

RESTRICTED



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF PUBLIC WORKS

Ref: 2/7/5/1

Enq: Harmse CF

INTERNAL CUSTOMER SATISFACTION SURVEY
**STRATEGIC HUMAN RESOURCE
MANAGEMENT**

MOPANI DISTRICT

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1. ABSTRACT

The SDI Unit conducted customer survey targeting Strategic Human Resource Management Directorate within the Limpopo Department of Public Works. The objective of the survey was to ascertain if the Human Resource Management directorate provides efficient and effective services to internal clients i.e. departmental employees.

The survey was drawn from Persal list of officials from Mopani District. A sample size of thirty percent was drawn from two hundred thirty (230) officials excluding level three (3) employees. Sixty eight out of the two hundred thirty participants from Mopani District completed the questionnaire.

The overall rating concluded the following results for Mopani district: 6% indicated zero to thirty percentage rating, 29% indicated a thirty-one to forty-nine percentage rating, 21% indicated a fifty percentage rating, 23% indicated fifty-one to seventy-nine percentage rating, 15% indicated an eighty-one to ninety-nine percentage rating, while 6% indicated hundred percentage rating.

The following limitation was identified:

- Most respondents at district salary level four (4) to six (6) said they found it difficult to interpret the questions due to English not being their mother tongue. Field-workers then had to use local vernacular to interpret item questions in the questionnaire.
- The digital random calculator does not differentiate between genders.

2. INTRODUCTION

Service Delivery Improvement Directorate is mandated to conduct customer surveys on bi-quarterly basis annually to comply with the provincial transversal standards. Customer survey is incorporated in the Annual Performance Plan as a key result area. The financial year under review is 2010/11. The scope of the survey is Strategic Human Resource Management within the Limpopo Department of Public Works. The objective of the survey was to ascertain if the Human Resource Management directorate provides efficient and effective services to internal clients i.e. departmental employees.

3. METHOD

3.1 Design

The quantitative research methodology was used. The survey questionnaire was drafted and compiled by Service Delivery Improvement officials at Head Office. The

questionnaire was implemented at Head Office, Capricorn and Waterberg district and a report for each selective entity produced.

The survey questionnaire consisted 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 participants experiences with regard to Strategic Human Resource Management directorate.

The sampling technique used for this survey was a combination of stratified and random sampling techniques. The target population was taken from HR employment register from Persal for Mopani District. The list was numbered starting from one for each stratum. The specific category of the population was excluded from the survey namely: Strategic Human Resource personnel and level three (3) employees. Thirty percent of the target population was then drawn to be included in the sample. The 3-digit random sampling electronic calculator from Star Trek was utilized to draw numbers randomly.

3.2 Participants

The participants in the survey were employees from the Limpopo Department of Public Works Mopani district office, Tzaneen cost center, Phalaborwa cost center, Naphuno cost center, Giyani cost center and Sekgosese cost center from level four to eight , nine to ten and eleven to twelve respectively.

Category	Work station	Sample Size	No. participants selected	No of participants that completed survey form
Salary band 4- 8	Mopani	230	69	53
Salary band 9-10				12
Salary band 11-12				03
Total				68

3.3 Resources Utilized

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

3.4 Procedure followed

The Deputy Manager Service Delivery Improvement drafted and faxed a schedule to visit the District office and cost centers. Officials from Service Delivery Improvement unit and district customer care officer visited participants at their

respective workstations. A short presentation on the questionnaire was done to district management and participants. The participants were then given an opportunity to complete the questionnaire willingly in the presence of Service Delivery Improvement officials as it was to be handled as confidential. The completed forms were collected on the day of the scheduled visit and incomplete forms hand posted in a sealed envelope to Head office at a later date

The visiting schedule was as follows:

District	Scheduled Dates
<ul style="list-style-type: none"> • Mopani District office • Giyani Cost Center • Phalaborwa Cost Center • Tzaneen Cost Center 	21 October 2010
<ul style="list-style-type: none"> • Naphuno Cost Center • Sekgosese Cost Center 	22 October 2011

4. SURVEY RESULTS

MOPANI DISTRICT

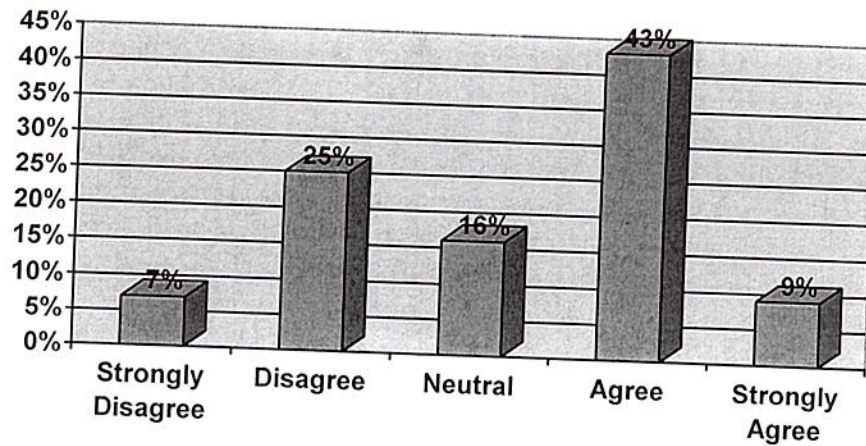
SECTION A

A Consultation

A1 Employees are consulted in the development of Human Resource policies.

Table A1	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	5	17	11	29	6
Percentage	7%	25%	16%	43%	9%

Chart A.1.

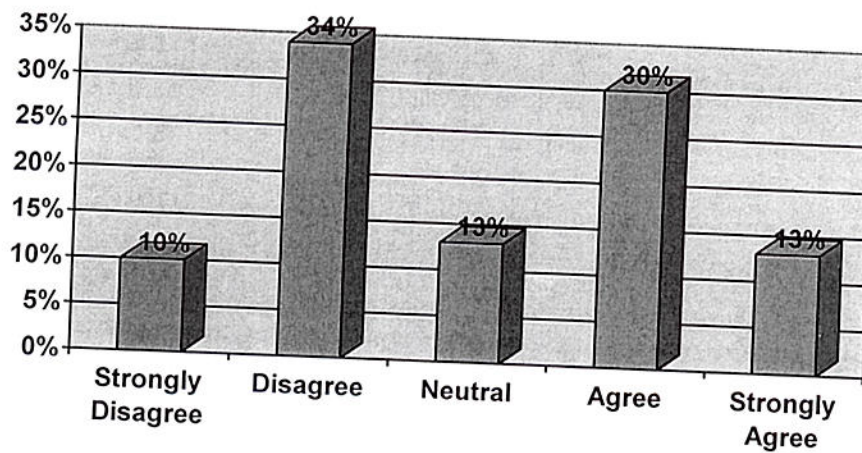


52% respondents indicated positively, while 16% was neutral and 32% negatively to the statement made.

A2 Employees are consulted in the development of Human Resource Strategy.

Table A2	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	7	23	9	20	9
Percentage	10%	34%	13%	30%	13%

Chart: A.2

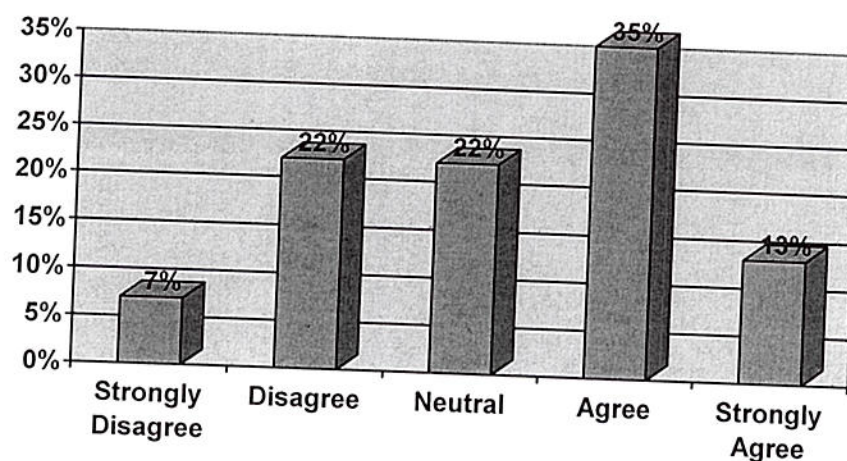


33% respondents indicated positively, while 13% was neutral and 44% negatively to the statement made.

A3 Are employees consulted in the development of Human Resource training needs?

Table A3	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	5	15	15	24	9
Percentage	7%	22%	22%	35%	13%

Chart:A.3

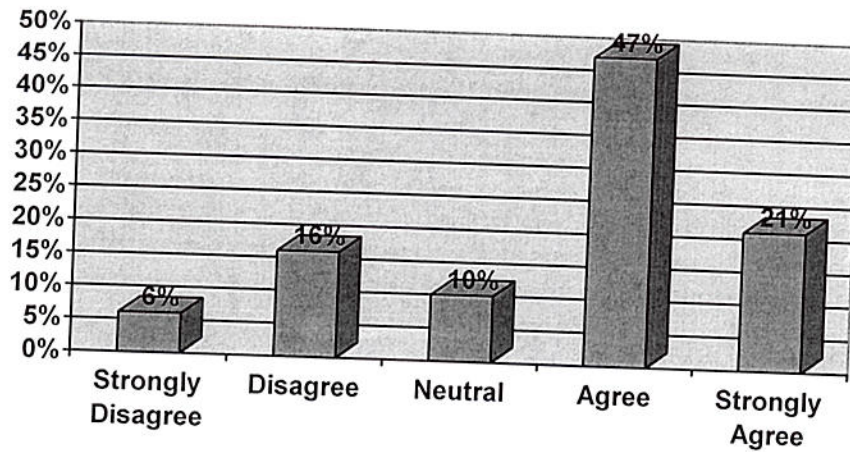


48% respondents indicated positively, while 22% was neutral and 29% negatively to the statement made.

A4 Employees are consulted in the development of HR Performance Management systems.

Table A4	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	4	11	7	32	14
Percentage	6%	16%	10%	47%	21%

Chart: A.4

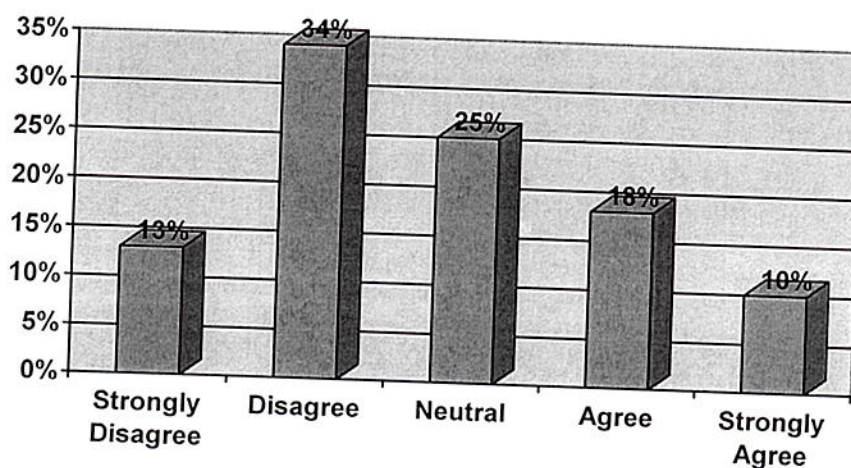


68% respondents indicated positively, while 10% was neutral and 22% negatively to the statement made.

A5 Employees are consulted in the development of Human Resource planning strategy

Table A5	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	9	23	17	12	7
Percentage	13%	34%	25%	18%	10%

Chart: A.5



28% respondents indicated positively, while 25% was neutral and 32% negatively to the statement made.

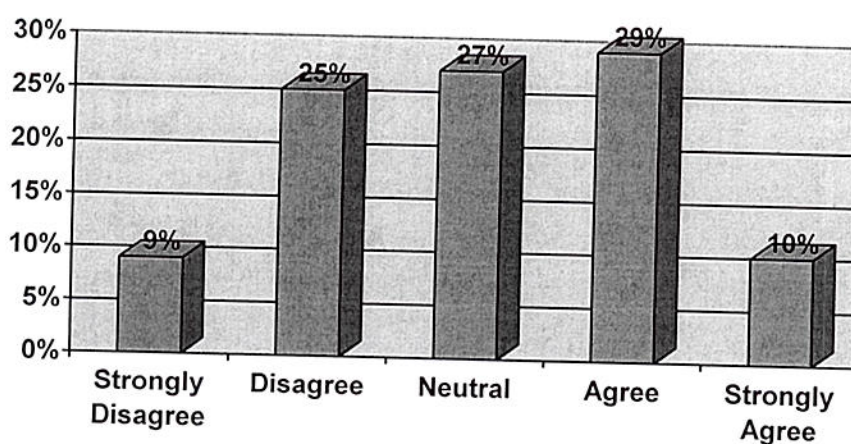
SECTION B

B Information

B1 Employees are provided with full information regarding employer initiated courses.

Table B1	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	6	17	18	20	7
Percentage	9%	25%	27%	29%	10%

Chart: B.1

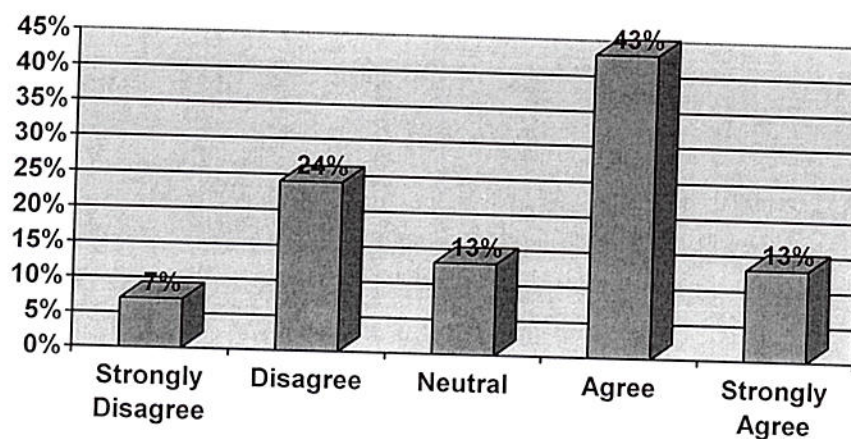


39% respondents indicated positively, while 27% was neutral and 34% negatively to the statement made.

B2 Human Resource Management holds continuous workshop to inform employees on any Human Resource policy changes.

Table B2	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	5	16	9	29	9
Percentage	7%	24%	13%	43%	13%

Chart: B.2

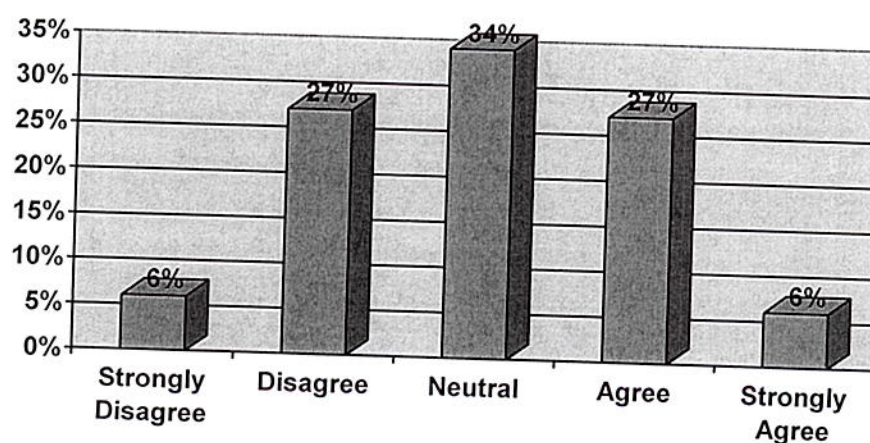


56% respondents indicated positively, while 13% was neutral and 31% negatively to the statement made.

B3 Employees understand / access departmental Human Resource policies easily

Table B3	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	4	18	24	18	4
Percentage	6%	27%	34%	27%	6%

Chart: B.3

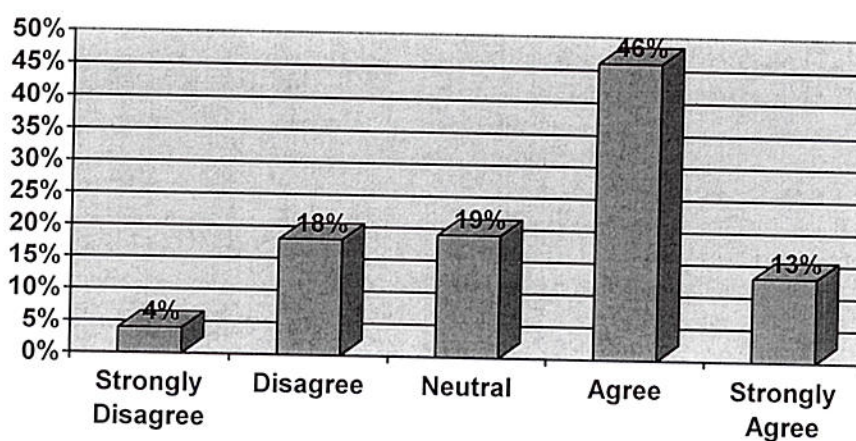


33% respondents indicated positively, while 34% was neutral and 33% negatively to the statement made.

B4 Human Resource maintains confidentiality of information about employees.

Table B4	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	3	12	13	31	9
Percentage	4%	18%	19%	46%	13%

Chart: B.4

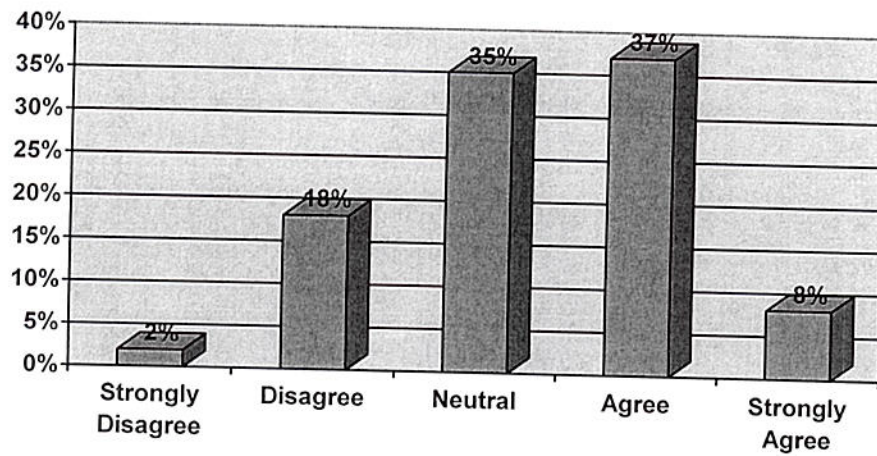


59% respondents indicated positively, while 19% was neutral and 22% negatively to the statement made.

B5 The information provided by HR unit is accurate and consistent.

Table B5	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	1	12	24	25	6
Percentage	2%	18%	35%	37%	8%

Chart: B.5

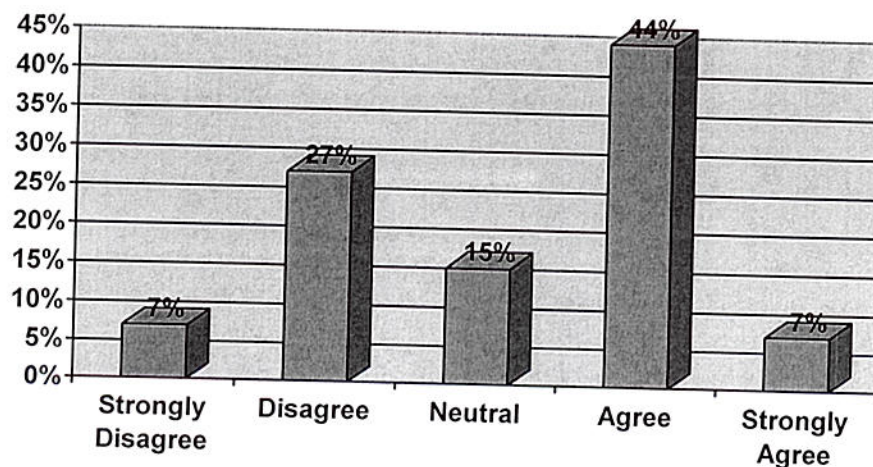


45% respondents indicated positively, while 35% was neutral and 20% negatively to the statement made.

B6 Human Resource provides sufficient information with regard to restructuring of the department

Table B6	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	5	18	10	30	5
Percentage	7%	27%	15%	44%	7%

Chart: B.6

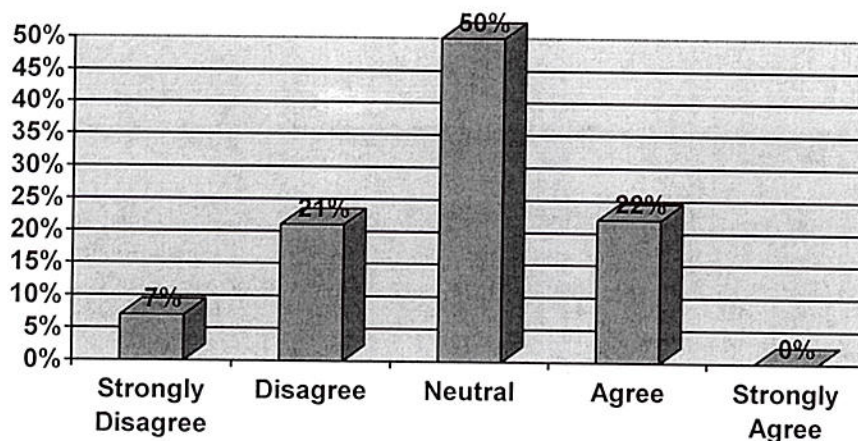


51% respondents indicated positively, while 15% was neutral and 34% negatively to the statement made.

B7 Human Resource information on the intranet is updated regularly

Table B7	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	5	14	34	15	0
Percentage	7%	21%	50%	22%	0%

Chart: B.7



22% respondents indicated positively, while 50% was neutral and 28% negatively to the statement made.

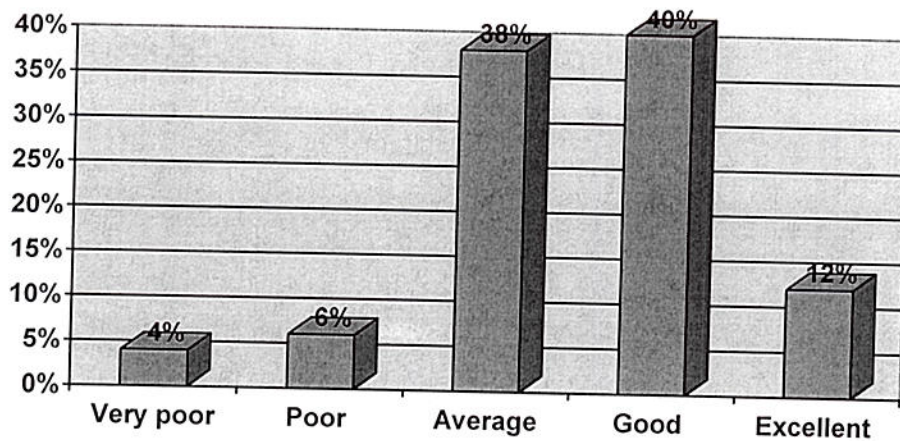
SECTION C

C Access

C1. Rate the overall level of accessibility of Human Resource services?

Table C1	Very poor	Poor	Average	Good	Excellent
Score	3	4	26	27	8
Percentage	4%	6%	38%	40%	12%

Chart: C.1

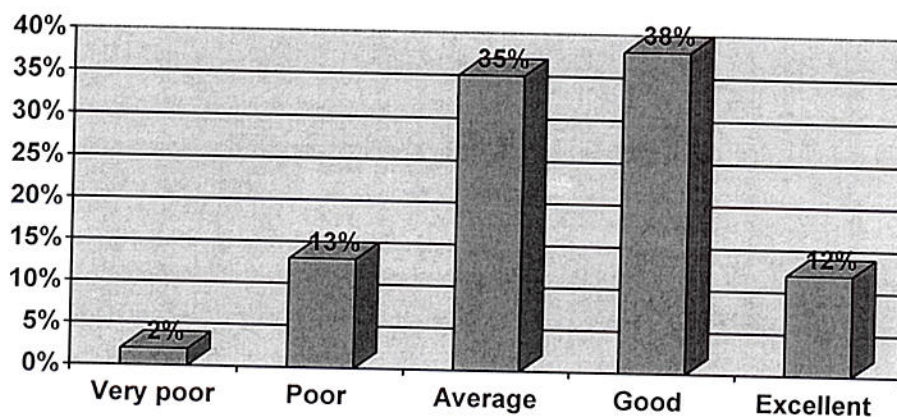


52% respondents indicated positively, while 16% was neutral and 32% negatively to the statement made.

C2 To which extend is Human Resource personnel responsiveness to your needs?

Table C2	Very poor	Poor	Average	Good	Excellent
Score	1	9	24	26	8
Percentage	2%	13%	35%	38%	12%

Chart: C.2

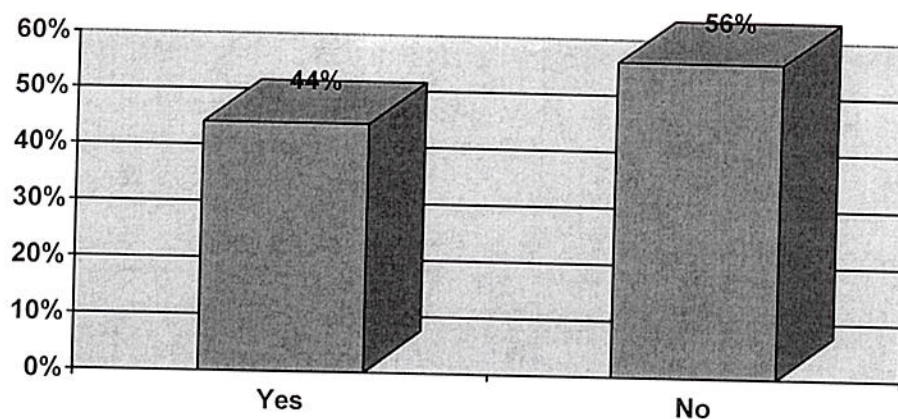


50% respondents indicated positively, while 35% was neutral and 15% negatively to the statement made.

C3 Have you been provided with a job access strategy / policy by Human Resource?

Table C3	Yes	No
Score	30	38
Percentage	44%	56%

Chart: C.3

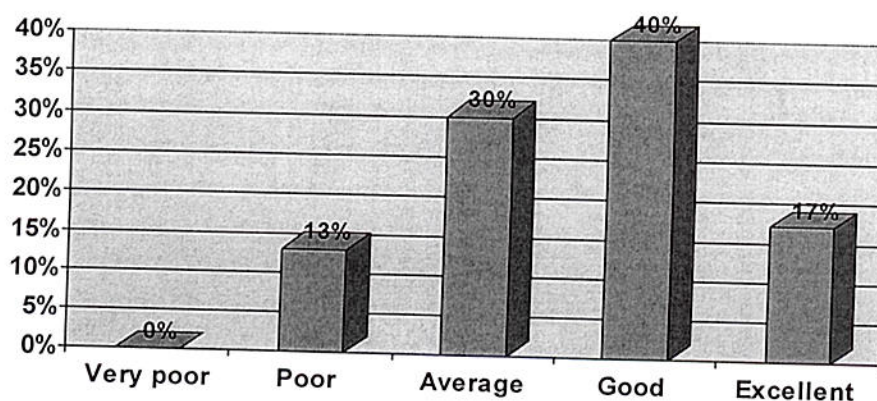


44% indicated that they were provided with job access strategy, while 56% indicated that they are not aware of this strategy.

C4 Rate the level of Job Access Strategy implementation by Human Resource?

Table C4	Very poor	Poor	Average	Good	Excellent
Score	0	4	9	12	5
Percentage	0%	13%	30%	40%	17%

Chart: C.4



60% respondents indicated positively, while 30% was neutral and 10% negatively to the statement made.

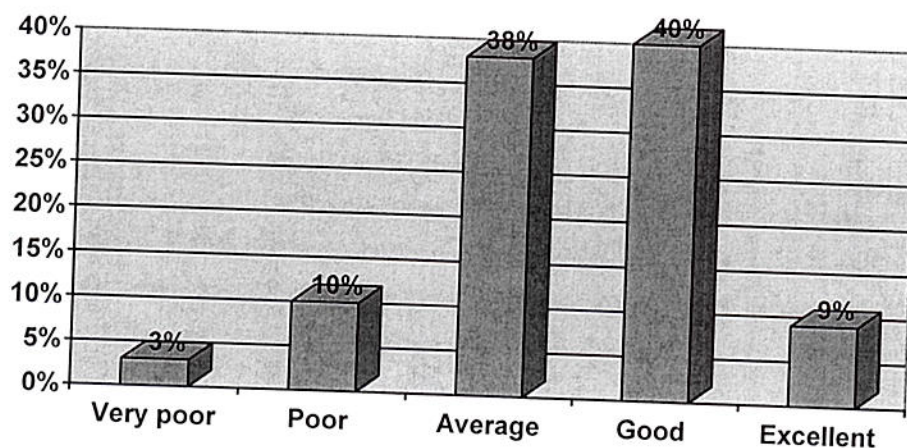
SECTION D

D Courtesy

D1 Rate the level of courtesy you receive from Human Resource Management?

Table D1	Very poor	Poor	Average	Good	Excellent
Score	2	7	26	27	6
Percentage	3%	10%	38%	40%	9%

Chart: D.1

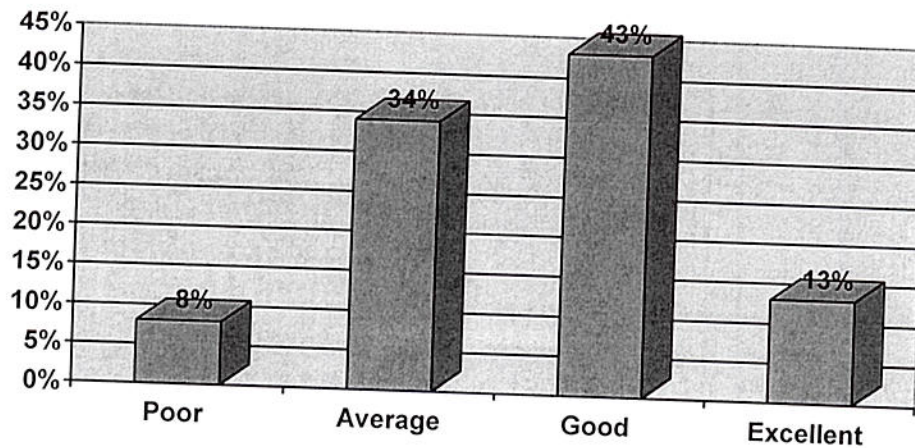


49% respondents indicated positively, while 38% was neutral and 13% negatively to the statement made.

D2 Rate the level of courtesy you receive from Human Resource personnel

Table D2	Very poor	Poor	Average	Good	Excellent
Score	1	6	23	29	9
Percentage	2%	8%	34%	43%	13%

Chart: D.2

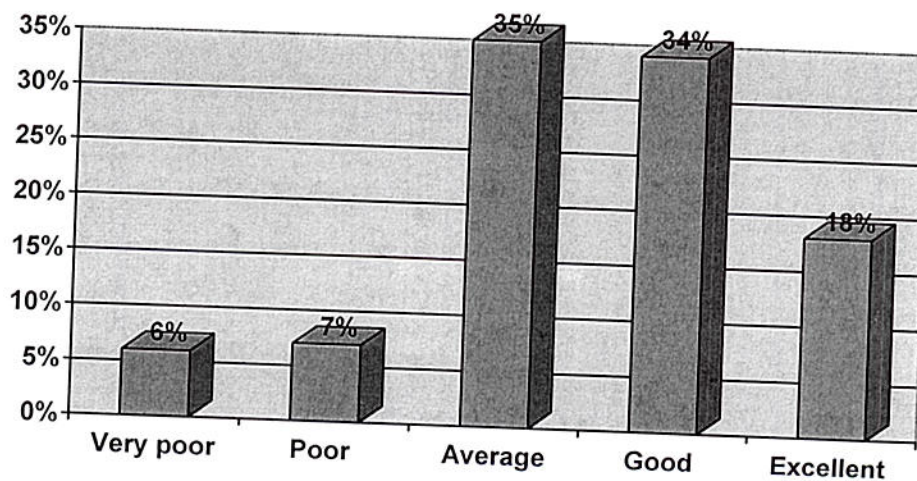


56% respondents indicated positively, while 34% was neutral and 10% negatively to the statement made.

D3 How can you rate Human Resource culture with regard to service delivery orientation?

Table D3	Very poor	Poor	Average	Good	Excellent
Score	4	5	24	23	12
Percentage	6%	7%	35%	34%	18%

Chart: D.3

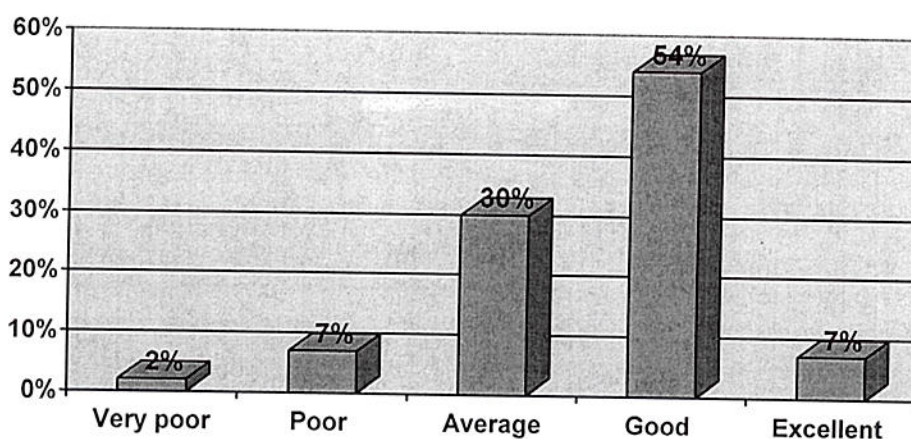


52% respondents indicated positively, while 16% was neutral and 32% negatively to the statement made.

D4 Rate the HR personnel customer service attitude?

Level	Very poor	Poor	Average	Good	Excellent
Score	1	5	20	37	5
Percentage	2%	7%	30%	54%	7%

Chart: D.4

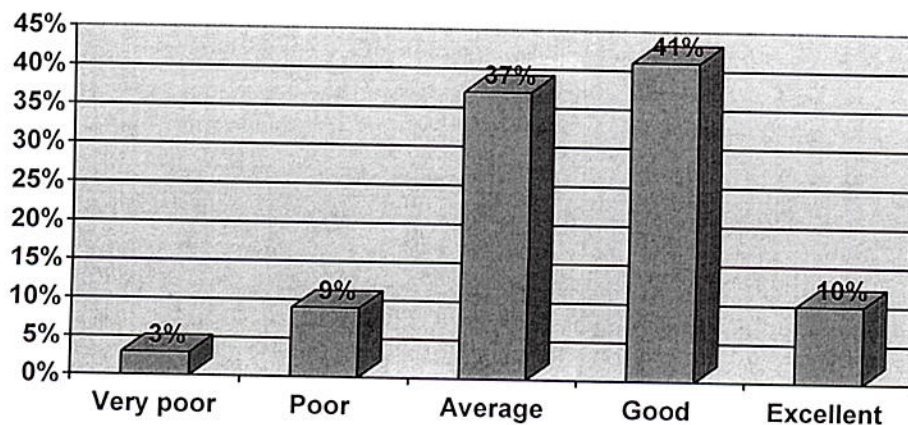


61% respondents indicated positively, while 30% was neutral and 13% negatively to the statement made.

D5 Rate the overall level of courtesy of Human Resource employees?

Table D5	Very poor	Poor	Average	Good	Excellent
Score	2	6	25	28	7
Percentage	3%	9%	37%	41%	10%

Chart: D.5



52% respondents indicated positively, while 37% was neutral and 12% negatively to the statement made.

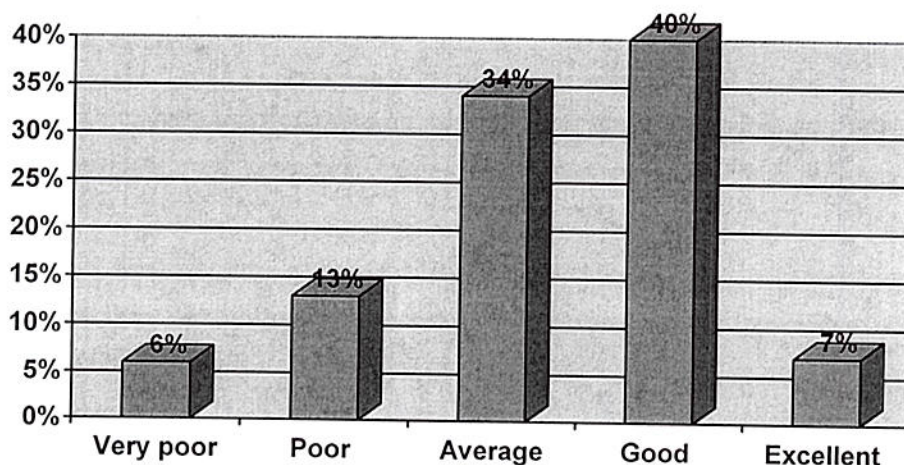
SECTION E

E Service Standards

E1 Rate the level of HR in providing developmental programmes that benefit employees in the department?

Table E1	Very poor	Poor	Average	Good	Excellent
Score	4	9	23	27	5
Percentage	6%	13%	34%	40%	7%

Chart: E.1

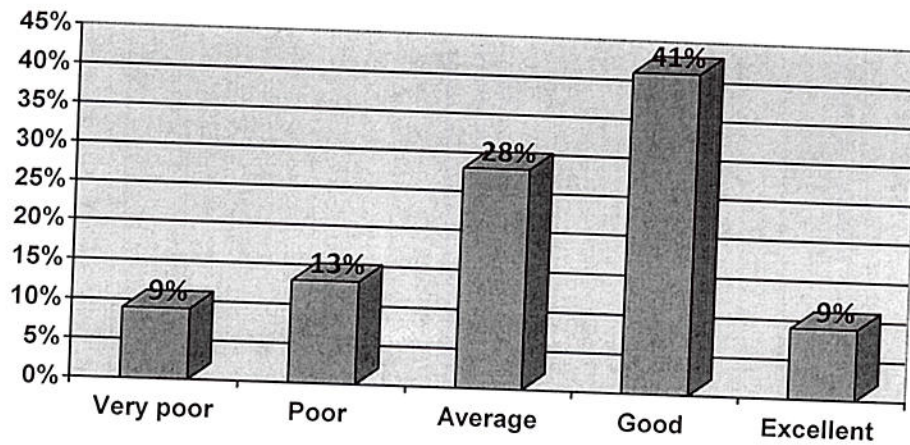


47% respondents indicated positively, while 34% was neutral and 19% negatively to the statement made.

E2 Rate the level of recruitment and placement process of Human Resource?

Table E2	Very poor	Poor	Average	Good	Excellent
Score	6	9	19	28	6
Percentage	9%	13%	28%	41%	9%

Chart: E.2

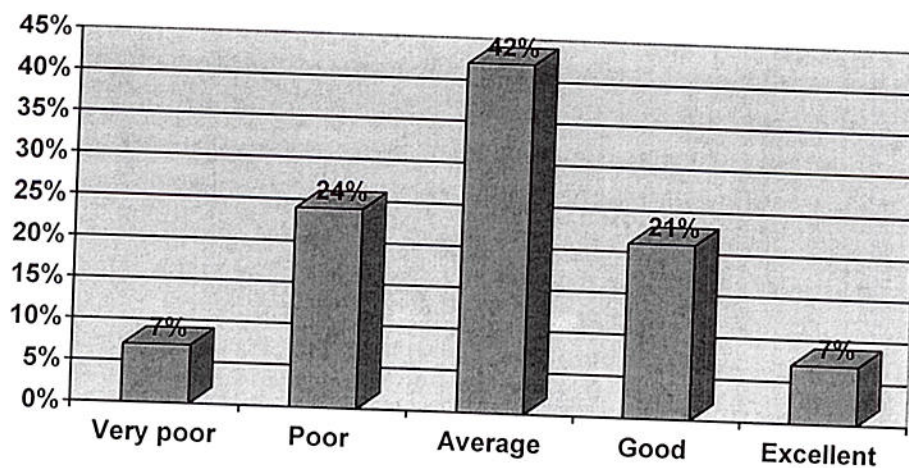


50% respondents indicated positively, while 28% was neutral and 22% negatively to the statement made.

E3 Rate the performance appraisals training provided to staff members

Level	Very poor	Poor	Average	Good	Excellent
Score	5	16	28	14	5
Percentage	7%	24%	41%	21%	7%

Chart: E.3

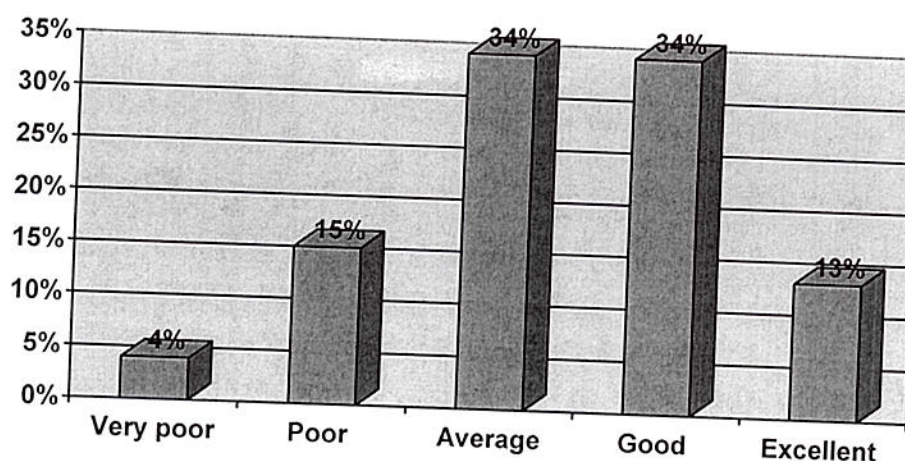


28% respondents indicated positively, while 41% was neutral and 31% negatively to the statement made.

E4 Rate the Human Resource performance in administering the compensation programme? (Performance appraisals)

Table E4	Very poor	Poor	Average	Good	Excellent
Score	3	10	23	23	9
Percentage	4%	15%	34%	34%	13%

Chart: E.4

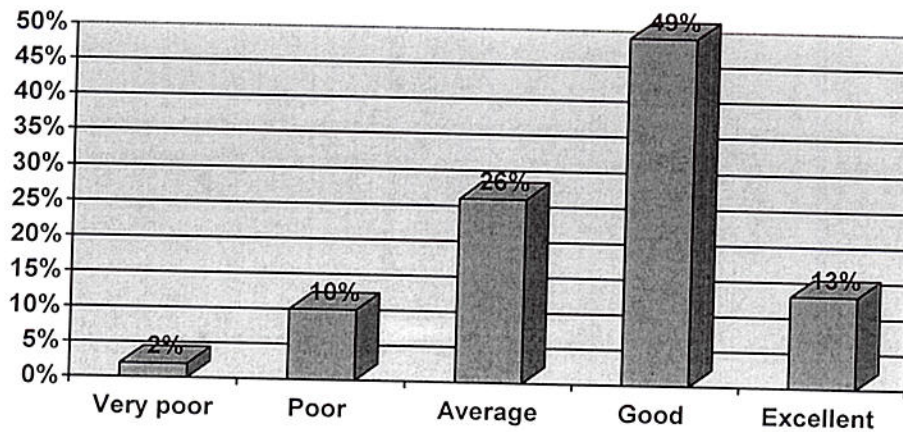


47% respondents indicated positively, while 34% was neutral and 19% negatively to the statement made.

E5 Rate the effective performance of employee, Safety, Health and Wellness programmes provided by Human Resource.

Table E5	Very poor	Poor	Average	Good	Excellent
Score	1	7	18	33	9
Percentage	2%	10%	26%	49%	13%

Chart: E.5.

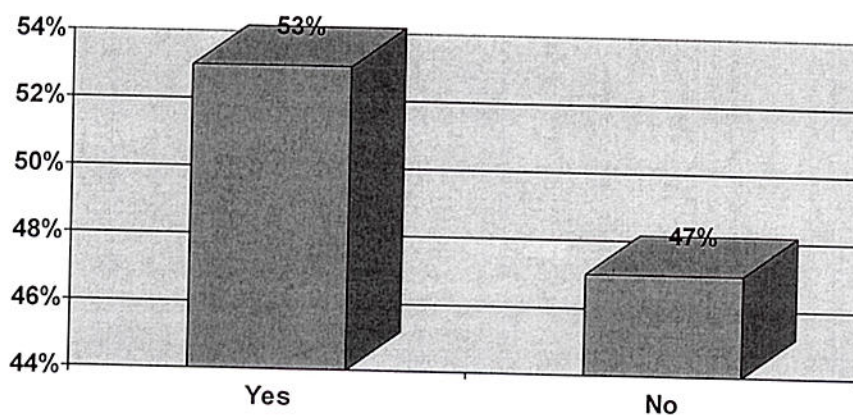


62% respondents indicated positively, while 26% was neutral and 12% negatively to the statement made.

E6 When you first joined the department were you taken on an induction / orientation programme?

Table E6	Yes	No
Score	36	32
Percentage	53%	47%

Chart: E.6

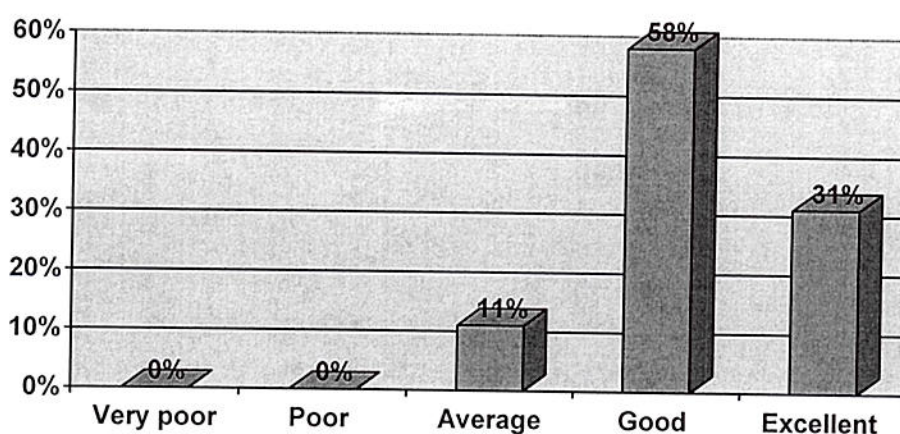


53% indicated that they attended an induction programme, while 47% indicated that they still were not inducted in the department

E7 Rate the effectiveness of the induction / orientation programme?

Table E7	Very poor	Poor	Average	Good	Excellent
Score	0	0	4	21	11
Percentage	0%	0%	11%	58%	31%

Chart: E.7



89% respondents indicated positively, while 11% was neutral and 0% negatively to the statement made.

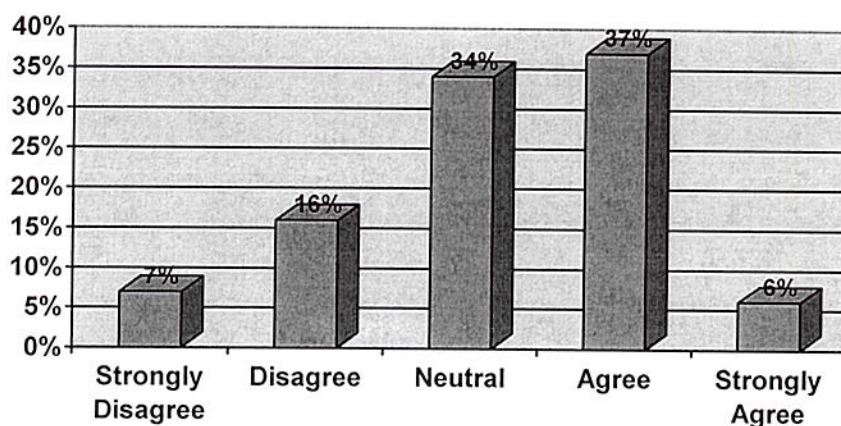
SECTION F

F Redress

F1 Complaints lodged by employees are always attended to.

Table F1	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	5	11	23	25	4
Percentage	7%	16%	34%	37%	6%

Chart: F.1

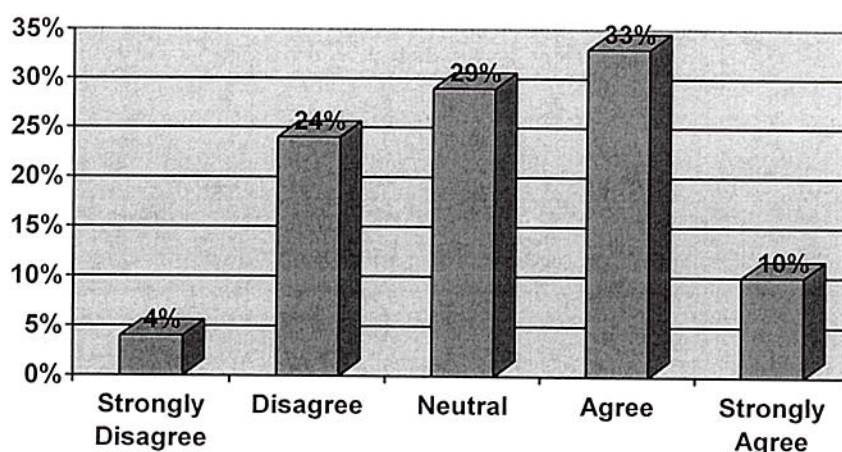


52% respondents indicated positively, while 16% was neutral and 32% negatively to the statement made.

F2 Human Resource Personnel gives regular feedback on complains made.

Table F2	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	3	16	20	22	7
Percentage	4%	24%	29%	33%	10%

Chart: F.2

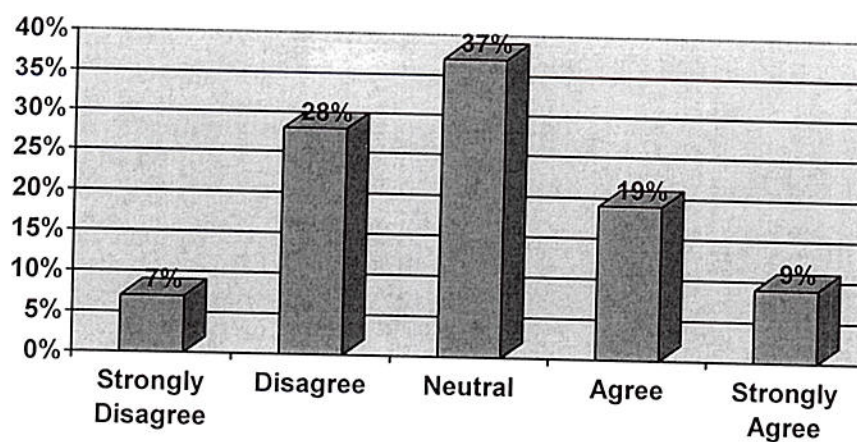


43% respondents indicated positively, while 29% was neutral and 28% negatively to the statement made.

F3 Human Resource personnel apologies for mistakes made

Table F3	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	5	19	25	13	6
Percentage	7%	28%	37%	19%	9%

Chart: F.3



28% respondents indicated positively, while 37% was neutral and 35% negatively to the statement made.

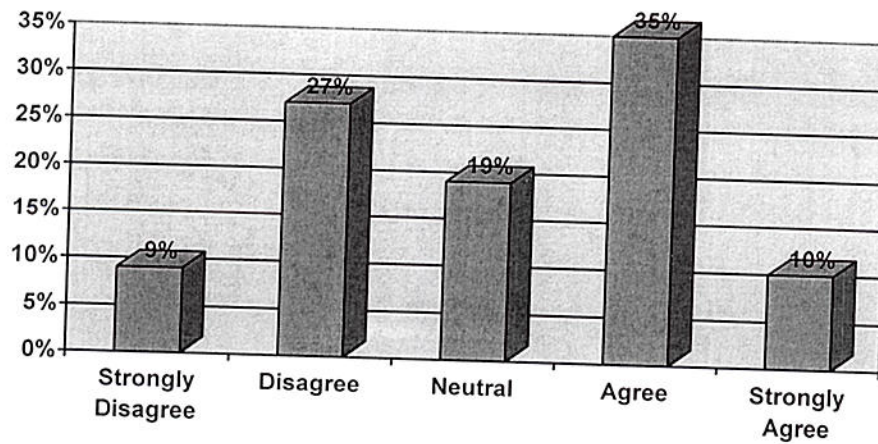
SECTION G

G Openness and Transparency

G1 Employees are regularly provided with information regarding restructuring in the department.

Table G1	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	6	18	13	24	7
Percentage	9%	27%	19%	35%	10%

Chart: G.1

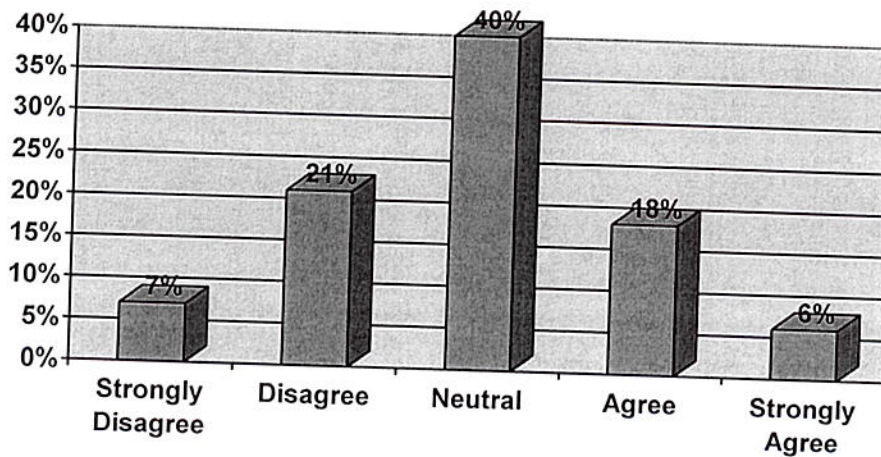


45% respondents indicated positively, while 19% was neutral and 36% negatively to the statement made.

G2 Employees are given access opportunity about interviews proceedings if requested

Table G2	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	5	14	27	18	4
Percentage	7%	21%	40%	26%	6%

Chart: G.2

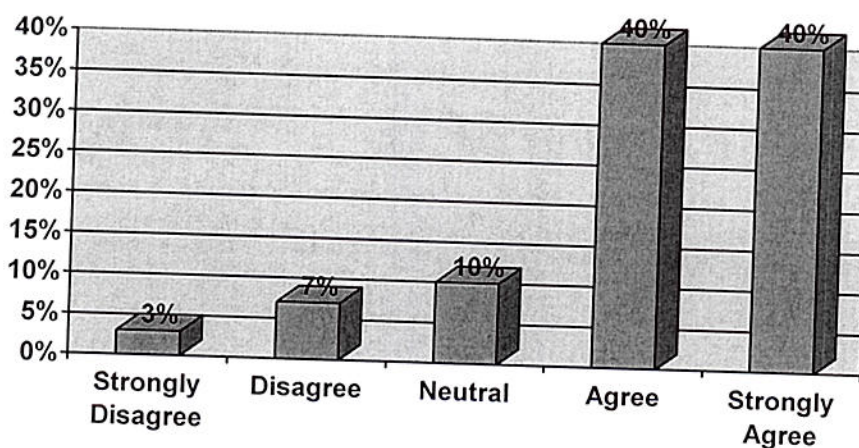


32% respondents indicated positively, while 40% was neutral and 28% negatively to the statement made.

G3 Employees are always reminded about their leave credits to be forfeited before they forfeit them.

Table G3	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	2	5	7	27	27
Percentage	3%	7%	10%	40%	40%

Chart: G.3



80% respondents indicated positively, while 10% was neutral and 10% negatively to the statement made.

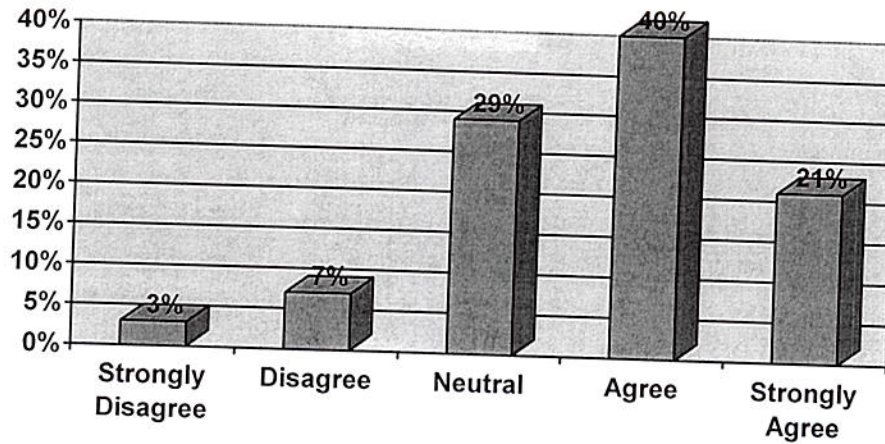
SECTION H

H Value for Money

H1 Human Resource Services are value adding to employee programme performance

Table H1	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	2	5	20	27	14
Percentage	3%	7%	29%	40%	21%

Chart: H.1

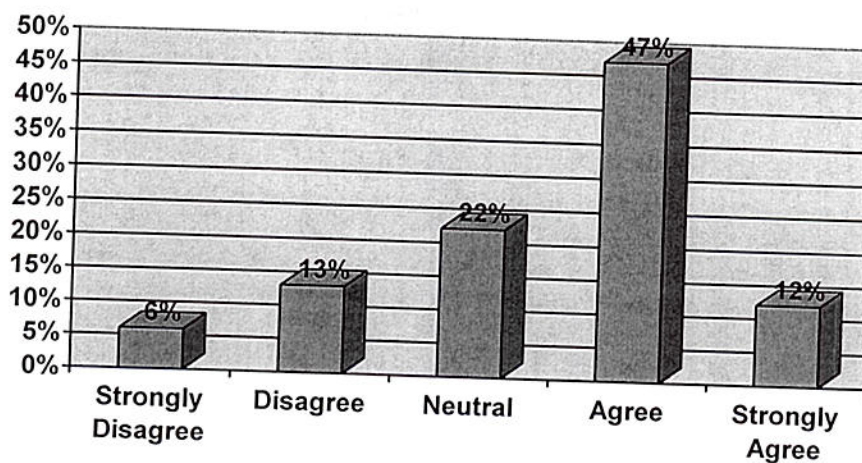


61% respondents indicated positively, while 29% was neutral and 10% negatively to the statement made.

H2 Human resource Services provide bursaries to employees that add value.

Table H2	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	4	9	15	32	8
Percentage	6%	13%	22%	47%	12%

Chart: H:2



59% respondents indicated positively, while 22% was neutral and 19% negatively to the statement made.

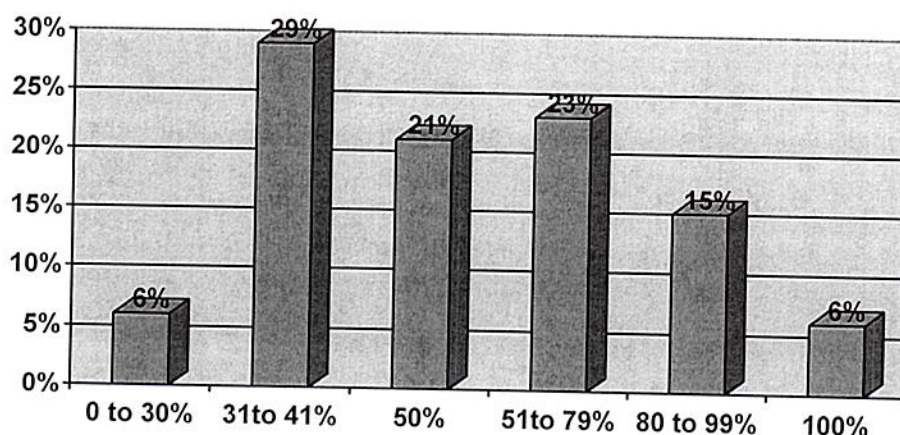
SECTION I

I GENERAL

I1 Please rate the overall services you receive from Human Resource Directorate.

Table I1	0 to 30%	31to 41%	50%	51to 79%	80 to 99%	100%
Score	4	20	14	16	10	4
Percentage	6%	29%	21%	23%	15%	6%

Chart: I1



6% indicated zero to thirty percentage rating, 29% indicated a thirty-one to forty-nine percentage rating, 21% indicated a fifty percentage rating, 23% indicated fifty-one to seventy-nine percentage rating, 15% indicated an eighty-one to ninety-nine percentage rating, while 6% indicated hundred percentage rating.

Narrative remarks by Clients

- Amendments to policies should be communicated to officials in the district.
- More should be done with regard to ABET training in the department as officials on the programme start in June or July.
- Information to cost centers should become more effective because not all staff have emails facilities.
- Human Resource Unit should improve their placement strategy e.g. officials with trade diplomas are not shortlisted when post are advertised.

- Induction programmes should include officials at cost centers and not just district staff.
- Human Resource Unit doesn't stick to their promises e.g. they always ask us for our training needs, but no training is given.
- Employees sometimes give inputs on policies but no response from Head Office. After giving you inputs employees expect feedback but none are given.
- There is no openness and transparency when it comes to training; only top management is always on training.
- Some staff members in the Human Resource unit don't keep information secret.
- Human Resource unit are inconsistent in the information they give to employees
- Employees need to be consulted with regard to HR training needs.
- Human Resource should always make follow-ups so as to verify if the information that they have disseminated have reached the intended personnel.

5. DISCUSSIONS

Section A: Consultation

From the data one may assume that there is a lack of consultation with regard to policies, strategies, training and planning of strategies. Contrary to this participants indicated a more positive result when consulted in the development of Performance Management systems. Although the department has all these documents in place it is imperative that Strategic Human Resource Management directorate ensure that they consult as widely as possible to ensure a happy workforce that feels that they belong to an organization that also value their inputs.

Section B: Information

Information is readily available through emails, but it is clear that not all employees have access to this kind of service. One of the function of Human Resource Development is to ensure that pre course information is provided to employees

before they attend a course. Data received indicates that no full information is provided regarding employee initiated courses. Workshops for information sharing are done at district level, but more should be done to include cost centers. The figures also indicates that a low number of participants understand the departmental access policy. According to the data it is alarming that only fifty-nine percent of participants trust Strategic Human Resource directorate staff in keeping their information secret. Furthermore the accuracy and consistency at which information is provided is also a worrying factor. As information is power and tools such as the intranet had been put in place to be used as an information tool, a low percentage of participants indicated that the information is outdated and not updated by Human Resource directorate.

Section C: Access

Human Resource directorate should be accessible to all employees at all time during working hours. According to the data Strategic Human Resource Management directorate staff is not always available to them. The data also indicated that only fifty percent of participants in survey deemed Human Resource personnel to be responsive to employee's needs. Less than fifty percent of participants are aware of the departmental access strategy/policy, but those that are aware of the strategy express their satisfaction with the strategy/ policy.

Section D: Courtesy

The courtesy principle goes beyond a polite smile, 'please' and 'thank you'. It requires service providers to empathize with the citizens and treat them with as much consideration and respect, as they would like for themselves" (Batho Pele Principles DPSA). The figures indicate the courtesy principle to be below fifty percent and the culture towards service delivery to be just above fifty percent mark. Contrary to this a higher percentage of participants specified that HR personnel attitude to service delivery was positive. Overall courtesy in districts towards internal customers should be considerably improved.

Section E: Service Standards

Service standards implementation is not adhered to. Human Resource programmes seem not to benefit employees, recruitment and placement are average, and performance appraisals training to district staff generally is poor. The administering

of the compensation programme is below average. Employee, Health and Safety programmes that are provided are above average which seems to be a more positive indication to adherence of service standards. The implementation of induction programmes participants found it to be very effective.

Section F: Redress

Redress means: “public servants are encouraged to welcome complaints as an opportunity to improve service and to deal with complaints so that weaknesses can be remedied quickly for the good of the citizen” (Batho Pele Principles DPSA). Participants indicated that only fifty-two percent of their complaints lodge is attended to by Human Resource personnel, but that there is a lack of feedback provided. Alarming is the negative response to apologies made by Human Resource personnel.

Section G: Openness and Transparency

Openness and transparency by HR personnel is not being practiced at all. The only positive aspect is that officials are reminded about their leave credits. This high scoring might not be the result of Human Resource personnel, but systems that are in place to ensure that officials are informed.

Section H: Value for Money

The results indicated that most participants feel that Strategic Human Resource Management directorate services are value added. Money spends to improve employees situation in the department is acknowledged by participants.

6. LIMITATIONS

- Most respondents at district salary level four (4) to six (6) sad they found it difficult to interpret the questions due to English not being their mother tongue. Field-workers were then had to use local vernacular to interpret item questions in the questionnaire.
- The digital random calculator does not differentiate between genders.

7. RECOMMENDATIONS

	Time frame	Responsibility
Monitoring compliance within HR through transversal standards	Monthly	Service Delivery Improvement
Put in place procedure manuals and monitor the compliance by HR	Monthly	Service Delivery Improvement
Information sessions strategy to be put in place to ensure effective and efficient dissemination of information to all internal HR clients	September 2011	Human Resource Directorate
Short service delivery survey questionnaires to be completed by clients to assess improvement	October 2011	Human Resource Directorate and Service Delivery Improvement
Workshops on Batho Pele Change Management with emphasis on principle of courtesy	May 2011	Human Resource Directorate and Service Delivery Improvement
HR officials to be vetted and internal workshops on secrecy be implemented	June 2011	Human Resource Directorate
Update information on intranet	Quarterly	Human Resource Directorate

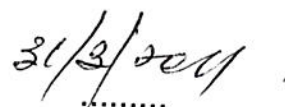
8. APPROVAL

1. That the acting HoD approves the findings of the internal customer survey Human Resource Services report for Vhembe District.
2. That the findings be published on the departmental intranet.

Approved/ ~~Not Approved~~



 HEAD OF DEPARTMENT



 DATE

RESTRICTED

Annexure

ANNEXURE A

Questionnaire

1. Consultation

Statement					
1.1 Employees are consulted in the development of Human Resource policies	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.2 Employees are consulted in the development of Human Resource strategy	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.3 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					
2.1 Employees are provided with full information regarding employer initiated courses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.2 Human Resource Management holds	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

continuous workshop to inform employees on any Human Resource policy changes					
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 employees	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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
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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
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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					
5.1 Rate the level of HR in providing developmental programs 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
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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 personnel apologies for mistakes made	Strongly Disagree	Disagree	Neutral	Agree	Strongly 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%
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Remarks

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