



**LIMPOPO**

**PROVINCIAL GOVERNMENT**  
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF PUBLIC WORKS**

**INTERNAL CUSTOMER SATISFACTION SURVEY**

**STRATEGIC HUMAN RESOURCE  
MANAGEMENT**

**SEKHUKHUNE DISTRICT**

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## 1. ABSTRACT

The SDI Unit conducted survey targeting Human Resource Management Unit. The objective of the survey was to ascertain if the Human Resource Management directorate provides efficient and effective services to the recipients. (departmental employees).

The survey was drawn from Persal list of officials from Sekhukhune District. A sample size of 60% was drawn from 157 officials excluding level 3 employees. (51%) of official in Sekhukhune District completed the questionnaire.

The overall rating concluded the following results for Sekhukhune District. **(49%)** indicated 0-30 rating **(24%)** indicated a rating of 31-41 rating, **(13%)**. **(8%)** indicating a rate of 51-79, **(8%)** indicted a rating of 80-99, while **0** indicated a rating of **100**.

### Limitations

- Questionnaire forms were designed in English only whereas most of the participants in the District and Cost Centers could not fully understand the medium used. Participants relied on interviewers to translate question items in the questionnaire.
- The digital random calculator does not differentiate between genders..

## 2. INTRODUCTION

The Internal Customer Survey was conducted at Sekhukhune District by Service Delivery Improvement team from the 22<sup>nd</sup> to 23<sup>rd</sup> November 2010. 80 participants out of 94 were able to form part of the survey. The survey focused mainly on services rendered by Human Resource component at District and Provincial level. The area of

focus was on the 8 Batho Pele Principles and the general column which embraced rating of the overall services rendered by Human Resource Directorate and remarks.

### **3. RESEARCH METHOD**

#### **3.1.1 Design**

To be able to generate this report different data collection methodologies were used, i.e., qualitative and quantitative research designs. Numerical data was processed to arrive at the findings. The survey questionnaire was drafted in English by Head Office and e-mailed to SDI officials for inputs and later the final questionnaire was hand delivered for data gathering and capturing.

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 Sekhukhune District. The list was then numbered starting from one for each stratum. The specific category of the population was excluded from the survey namely: HR personnel and level 3 employees 60% of the target population was then drawn to be included in Star Trek was utilized to draw numbers randomly.

#### **3.2 Participants**

Units of analysis were employees of the Limpopo Department of Public Works representing demographics of Sekhukhune District that is, District Office, Thabamoope Cost Center, Nebo Cost Center and Tubatse Cost Center, with the exception of Human Resource personnel. The participants covered employees from District Office and 3 Cost Centers from different age groups. The sample was drawn as follows:



Service Points	Planned size	Sample	Females	Males
District Office	34		18	16
Thabamoopo Cost Center	37		2	35
Tubatse cost center	10		2	8
Nebo Cost Center	13		3	10
<b>TOTAL</b>	<b>94</b>		<b>25</b>	<b>69</b>

### 3.3 Resource Utilized

- Pens
- Vehicles
- Personal computer
- Cell phone
- Photo copy machine

### 3.4 Procedure followed

The survey was restricted to employees of the Department of Public Works working at Sekhukhune District (District office and Cost Centers) with the aim of determining the level of satisfaction on services rendered by Human resource Component as at present. The findings of the survey would help identify service delivery gaps and corrective measures to remedy the prevailing culture.

The survey schedule was emailed to the Acting District Coordinator and later distributed to all Programme Managers and Cost Center Managers to inform participants within their units. On the survey dates a sample of participants at the four service points, viz, District Office, Thabamoopo Cost Center, Tubatse and Nebo Cost Centers assembled in the boardroom /hall to meet the SDI Team comprising of Head Office Staff members and Customer Care Officer of the District. The objective of the survey was defined in local languages to the participants before completion of questionnaires. Participants were provided with pens and questionnaires and conscientised about their rights to

decline or accept completion of questionnaires. The questionnaire was interpreted in local languages as most participants were not familiar with the language used and they completed it willingly. Due to time constrain District Managers were delivered questionnaire in their offices. The survey schedule was as follows:

Date	Time	District/Cost Center	Participants	Responsibility
22 November 2010	9h00 – 13h00	District Office and Thabamooopo Cost Center	District Managers (level 12)	Shai S & Harmse C.F
23 November 2010	10h00 – 13h00	Nebo Cost Center	Level 4 – 10	Shai S & Maponya D
23 November 2010	10h00 – 13h00	Tubatse Cost Center	Level 4 – 10	Harmse C.F and Maepa M

#### 4. SURVEY RESULTS

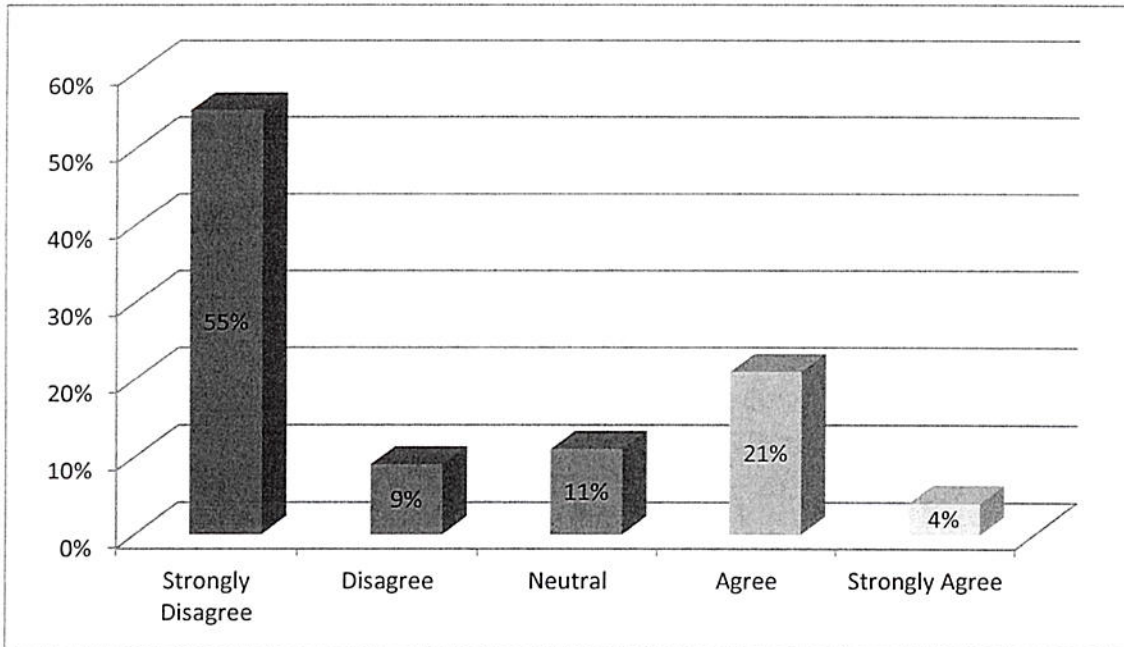
##### SECTION A

##### CONSULTATION

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

Table A1	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	44	7	9	17	3
Percentage	55%	9%	11%	21%	4%

**Chart A.1**

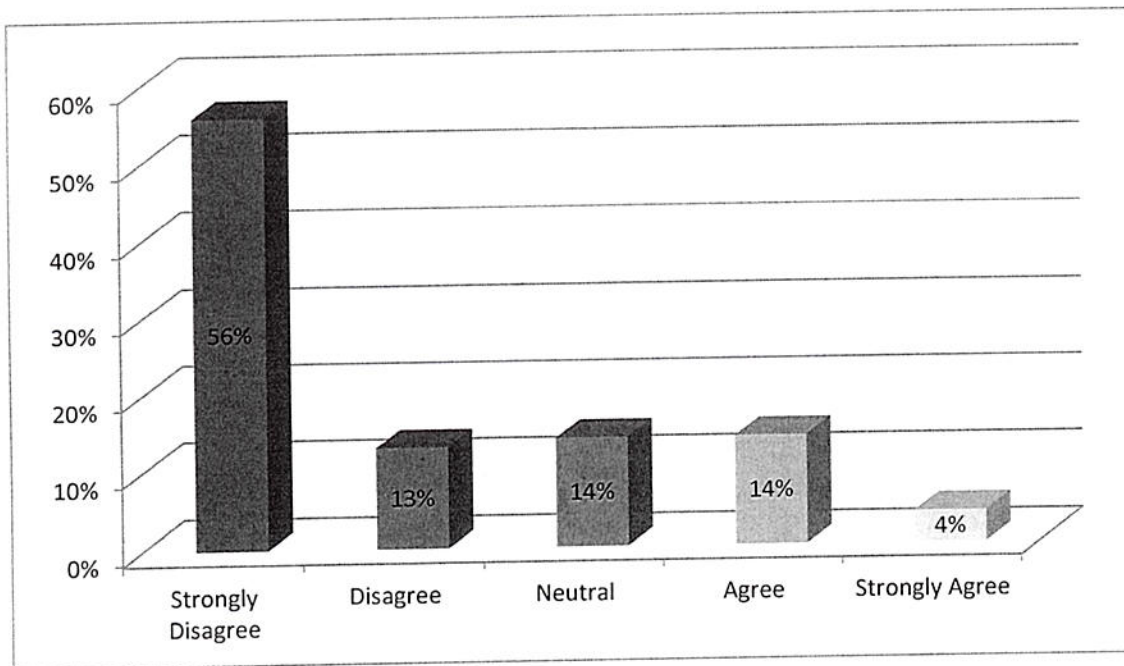


25% of respondents indicated positive, while 11% was neutral and 64% negatively to the statement made.

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

Table A2	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	45	10	11	11	3
Percentage	56%	13%	14%	14%	4%

**Chart A.2**



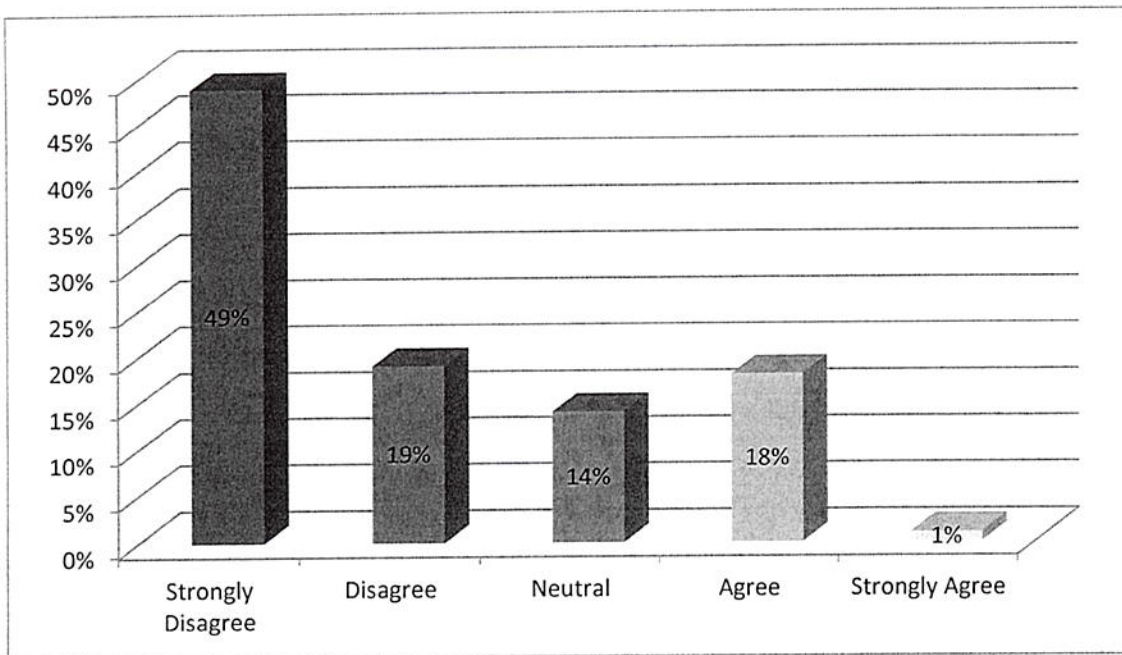
18% of respondents indicated positive, while 14% was neutral and 69% negatively to the statement made.

**A3 Employees are consulted in the development of Human Resource Training needs.**

Table A3	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	39	15	11	14	1
Percentage	49%	19%	14%	18%	1%



**Chart A.3**

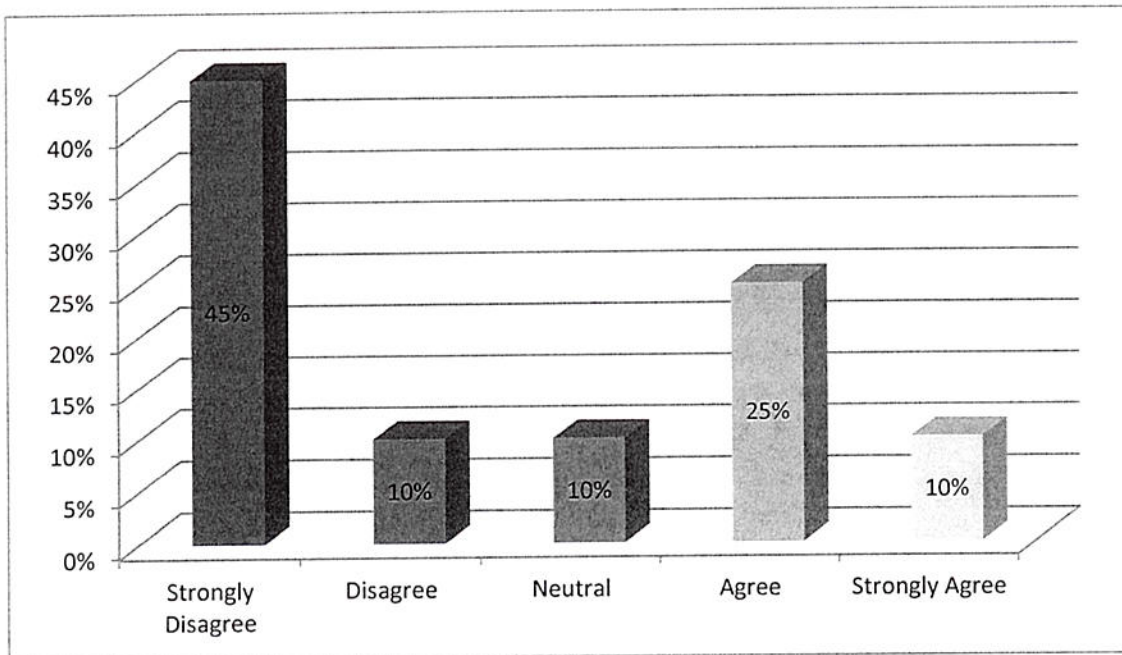


19% of respondents indicated positive, while 14% was neutral and 68% negatively to the statement made.

**A4 Employees are consulted in the development of Human Resource Performance Management.**

<b>Table A4</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Score</b>	<b>36</b>	<b>8</b>	<b>8</b>	<b>20</b>	<b>8</b>
<b>Percentage</b>	<b>45%</b>	<b>10%</b>	<b>10%</b>	<b>25%</b>	<b>10%</b>

**Chart A.4**

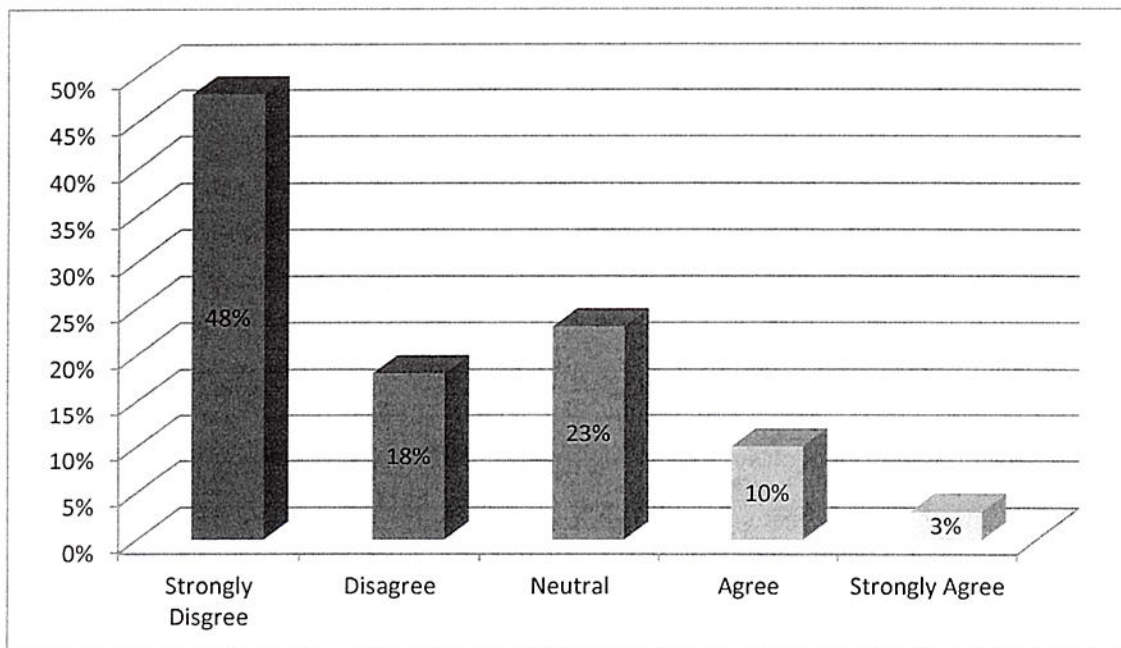


35% of respondents indicated positive, while 10% was neutral and 55% negatively to the statement made.

**A5 Employees are consulted in the development of Human Resource Planning Strategy.**

Table A5	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	38	14	18	8	2
Percentage	48%	18%	23%	10%	3%

**Chart A.5**



13% of respondents indicated positive, while 23% was neutral and 66% negatively to the statement made.

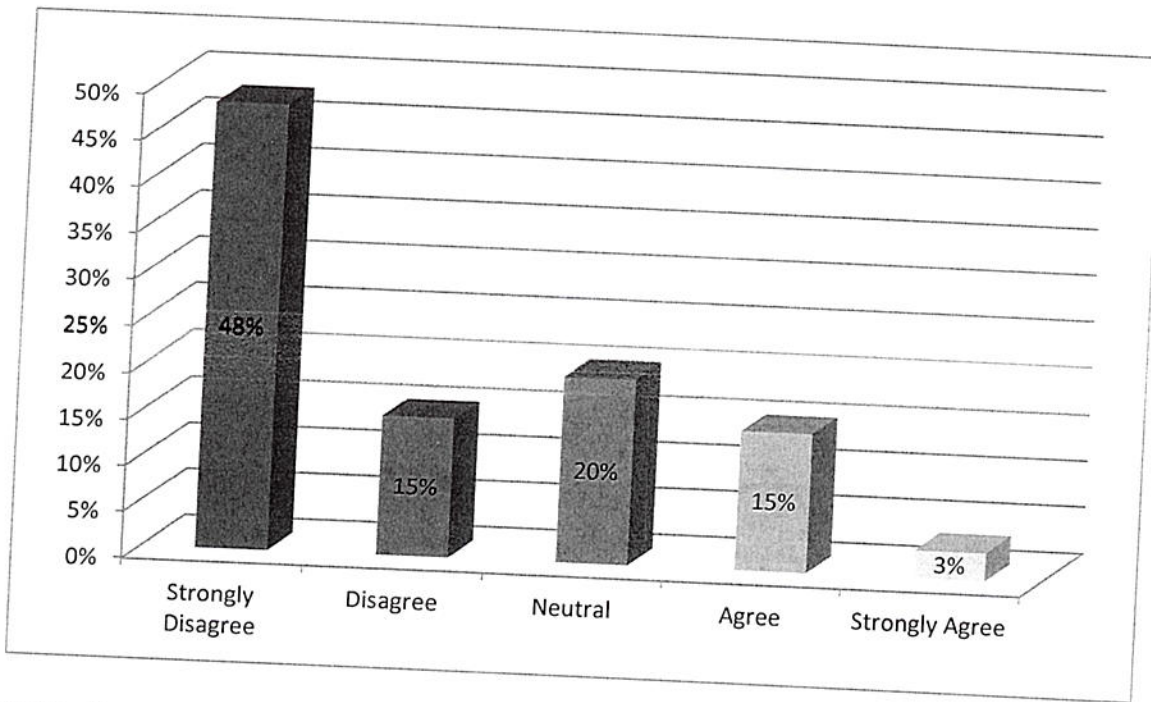
**SECTION B**

**INFORMATION**

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

Table B1	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	38	12	16	12	2
Percentage	48%	15%	20%	15%	3%

**Chart B.1**



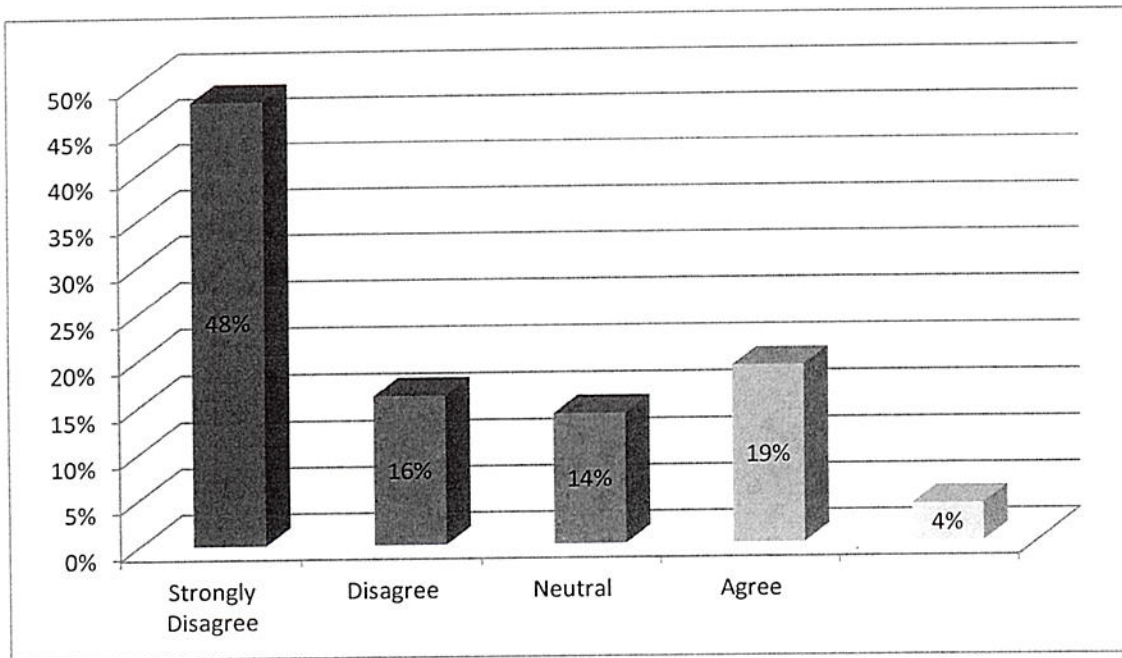
18% of respondents indicated positive, while 20% was neutral and 63% negatively to the statement made.

**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	38	13	11	15	3
Percentage	48%	16%	14%	19%	4%



**Chart B.2**

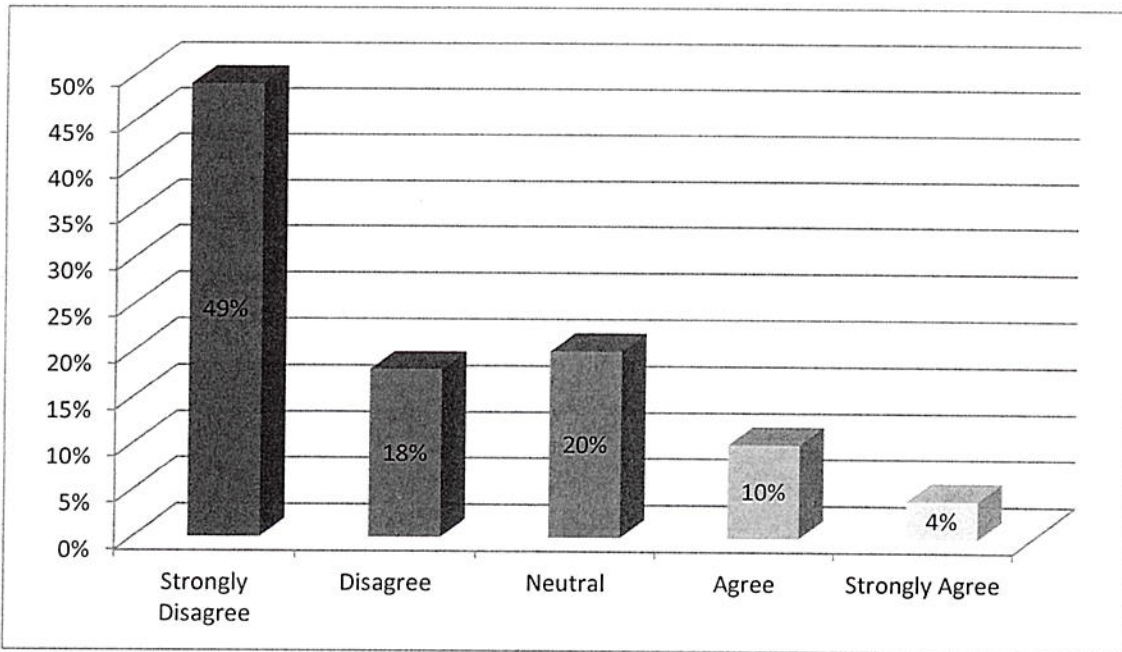


23% of respondents indicated positive, while 14% was neutral and 64% negatively to the statement made.

**B3 Employees understand / access departmental Human Resource policies easily.**

Table B3	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	39	14	16	8	3
Percentage	49%	18%	20%	10%	4%

**Chart B.3**

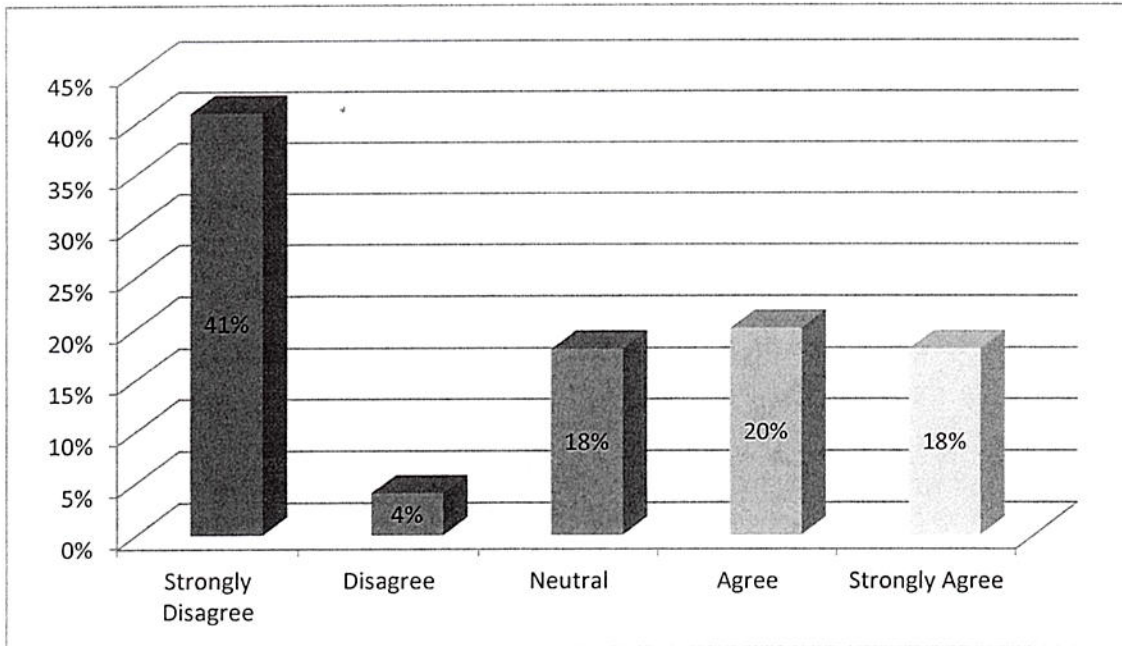


14% of respondents indicated positive, while 20% was neutral and 66% negatively to the statement made.

**B4 Human Resource maintains confidentiality of information about employees**

Table B4	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	33	3	14	16	14
Percentage	41%	4%	18%	20%	18%

**Chart B.4**

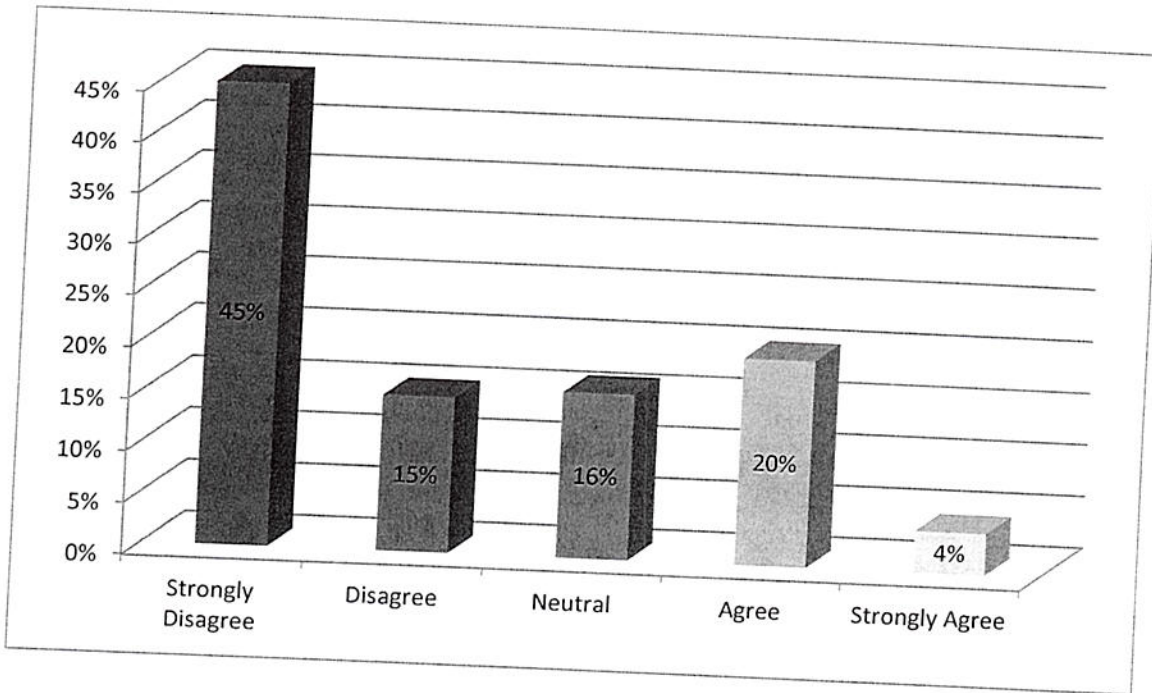


38% respondents indicated positive, 18% was neutral and while 45% negatively to the statement made.

**B5 the information provided by HR unit is accurate and consistent.**

Table B5	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	36	12	13	16	3
Percentage	45%	15%	16%	20%	4%

**Chart B.5**



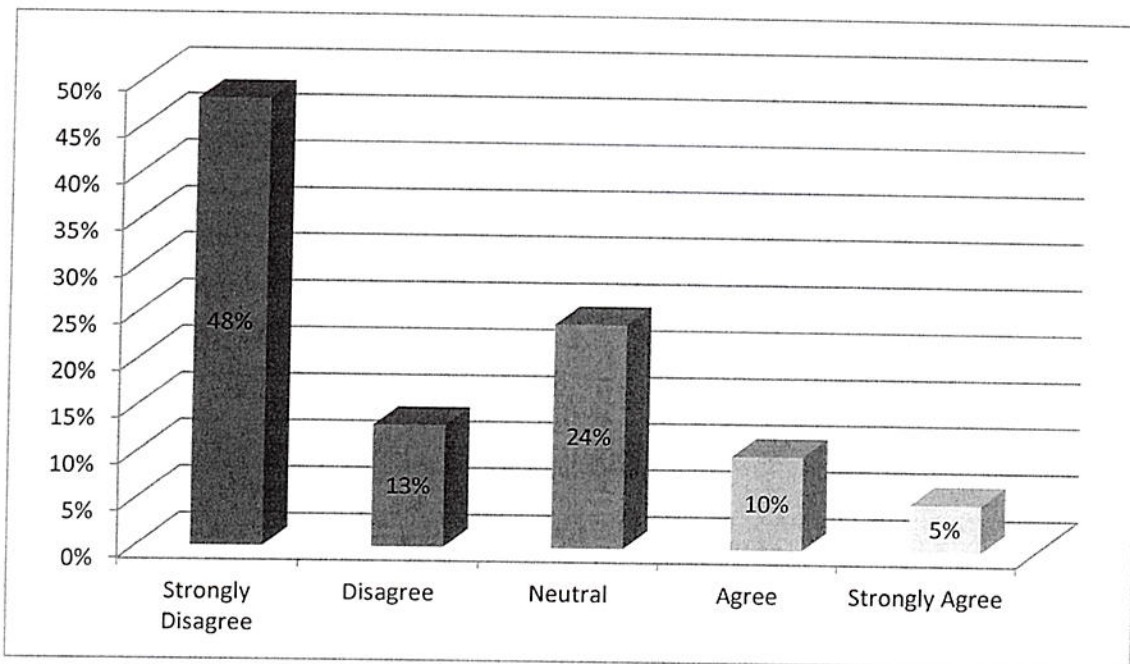
24% of respondents indicated positive, while 16% was neutral and 60% negatively to the statement made.

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

Table B6	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	44	13	17	4	2
Percentage	55%	16%	21%	5%	3%



**Chart B.7**



15% of respondents indicated positive, while 24% was neutral and 61% negatively to the statement made.

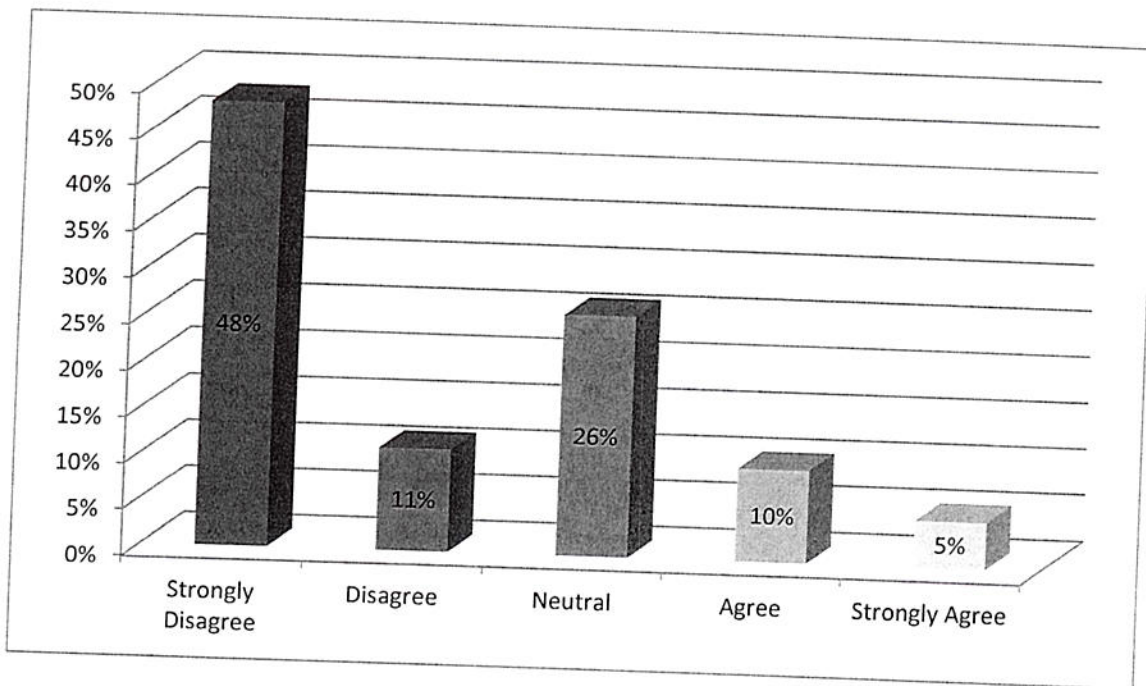
**SECTION C**

**ACCESS**

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

Table C1	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	38	9	21	8	4
Percentage	48%	11%	26%	10%	5%

**Chart C.1**

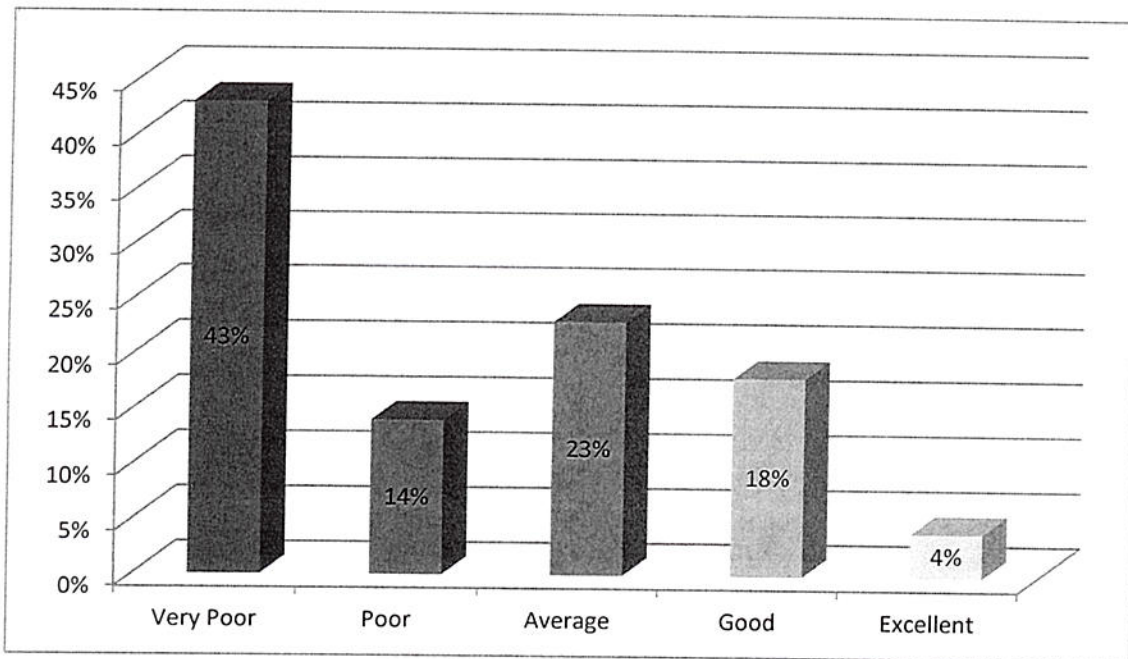


15% of respondents indicated positive, while 26% was neutral and 59% negatively to the statement made.

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

Table C2	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	36	12	21	10	1
Percentage	45%	15%	26%	13%	1%

**Chart D.1**

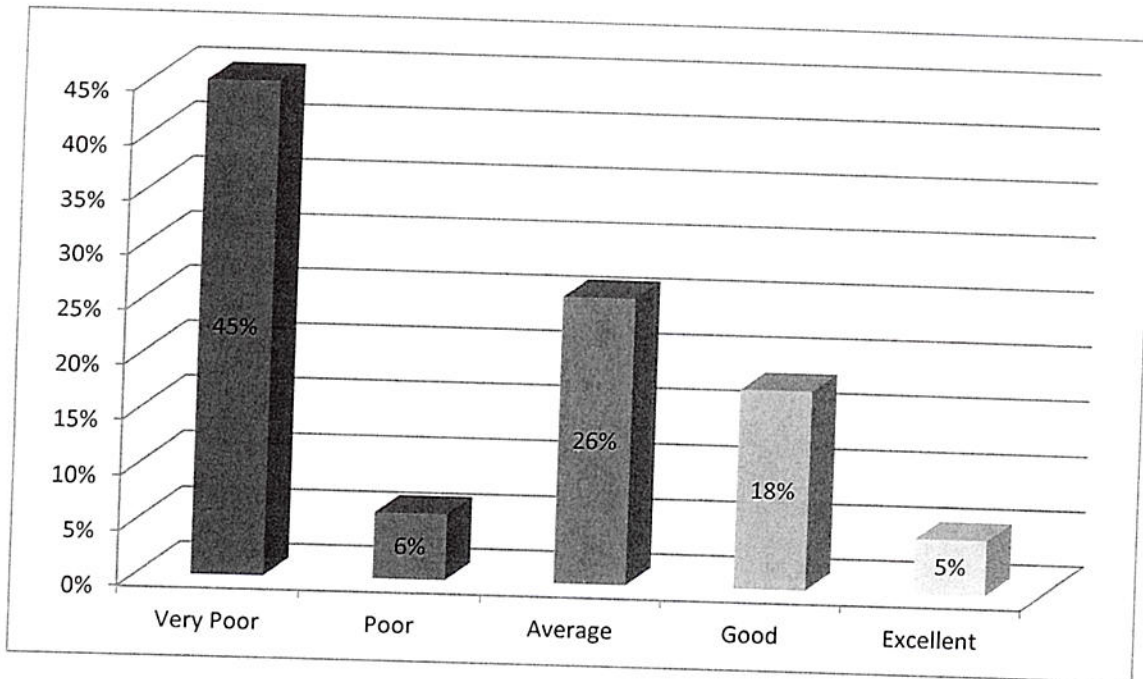


22% of respondents indicated positive, and 23% indicated average, while 56% responded negatively to the statement.

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

Table D2	Very Poor	Poor	Average	Good	Excellent
Score	36	5	21	14	4
Percentage	45%	6%	26%	18%	5%

**Chart D.2**



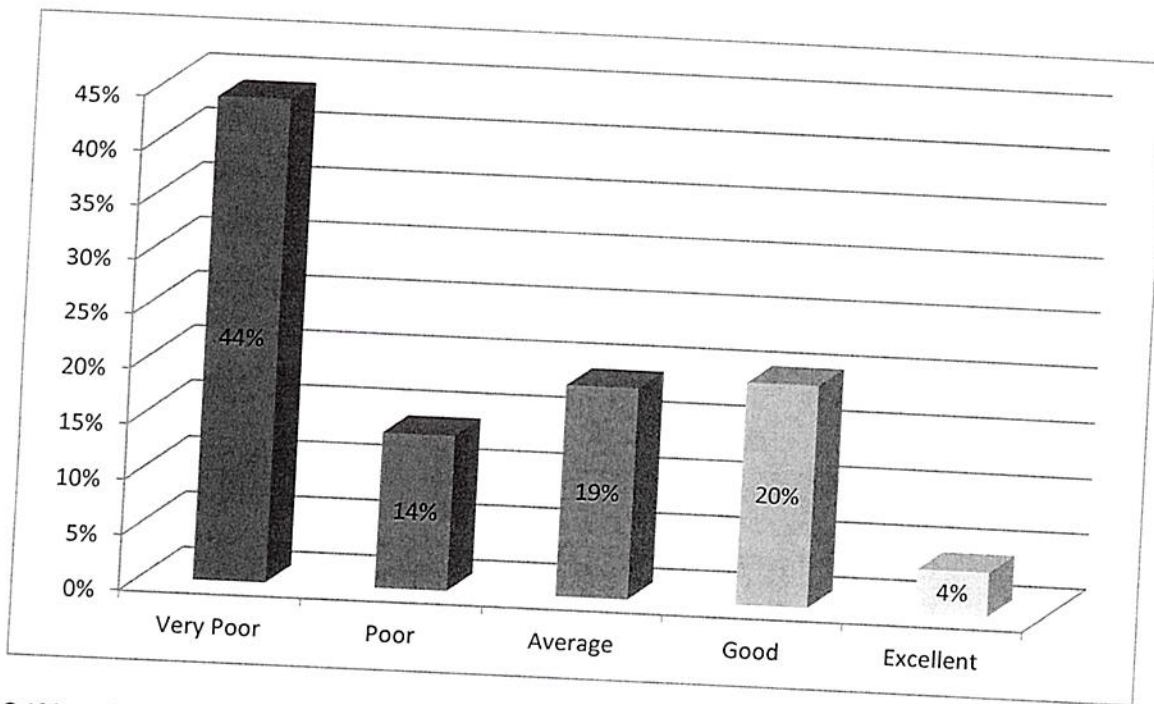
23% of respondents indicated positive, and 26% indicated average, while 51% responded negatively to the statement.

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

Table D3	Very Poor	Poor	Average	Good	Excellent
Score	35	11	15	16	3
Percentage	44%	14%	19%	20%	4%



**Chart D.3**

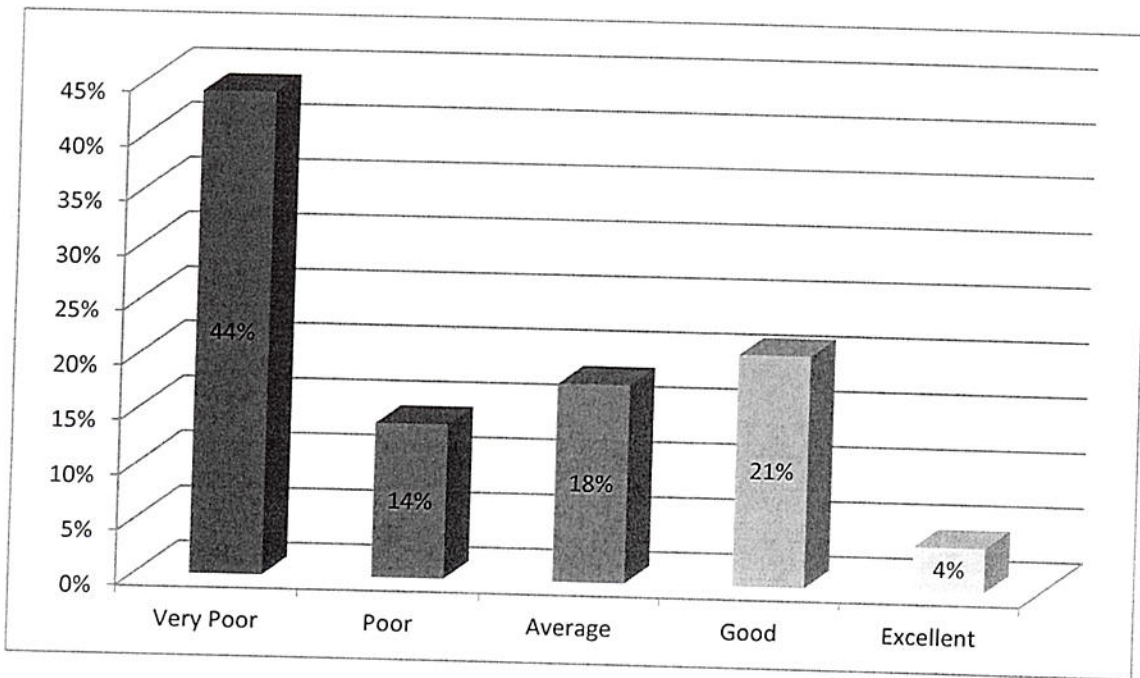


24% of respondents indicated positive, and 19% indicated average, while 58% responded negatively to the statement.

**D4 Rate the HR personnel customer service attitude.**

Table D4	Very Poor	Poor	Average	Good	Excellent
Score	35	11	14	17	3
Percentage	44%	14%	18%	21%	4%

**Chart D.4**

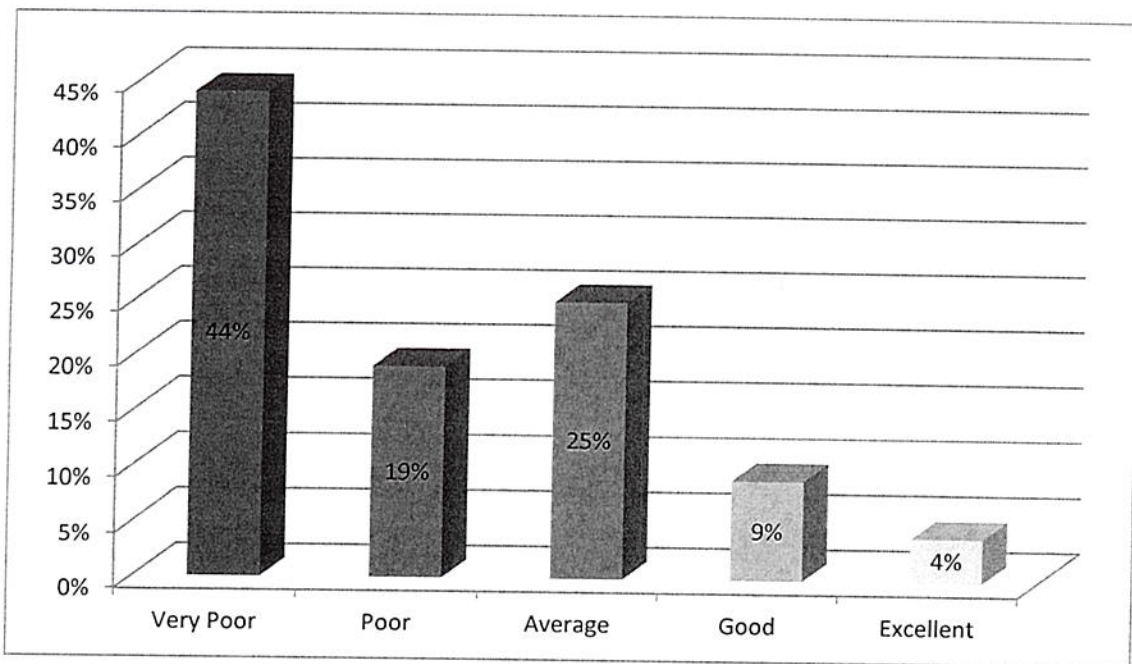


25% of respondents indicated positive, and 18% indicated average, while 58% responded negatively to the statement.

**D5 Rate the overall level of courtesy of Human Resource employees.**

Table D5	Very Poor	Poor	Average	Good	Excellent
Score	34	10	19	17	0
Percentage	43%	13%	24%	21%	0%

**Chart E.1**

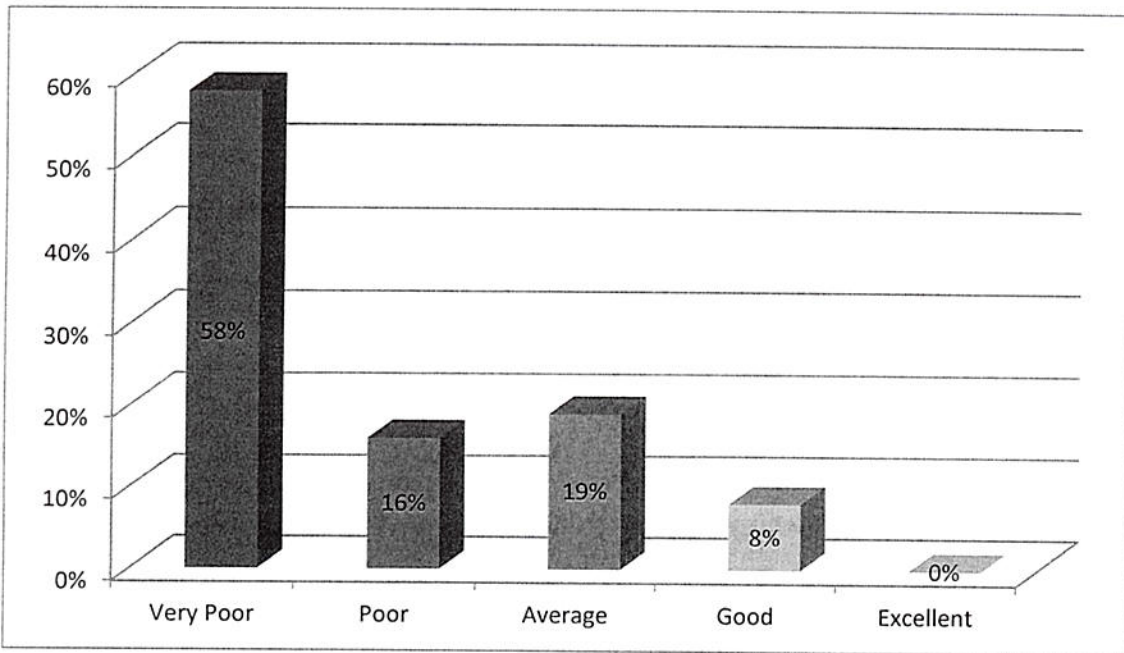


13% of respondents indicated positive, and 25% indicated average, while 63% responded negatively to the statement.

**E2 Rate the level of recruitment and placement process of Human Resource.**

Table E2	Very Poor	Poor	Average	Good	Excellent
Score	46	13	15	6	0
Percentage	58%	16%	19%	8%	0%

**Chart E.2**



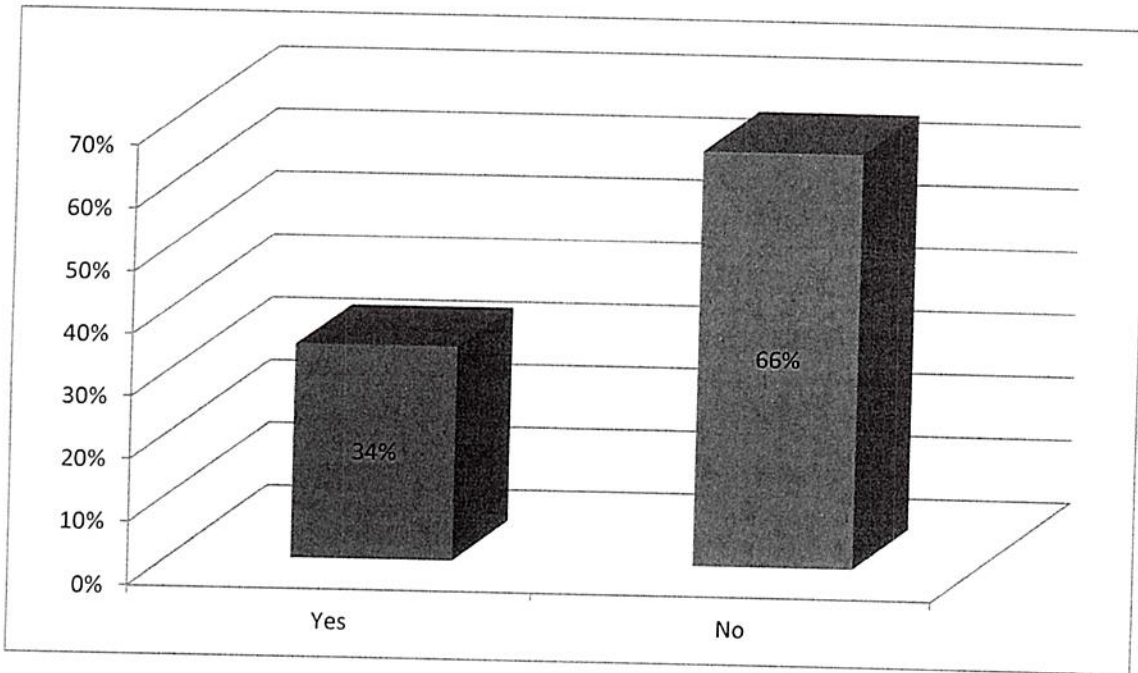
8% of respondents indicated positive, and 19% indicated average, while 74% responded negatively to the statement.

**E3 Rate the performance appraisals training provided to staff members.**

Table E3	Very Poor	Poor	Average	Good	Excellent
Score	38	20	16	6	0
Percentage	48%	25%	20%	8%	0%



**Chart E.6**



66% indicated that they did not attend induction programme, while (34%) indicated that they were did attend the inducted programme in the department.

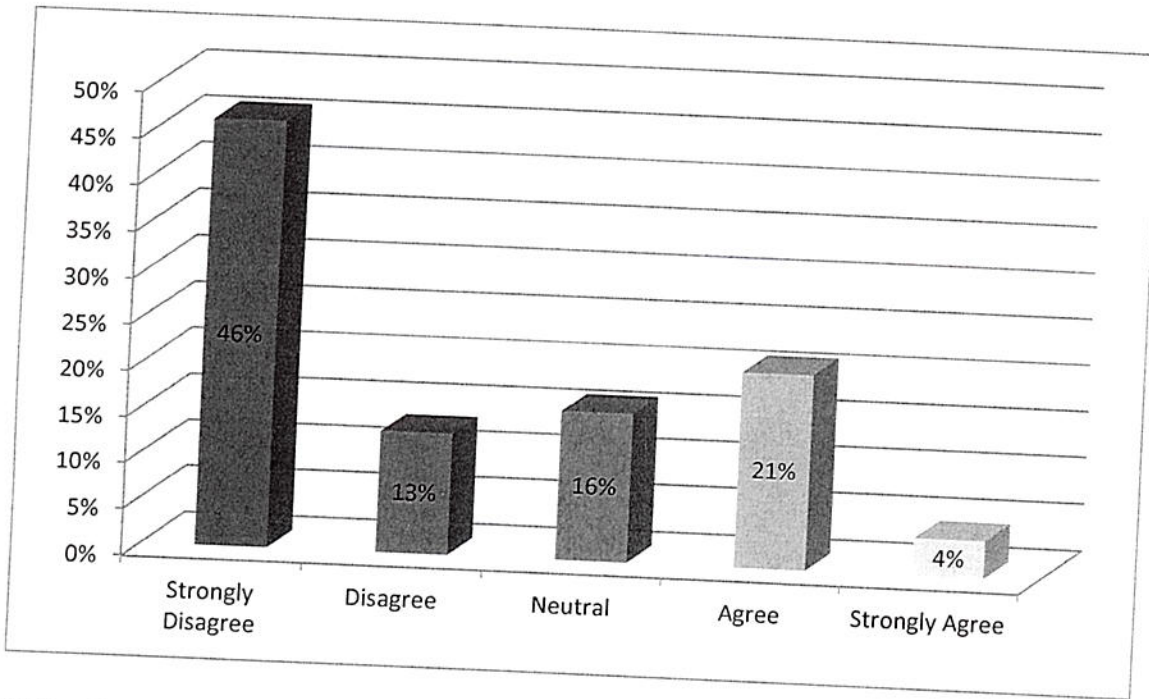
**SECTION F**

**REDRESS**

**F1 Complaints lodged by employees are always attended to.**

Table F1	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	37	10	13	17	3
Percentage	46%	13%	16%	21%	4%

**Chart F.1**

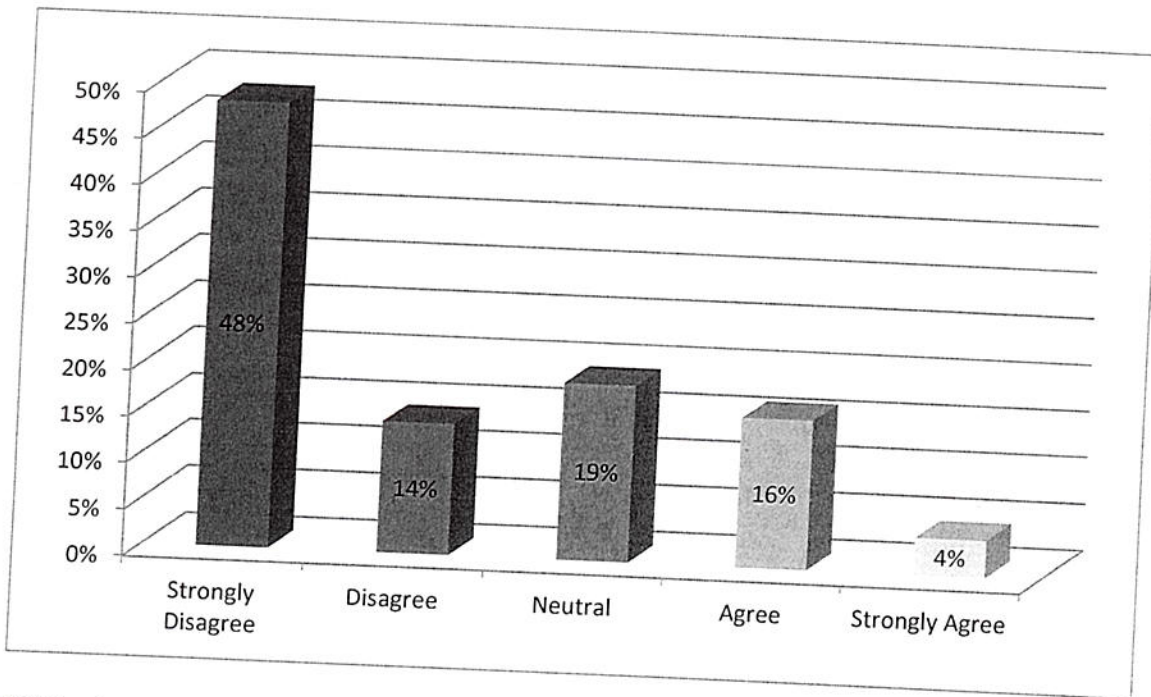


25% of respondents indicated positive, while 16% was neutral and 59% negatively to the statement made.

**F2 Human Resource Personnel gives regular feedback on complains made**

Table F2	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	38	11	15	13	3
Percentage	48%	14%	19%	16%	4%

**Chart F.2**

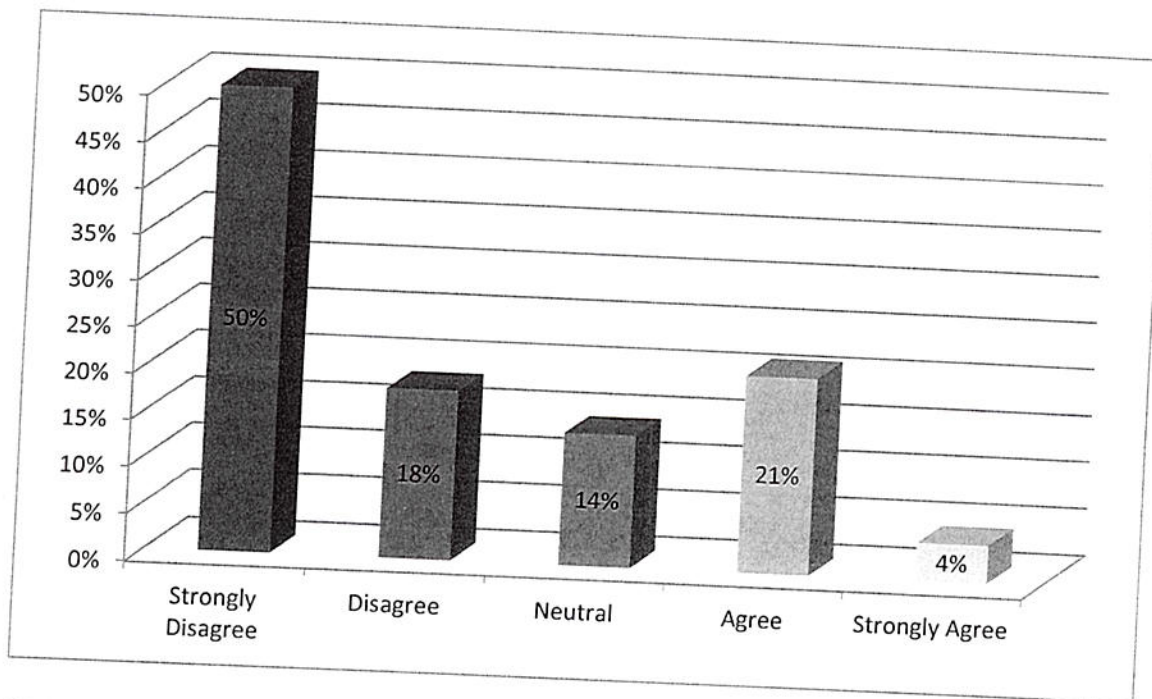


20% of respondents indicated positive, while 19% was neutral and 62% negatively to the statement made.

**F3 Human Resource personnel apologies for mistakes made.**

Table F3	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	40	14	11	11	3
Percentage	50%	18%	14%	21%	4%

**Chart F.3**



24% of respondents indicated positive, while 14% was neutral and 68% negatively to the statement made.

**SECTION G**

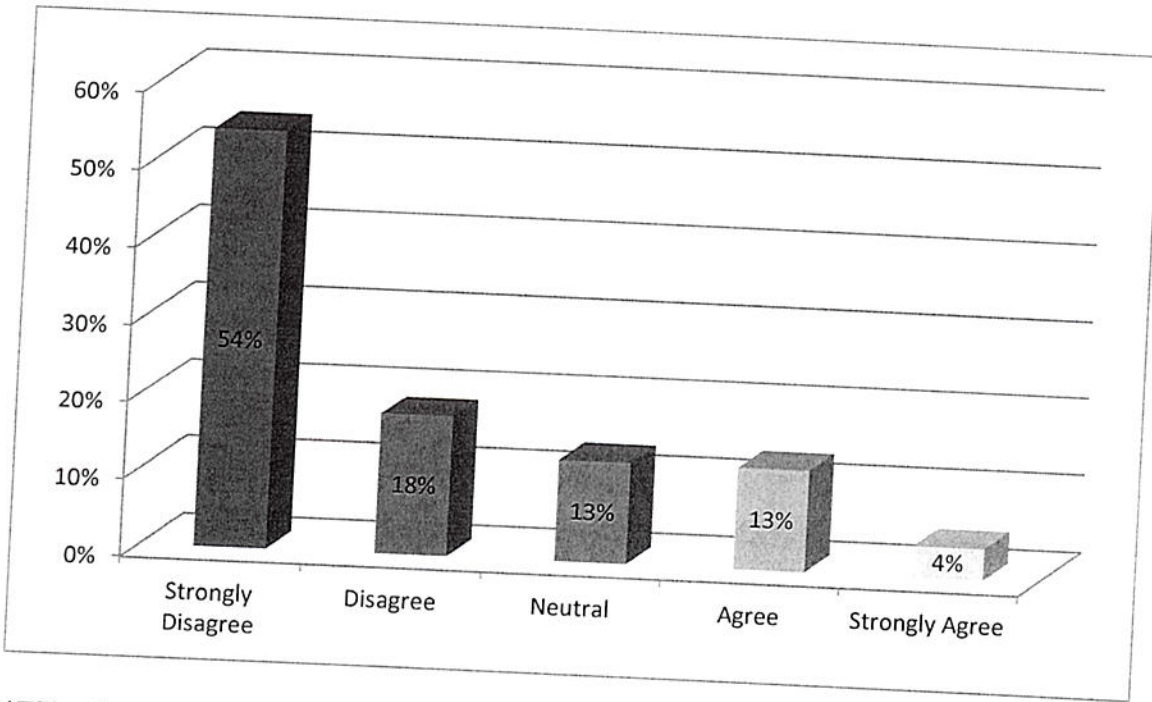
**OPENNESS AND TRANSPARENCY**

**G1 Employees are regularly provided with information regarding re-structuring in the department.**

Table G1	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	43	14	10	10	3
Percentage	54%	18%	13%	13%	4%



**Chart G 1**

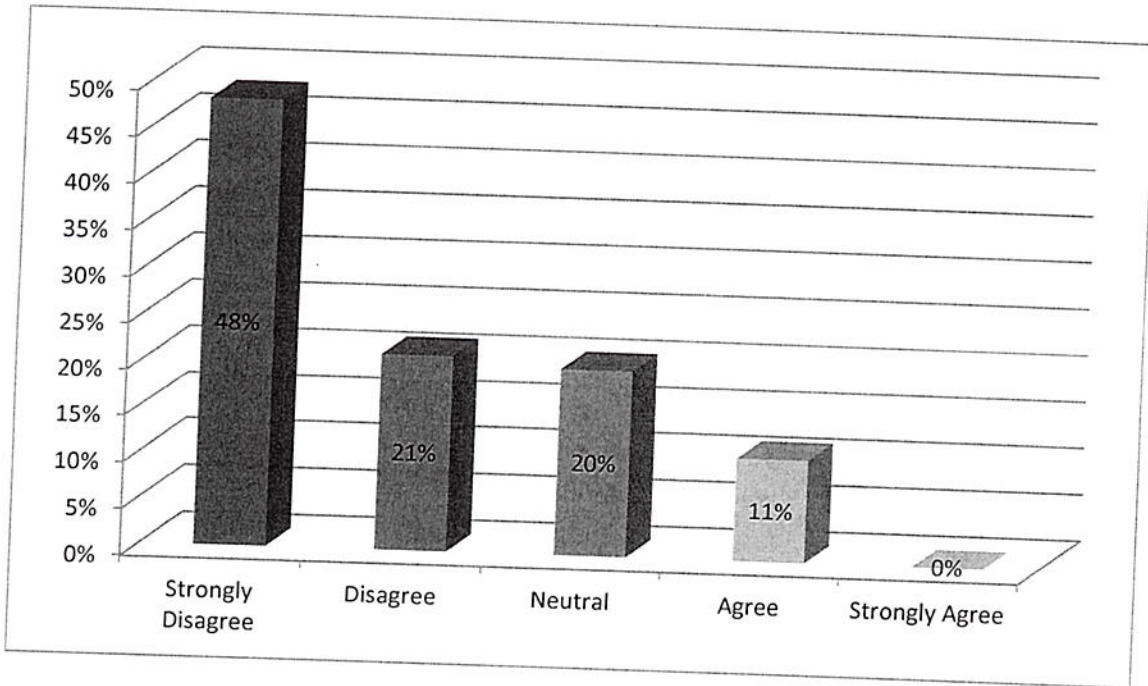


17% of respondents indicated positive, while 13% was neutral and 72% negatively to the statement made.

**G2** Employees are given access opportunity about interviews proceedings if requested.

Table G2	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	38	17	16	9	0
Percentage	48%	21%	20%	11%	0%

**Chart G 2**

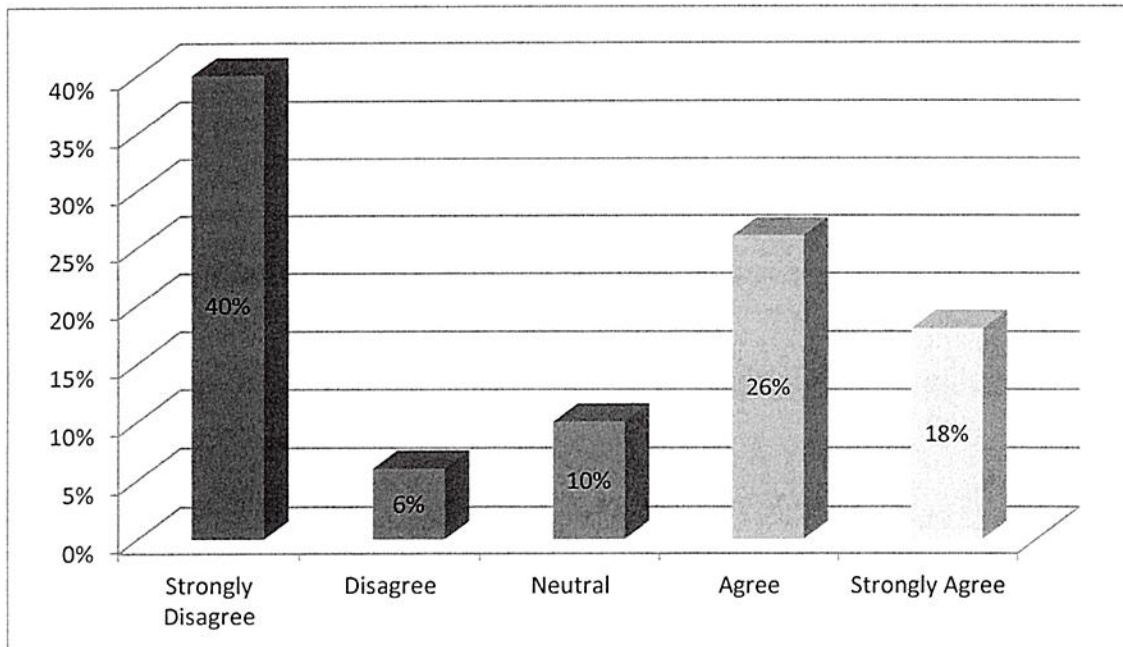


11% of respondents indicated positive, while 20% was neutral and 69% negatively to the statement made.

**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	32	5	8	21	14
Percentage	40%	6%	10%	26%	18%

**Chart G.3**



44% of respondents indicated positive, while 10% was neutral and 46% negatively to the statement made.

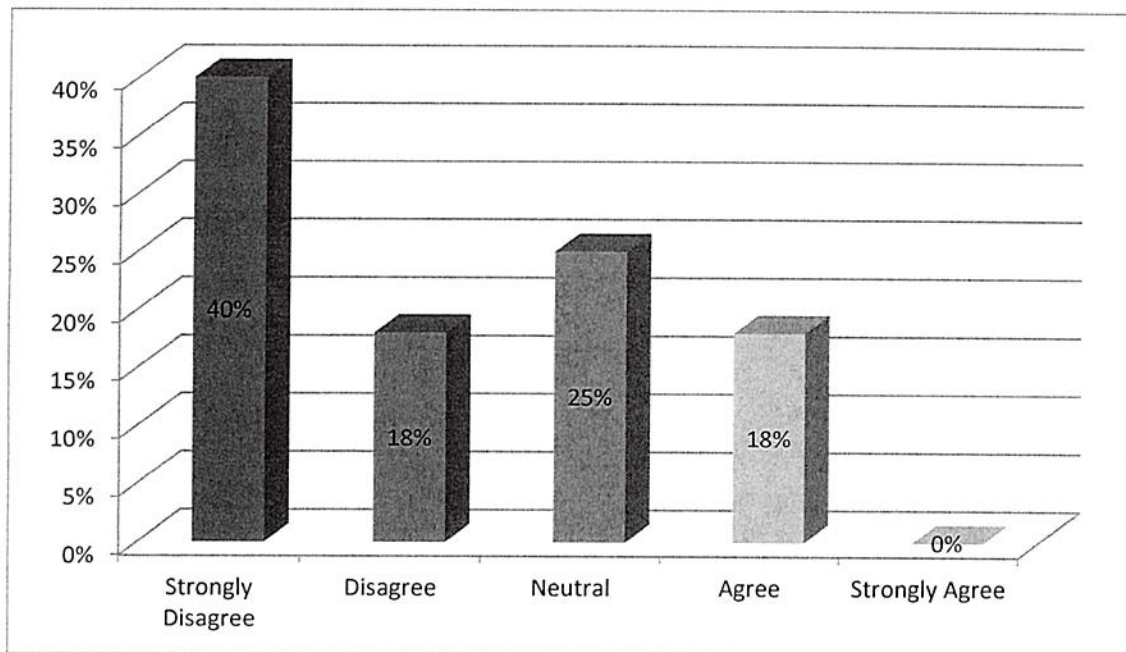
**SECTION H**

**VALUE FOR MONEY**

**H1 Human Resource Services are value adding to employee programme performance.**

Table H1	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	32	14	20	14	0
Percentage	40%	18%	25%	18%	0%

**Chart H.1**



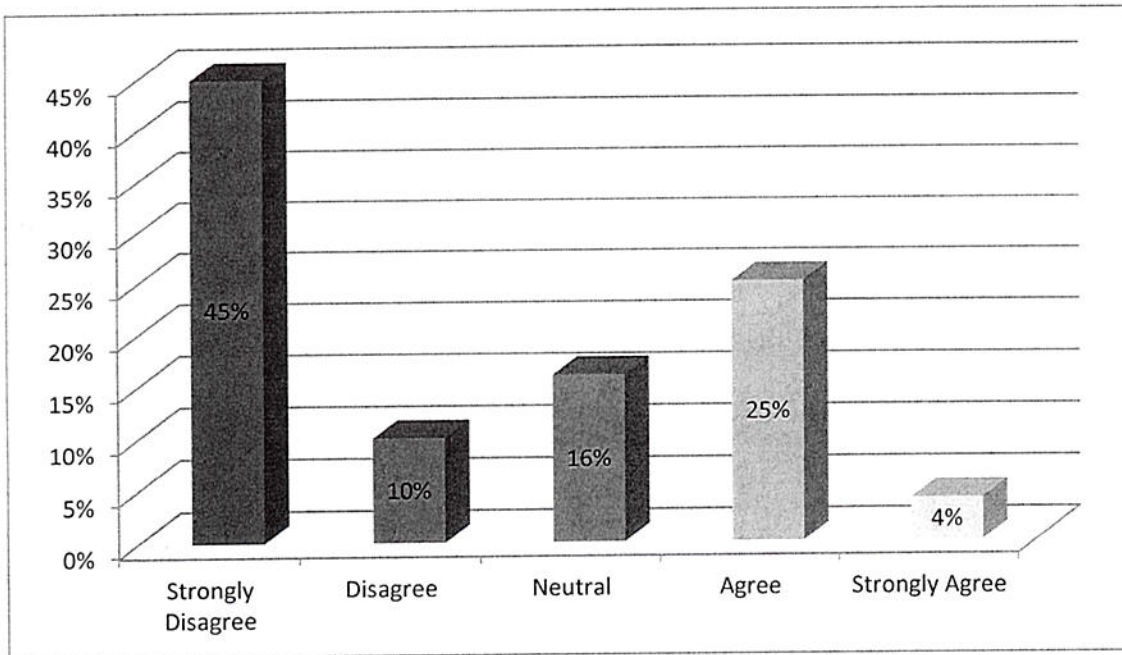
18% of respondents indicated positive, while 25% was neutral and 58% negatively to the statement made.

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

Table H2	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	36	8	13	20	3
Percentage	45%	10%	16%	25%	4%



**Chart H.2**



29% of respondents indicated positive, while 16% was neutral and 55% negatively to the statement made.

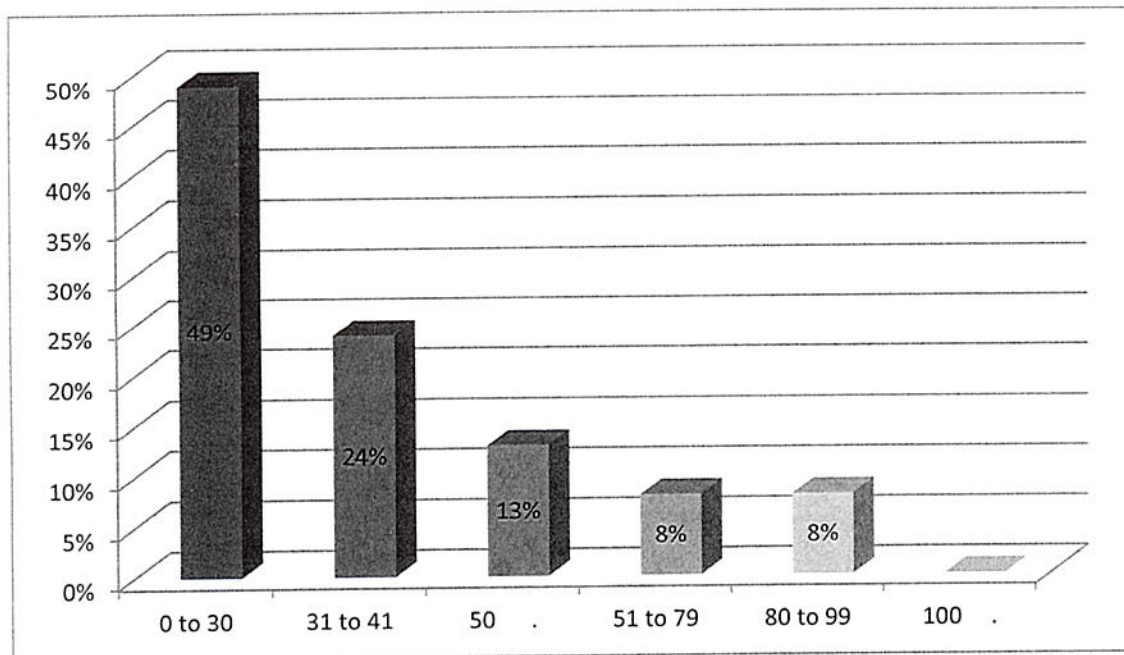
**SECTION I**

**I GENERAL**

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

Table I	0 to 30%	31 to 41%	50%	51 to 79%	80 to 99%	100%
Score	39	19	10	6	6	0
Percentage	49%	24%	13%	8%	8%	0%

**Chart I.1**



(49%) indicated 0-30 rating (24%) indicated a rating of 31-41, (13%) indicated 50 rating. (8%) indicating a rate of 51-79, (8%) indicted a rating of 80-99, while 0 indicated a rating of 100.

## 5. Remarks by Clients

- **HR** does not respond spontaneously in the filling in of vacant posts, processing what is due to employees, e.g., pension fund payments and long service awards.
- There is lack of **courtesy** (employees not treated with consideration and respect), **redress** (no apology offered on poor service and no feedback on complaints lodged), **information** (lack of knowledge on the new structure, PMS, bursaries, cost centers always in the dark and restructuring of the department) and **confidentiality**.
- Upward mobility of employees in the department is non existent. Morale is low.

- Training does not cover all trades.
- There is no professionalism and competency in providing services (the employee will either be late for work or just absent him/self/herself or if present will send you from pillar to post or dodge you).
- HR as custodian of employees' certificated must take proper care of them.
- Bursaries should be awarded without favor to those who deserve them.

## 6. Discussions

### Section A: Consultation

The high percentage recorded depicts dissatisfaction from employees and is a clear indication that regularly consultation about the services HR provides is minimal, it doesn't cover all employees and it is done only to a minority group of employees.

### Section B: Information

The high percentage recorded indicates that most employees are not aware of what is taking place in the department they serve.

### Section C: Access

This indicates that HR does not reach out from grass root level up. From the response one can deduce that HR personnel are not sensitive to people's needs and professionalism is lacking from them.

### Section D: Courtesy

From the high percentage recording dissatisfaction on courtesy it is evident that the code of conduct that calls all public servants to treat customers with consideration and respect has been violated.

### **Section E: Service Standards**

Generally most employees are not satisfied about the services performed by HR.

### **Section F: Redress**

From the responses gathered it is evident that HR Personnel are self protective, do not respect and value customers.

### **Section G: Openness and Transparency**

From the responses gathered it is clear that most employees lost confidence and trust in HR and that there is no proper communication between HR and the customers it serves.

### **Section H: Value for Money**

Results indicate that most participants indicated that HR services do not add value. Money spend to improve employees situation in the department is not acknowledge by participants.

## **7. Limitations/ challenges**

- Questionnaire forms were designed in English only whereas most of the participants in the District and Cost Centers could not fully understand the medium used. Participants relied on interviewers for translation of question items in the questionnaires.
- The digital random calculator does not differentiate between genders..



## 8. Recommendations

It is recommended that HR Personnel:

- Should always treat employees with courtesy..
- Embrace the 8 Batho Pele Principles and the three (3) beliefs set in executing their services.
- Attend Change Management Engagement Workshop.
- Give full, accurate and up-to-date information regarding organizational structure to all employees regardless of salary level.
- Always offer apology where they failed to meet employees' expectations.
- Maintain confidentiality at all times.
- Improve the level of consultation to include employees of all salary level.

## 9. Approval

It is recommended that the HoD approves the findings of this internal customer survey report for Sekhukhune District and that the findings be published on the departmental intranet.

*Machobane*  
.....

HEAD OF DEPARTMENT

*31/3/2011*  
.....

DATE

## ANNEXURE A

### Questionnaire

#### 1. Consultation

<b>Statement</b>					
1.1 Employees are consulted in the development of Human Resource policies	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1.2 Employees are consulted in the development of Human Resource strategy	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1.3 Are employees consulted in the development of Human Resource training needs	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1.4 Employees are consulted in the development of HR performance management systems	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1.5 Employees are consulted in the development of Human Resource planning strategy	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>

## SECTION B

### 2 Information

<b>Statement</b>					
2.1 Employees are provided with full information regarding employer initiated courses	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
2.2 Human Resource Management holds continuous workshop to inform employees on any Human Resource policy changes	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
2.3 Employees understand / access departmental Human Resource policies easily	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
2.4 Human Resource maintains confidentiality of information about employees	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
2.5 The information provided by provided by HR unit is accurate and consistent	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
2.6 Human Resource provides sufficient information with regard to restructuring of the department.	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
2.7 Human Resource information on the intranet is updated regularly.	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>

**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
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**SECTION D**

**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	Very	Poor	Average	Good	Excellent



receive from Human Resource personnel	<b>poor</b>				
4.3 How can you rate Human Resource culture with regard to service delivery orientation?	<b>Very poor</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>
4.4 Rate the HR personnel customer service attitude?	<b>Very poor</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>
4.5 Rate the overall level of courtesy of Human Resource employees?	<b>Very poor</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>

## SECTION E

### 6. Service Standards

<b>Question</b>					
5.1 Rate the level of HR in providing developmental programmes that benefit employees in the department?	<b>Very poor</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>
5.2 Rate the level of recruitment and placement process of Human Resource?	<b>Very poor</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>
5.3 Rate the performance appraisals training provided to staff members	<b>Very poor</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>
5.4 Rate the Human Resource performance in administering the compensation programme? (performance appraisals	<b>Very poor</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>
5.5 Rate the effective performance of employee, Safety, Health and Wellness programmes provided	<b>Very poor</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>

by Human Resource?					
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

### 7. Redress

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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

## 8. Openness and Transparency

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

## SECTION H

### 9. Value for Money

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