 20% indicated a positive response to the way HR employees treat other employees. (2.4+7.4/46) 21% indicated a negative response, while (27/46) 59% had an average response. The difference between a positive and negative response is -1%.

SECTION E

Table 5: Service Standards

Level	Very poor	Poor	Average	Good	Excellent
Total	32	71	104	23	0
Average	6.4	14.2	20.8	4.6	0
Percentage	14%	31%	45%	10%	0%

Chart 5: Service Standards

Chart 5: Service Standards

Very poor: 6.4, Poor: 14.2, Average: 20.8, Good: 4.6, Excellent: 0
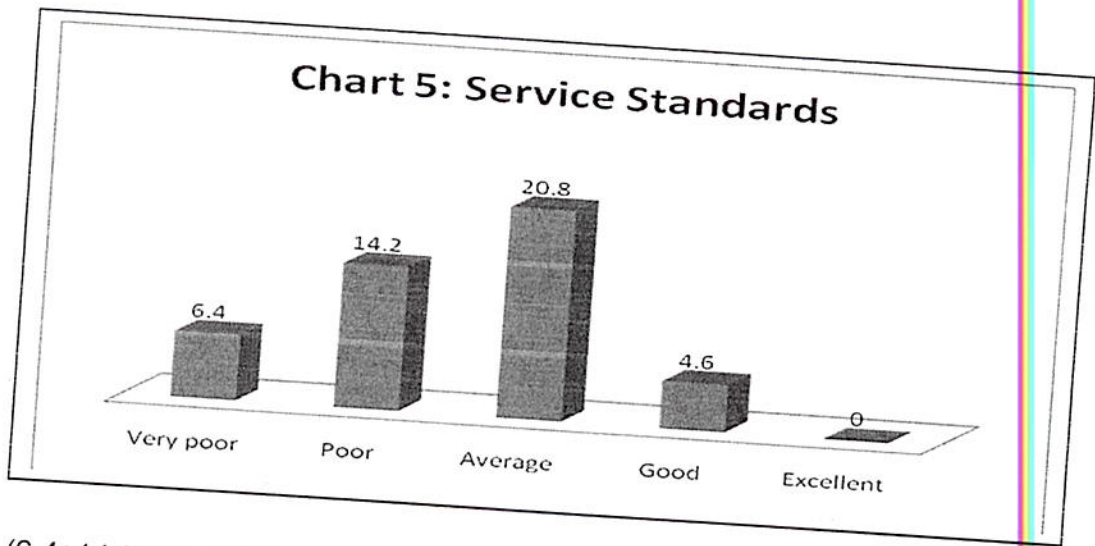
(6.4+14.2/46) 45% indicated a negative response to the questions on service standards compliance of HR. (4.6/46)10% responded positively, while (20.8/46) 45% gave an average rating. The difference between positive and negative response is- 31%. 18/28 (64%) participants indicated that they attended an induction/orientation programme and 11/18 (61%) indicated that it was of a good quality. 7/18 (39%) indicated an average quality.

SECTION F

Table 6: Redress

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Total	13	37	74	14	0
Average	4.3	12.3	24.7	4.7	0
Percentage	9%	27%	54%	10%	0%

Chart 6: Redress
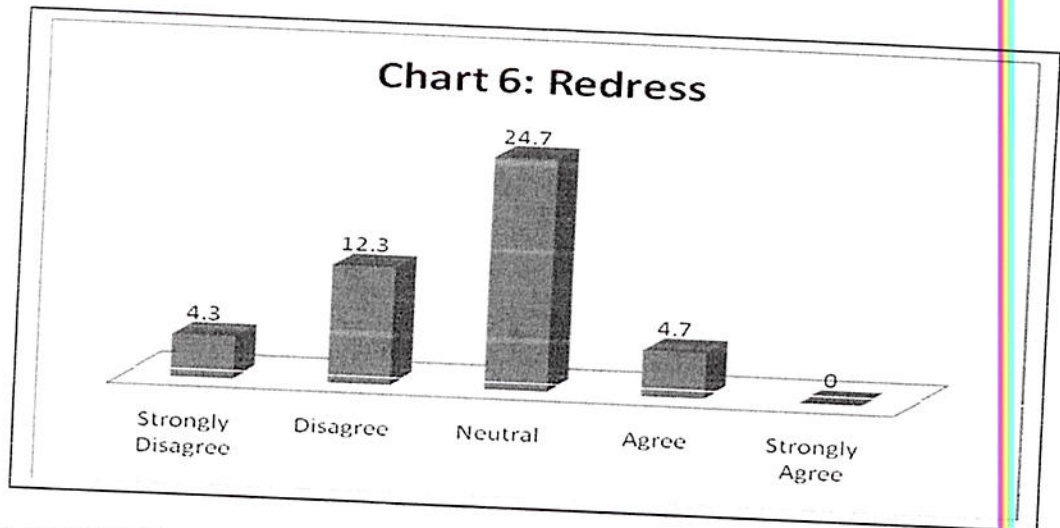
(4.3+12.3/46) 36% indicated a negative response, while (4.7/46) 10% was positive regarding the principle of redress. (24.7/46) 54% indicated a neutral stands with regard to the way in which HR implements this principle.

SECTION G

Table 7: Openness and Transparency

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Total	17	42	45	28	6
Average	5.7	14	15	9.3	2
Percentage	13%	30%	33%	20%	4%

Chart 7: Openness and Transparency

9
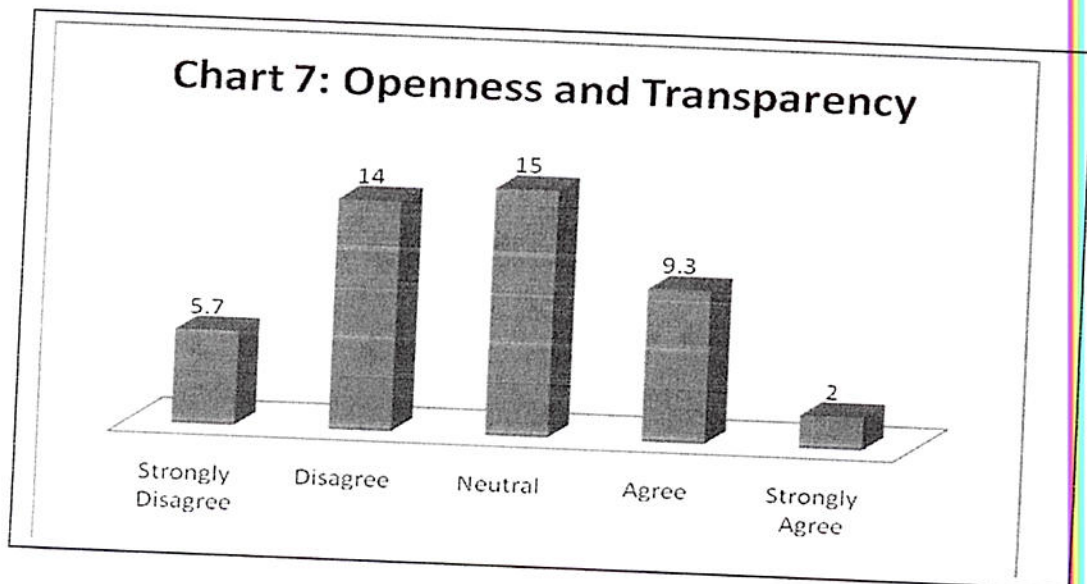
(9.3+2/46) 24% indicated a positive response to the statements made. (5.7+14/46) 43% responded negatively, while (15/46)33% was neutral. The difference between positive and negative responses is 19%.

SECTION H

Table 8: Value for Money

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Total	8	14	46	22	2
Average	4	7	23	11	1
Percentage	9%	15%	50%	24%	2%

Chart 8: Value for Money
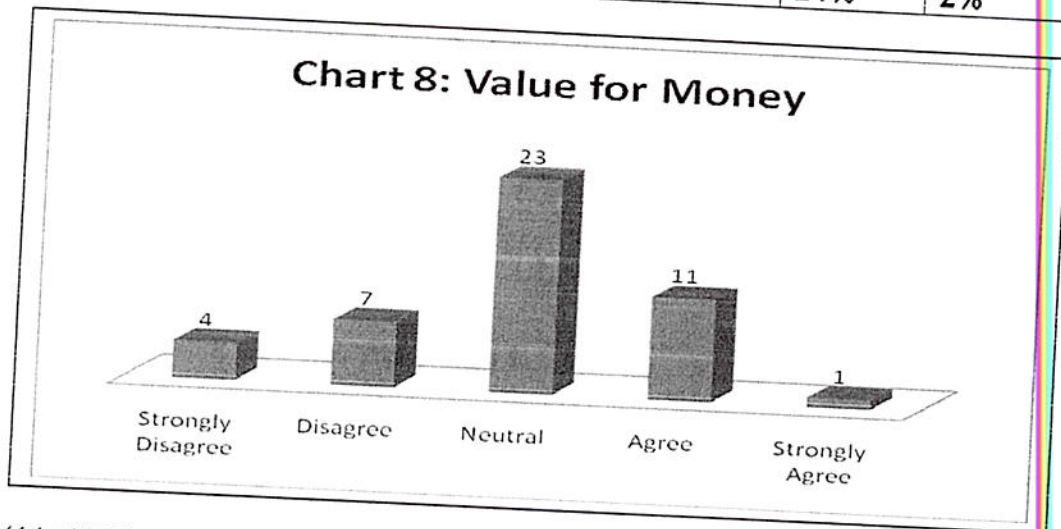
(11+1/46) 26% responded positively to the statements made. (4+7/46) 24% indicated a negative response, while (23/46) 50% is neutral. The difference between positive and negative responses are +2%. There is a slight improvement in relation to other principles.

SECTION I

1. GENERAL

Table 9: Overall rating of HR services

Level	0% – 30%	31% - 49%	50%	51% - 79%	80% - 99%	100%
Total	9	16	15	6	0	0

Chart 9: General
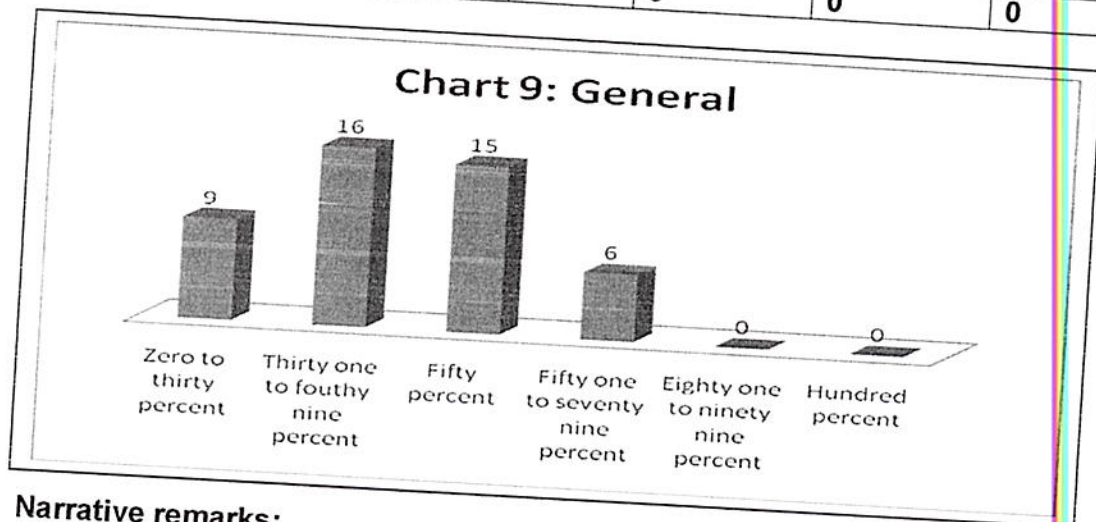
Narrative remarks:

- Improvement with regard to consultation and performance management programmes.
- Induction programme to be seen as important especially to those in supervisory capacity.
- Filling of post internally is critical, no succession plans in place.
- PMS system is not used effectively and no follow-ups made on recommendations by supervisors.
- Officials are attending courses that are not adding value to their work.
- Post evaluation and OSD implementations are not fairly done.
- Employees are not consulted with regard to new structure.
- Backlogs are affecting HR practitioners such as organizational structure and high vacancy rate.
- HR awareness should improve on the overall operations of the unit
- Information is only available on request, eg. Changes in department are not well communicated
- HR needs to be more visible and accessible within the department.
- Regular engagements to update staff would be welcomed.

11

- Information and inputs could be accessed from other staff during workshops and other engagements
- HR adds no value to the department; it only serves a selected few.
- Staff should be informed about conditions of service as well as other developments.
- HR must practice Batho Pele principles and if possible workshops must be done so that they can understand what Batho Pele principles are.
- Skills audits are done but the needs are not implemented.
- HR officials must be taken to training courses as they are not delivering as they should.
- Advertisements are not placed on the internet.
- HR to involve all stakeholders in decision making process and not be bias.
- SMS mostly receive training in the department and other staff members do not.
- Bursaries should be given to all employees that apply and those that completed their studies given grants or awards as it will encourage employees to develop themselves.
- Job specific training is not provided even if asked for.
- Leave that was submitted on time, it becomes leave without pay which is an unfair treatment
- PMS is not understood by managers.
- HR is invisible in the areas of recruitment, training, selection, appraisals and employee wellness
- Officials dealing with recruitment abide by comradeship and keep fraudulent procedures secret and safe.

5. Conclusion

The overall rating concluded the following results: 9/46 indicated 0-30% rating, 16/46 indicated a 31- 49%, 15/46 indicated a 50% rating, while 6/46 indicated 51-79%. What may seem alarming is that no one indicated any rating above 80%. This indicates that there are many challenges that Human Resources Management faces with regard to its role in ensuring a

harmonious workforce that is actively engaged through meaningful engagements. According to the survey Human Resource Unit has a lot to overcome to change the perceptions of it internal clients. It is clear from the results that more emphasis should be place by HR in ensuring that it complies with its set service standards.

6. RECOMMENDATIONS

Strategies should be put in place to ensure that HR unit becomes effective and efficient section to make sure that it consults and inform employees of activities that takes place within the department through workshops, and posting information on the internet and emails. Procedure manuals should be developed and implemented to ensure quick flow of work. Each HR staff should be clear on their role to reduce duplication. Systems that are in place should be utilized to its maximum capacity and training should be provided where needed to enable users to exploit the system more effective should be done.

Recommendation	Time frame	Responsibility
Monitoring compliance within HR through transversal standards	Monthly	SDI
Put in place procedure manuals and monitor the compliance by HR	Monthly	SDI
Information sessions to be held quarterly to assess if any progress had been made to remedy the findings of this survey report	Quarterly	HR and SDI
Short service delivery survey questionnaires to be completed by clients to assess improvement	October 2010	HR and SDI
Batho Pele change management, and customer workshops sessions for all head office HR official including SMS	Sept. 2010	SDI
HR to develop a plan of action with regard to information sharing session	Sept. 2010	HR

7 APPROVAL

Approval are sought to publish the findings and recommendations of this survey report.

Approved/ ~~Not Approved~~

....
HEAD OF DEPARTMENT

07 Dec 2010
....
DATE

13

Annexure A

1. Consultation

Statement					
2. Employees are consulted in the development of Human Resource policies	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3. Employees are consulted in the development of Human Resource strategy	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4. Are employees consulted in the development of Human Resource training needs	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.4 Employees are consulted in the development of HR performance management systems	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.5 Employees are consulted in the development of Human Resource planning strategy	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

SECTION B

2. Information

Statement					
a. Employees are provided with full information regarding employer initiated courses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.2 Human Resource Management holds continuous workshop to inform employees on any Human Resource policy changes	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.3 Employees understand / access departmental Human Resource policies easily	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.4 Human Resource maintains confidentiality of information about	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

	employees					
2.5	The information provided by provided by HR unit is accurate and consistent	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.6	Human Resource provides sufficient information with regard to restructuring of the department.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.7	Human Resource information on the intranet is updated regularly.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

SECTION C

3. Access

Question						
3.1	Rate the overall level of accessibility of Human Resource services?	Very poor	Poor	Average	Good	Excellent
3.2	To which extend is Human Resource personnel responsiveness to your needs?	Very poor	Poor	Average	Good	Excellent
3.3	Have you been provided with a job access strategy / policy by Human Resource?	Yes			No	

If YES, answer **3.4**
If NO, ignore **3.4**

3.4 Rate the level of Job Access Strategy implementation by Human Resource?		Very poor	Poor	Average	Good	Excellent

SECTION D

4. Courtesy

Question						
4.1	Rate the level of courtesy you receive from Human Resource Management?	Very poor	Poor	Average	Good	Excellent
4.2	Rate the level of courtesy you receive from Human Resource personnel	Very poor	Poor	Average	Good	Excellent
4.3	How can you rate Human Resource culture with regard to service delivery orientation?	Very poor	Poor	Average	Good	Excellent
4.4	Rate the HR personnel customer service attitude?	Very poor	Poor	Average	Good	Excellent

4.5 Rate the overall level of courtesy of Human Resource employees?	Very poor	Poor	Average	Good	Excellent

SECTION E

5. Service Standards

Question					
a. Rate the level of HR in providing developmental programmes that benefit employees in the department?	Very poor	Poor	Average	Good	Excellent
5.2 Rate the level of recruitment and placement process of Human Resource?	Very poor	Poor	Average	Good	Excellent
5.3 Rate the performance appraisals training provided to staff members	Very poor	Poor	Average	Good	Excellent
5.4 Rate the Human Resource performance in administering the compensation programme? (performance appraisals	Very poor	Poor	Average	Good	Excellent
5.5 Rate the effective performance of employee, Safety, Health and Wellness programmes provided by Human Resource?	Very poor	Poor	Average	Good	Excellent
5.6 When you first joined the department were you taken on an induction / orientation programme?	Yes		No		

If YES, answer 5.7
If NO, ignore 5.7

5.7 Rate the effectiveness of the induction / orientation programme?	Very poor	Poor	Average	Good	Excellent

SECTION F

6. Redress

Statement					
6.1 Complaints lodged by employees are always attended to.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6.2 Human Resource Personnel gives regular feedback on complains made	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6.3 Human Resource	Strongly	Disagree	Neutral	Agree	Strongly

personnel apologies for mistakes made	Disagree				Agree

SECTION G

7. Openness and Transparency

Statement					
7.1 Employees are regularly provided with information regarding re-structuring in the department.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7.2 Employees are given access opportunity about interviews proceedings if requested	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7.3 Employees are always reminded about their leave credits to be forfeited before they forfeit them	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

SECTION H

8. Value for Money

Statement					
8.1 Human Resource Services are value adding to employee programme performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
8.2 Human resource Services provide bursaries to employees that add value	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

SECTION I

9. GENERAL

9.1 Please rate the overall services you receive from Human Resource Directorate.

0% – 30%	31% - 49%	50%	51% - 79%	80% - 99%	100%

Remarks

....
....
....
....

Annexure B

SECTION A

a. Consultation

1.1   Employees are consulted in the development of Human Resource policies

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 5-8	3	7	3	6	0
JMS	0	2	7	4	0
MMS	1	6	4	3	0
Total	4	15	14	13	0

1.2   Employees are consulted in the development of Human Resource strategy

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	3	7	4	5	0
JMS	1	7	5	0	0
MMS	1	7	6	0	0
Total	5	21	15	5	0

1.3   Are employees consulted in the development of Human Resource training needs.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	6	6	4	1	2
JMS	2	6	1	3	1
MMS	0	3	3	8	0
Total	8	15	8	12	3

1.4   Employees are consulted in the development of HR Performance Management Systems.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	4	2	7	5	1
JMS	0	2	6	4	1
MMS	0	2	7	5	0
Total	4	6	20	14	2

1.5   Employees are consulted in the development of Human Resource policies.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	4	7	7	1	0
JMS	2	8	3	0	0
MMS	1	10	3	0	0
Total	7	25	13	1	0

The HRM directorate is not performing to its optimal capacity with regard to the principle of consultation, this is evident by the number of participants on different salary bands perception of the service rendered. On the salary band 4-8, .../..... has a negative perception of HRM way of consulting while only ..../...... have a positive perception of HRM. ..../............is neutral option. JMS band perception is even more negative ..../.......... While

SECTION B

b. Information

2.1 Employees are provided with full information regarding employer initiated courses.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	5	5	4	5	0
JMS	3	7	2	1	0
MMS	0	8	2	4	0
Total	8	20	8	10	0

2.2 Human Resource Management holds continuous workshop to inform employees on any Human Resource policy changes.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	5	4	6	4	0
JMS	2	6	3	2	0
MMS	0	4	9	1	0
Total	7	14	18	7	0

2.3   Employees understand / access departmental Human Resource policies easily

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	4	6	7	2	0
JMS	1	6	6	0	0
MMS	0	4	6	4	0
Total	5	16	19	6	0

2.4 Human Resource maintains confidentiality of information about employees.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	3	0	8	6	2
JMS	1	3	2	5	2
MMS	0	1	5	8	0
Total	4	4	15	19	4

2.5   The information provided by provided by HR unit is accurate and consistent.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	2	4	9	3	1
JMS	1	6	4	2	0
MMS	0	1	12	1	0
Total	3	11	25	6	1

2.6   Employees are consulted in the development of Human Resource policies

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	6	5	6	2	0
JMS	3	4	4	2	0
MMS	2	8	4	0	0
Total	11	17	14	4	0

2.7.   Human Resource information on the intranet is updated regularly

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	2	6	10	1	0
JMS	0	4	8	1	0
MMS	2	5	7	0	0
Total	4	15	25	2	0

SECTION C

3   Access

3.1   Rate the overall level of accessibility of Human Resource services?

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	2	2	14	1	0
JMS	1	3	8	1	0
MMS	0	1	10	3	0
Total	3	6	32	5	0

3.2   To which extend is Human Resource personnel responsiveness to your needs?

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	1	8	9	1	0
JMS	0	2	9	2	0
MMS	0	1	10	3	0
Total	1	11	28	6	0

3.3   Have you been provided with a job access strategy / policy by Human Resource?

Level	Yes	No
Salary Band 4-8	2	17
JMS	0	13
MMS	0	14
Total	2	44

3.4   Rate the level of Job Access Strategy implementation by Human Resource?

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	0	0	2	0	0
JMS	0	0	0	0	0
MMS	0	0	0	0	0
Total	0	0	2	0	0

SECTION D

4   Courtesy

4.1   Rate the level of courtesy you receive from Human Resource Management?

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	1	4	11	3	0
JMS	2	2	7	2	0
MMS	1	1	11	1	0
Total	4	7	29	6	0

4.2   Rate the level of courtesy you receive from Human Resource personnel

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	2	3	8	6	0
JMS	0	1	7	4	1
MMS	0	3	10	1	0
Total	2	7	25	11	1

4.3 How can you rate Human Resource culture with regard to service delivery orientation?

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	2	7	9	1	0
JMS	1	3	8	1	0
MMS	0	2	11	1	0
Total	3	12	28	3	0

4.4 Rate the HR personnel customer service attitude?

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	2	2	11	4	0
JMS	0	1	6	6	0
MMS	0	2	8	4	0
Total	2	5	25	14	0

4.5 Rate the overall level of courtesy of Human Resource employees?

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	1	2	12	3	1
JMS	0	1	8	4	0
MMS	0	3	8	3	0
Total	1	6	28	10	1

SECTION E

5   Service Standards

5.1   Rate the level of HR in providing developmental programmes that benefit employees in the department?

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	2	4	12	1	0
JMS	3	3	5	2	0
MMS	0	7	7	0	0
Total	5	14	24	3	0

5.2   Rate the level of recruitment and placement process of Human Resource?

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	4	7	5	3	0
JMS	5	5	3	0	0
MMS	2	8	4	0	0
Total	11	20	12	3	0

5.3   Rate the performance appraisals training provided to staff members

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	7	3	6	3	0
JMS	1	6	5	1	0
MMS	2	7	5	0	0
Total	10	16	16	4	0

5.4   Rate the Human Resource performance in administering the compensation programme? (performance appraisals

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	4	2	11	2	0
JMS	0	4	8	1	0
MMS	0	8	6	0	0
Total	4	14	25	3	0

X

5.5　Rate the effective performance of employee, Safety, Health and Wellness programmes provided by Human Resource?

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	2	3	10	4	0
JMS	0	3	5	5	0
MMS	0	1	12	1	0
Total	2	7	27	10	0

5.6　When you first joined the department were you taken on an induction / orientation programme?

Level	Yes	No
Salary Band 4-8	9	10
JMS	5	8
MMS	4	10
Total	18	28

5.7　Rate the effectiveness of the induction / orientation programme?

Level	Very poor	Poor	Average	Good	Excellent
Salary Band 4-8	0	0	2	7	0
JMS	0	0	3	2	0
MMS	0	0	2	2	0
Total	0	0	7	11	0

SECTION F

6　Redress

6.1　Complaints lodged by employees are always attended to.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	3	5	10	1	0
JMS	0	4	7	2	0
MMS	1	1	9	3	0
Total	4	10	26	6	0

6.2　Human Resource Personnel gives regular feedback on complains made.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	2	10	5	2	0
JMS	0	5	7	1	0
MMS	1	0	11	2	0
Total	3	15	23	5	0

6.3 Human Resource personnel apologies for mistakes made.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	4	6	8	1	0
JMS	1	2	9	1	0
MMS	1	4	8	1	0
Total	6	12	25	3	0

SECTION G

7 Openness and Transparency

7.1 Employees are regularly provided with information regarding re-structuring in the department.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	4	8	5	2	0
JMS	2	7	2	2	0
MMS	2	8	4	0	0
Total	8	23	11	4	0

7.2 Employees are given access opportunity about interviews proceedings if requested

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	2	6	10	1	0
JMS	1	5	6	1	0
MMS	2	3	7	2	0
Total	5	14	23	4	0

7.3 Employees are always reminded about their leave credits to be forfeited before they forfeit them.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	3	3	4	8	1
JMS	0	1	4	6	2
MMS	1	1	3	6	3
Total	4	5	11	20	6

SECTION H

8 Value for Money

8.1 Employees are regularly provided with information regarding re-structuring in the department.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	3	3	10	3	0
JMS	2	2	9	0	0
MMS	0	4	7	3	0
Total	5	9	26	6	0

8.2 Human resource Services provide bursaries to employees that add value.

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary Band 4-8	3	1	7	8	0
JMS	0	3	6	2	2
MMS	0	1	7	6	0
Total	3	5	20	16	2

SECTION I

9 GENERAL

9.1 Please rate the overall services you receive from Human Resource Directorate.

Level	0% – 30%	31% – 49%	50%	51% – 79%	80% – 99%	100%	No indication
Salary Band 4-8	4	6	6	3	0	0	0
JMS	3	3	6	1	0	0	0
MMS	2	7	3	2	0	0	0
Total	9	16	15	6	0	0	0