# 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

# VHEMBE DISTRICT

# 1. ABSTRACT

The SDI Unit conducted customer survey targeting Strategic Human Resource Management directorate. 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 in the department and officials from Vhembe District were extracted from the list. Eighty-eight out of three hundred and fourteen officials from Vhembe District completed the questionnaire.

The overall rating concluded the following results for Vhembe district: **10%** of the participants indicated zero to thirty percentage rating; **22%** of the participants indicated a thirty-one to forty-nine percentage rating; **16%** of the participants indicated a fifty percentage rating; **31%** indicated fifty-one to seventy-nine percentage rating, **14%** of the participants indicated an eighty to ninety-nine percentage rating; while **14%** of the participants indicated a 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 directorate within the Limpopo Department of Public Works. The objective of the survey was to ascertain if the Strategic 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 unit officials at Head Office.

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

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 participants experiences with the 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 Human Resource employment register from Persal for Vhembe District. The list was numbered starting from one for each stratum. The specific category of the population was excluded from the survey namely: Human Resource personnel and level three (3) employees. Thirty percent of the target population was then drawn to be included in the sample. A three-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 department of Public Works Vhembe district office, Thohoyandou cost center, Malamulele cost center, Mutale cost center, Makhado cost center and Hlanganai 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 | Vhembe District Office and cost centers | 314 | 93 | 75 |
| Salary band 9-10 | | | | 12 |
| Salary band 11-12 | | | | 01 |
| Total | | | | 88 |

## 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 |
|---|---|
| • Vhembe District office<br>• Thohoyandou Cost Center<br>• Malamulele Cost Center<br>• Mutale Cost Center | 19 October 2010 |
| • Makhado Cost center<br>• Hlanganai Cost center | 20 October 2011 |

## 4.   SURVEY RESULTS

### SECTION A

**A      Consultation**

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

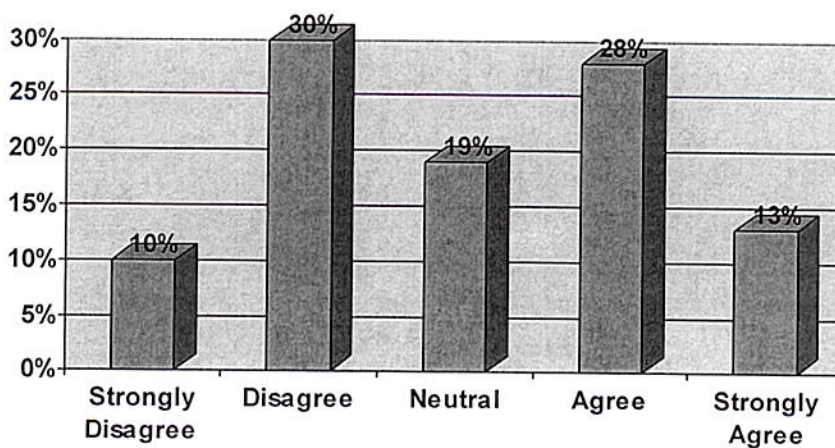| Table A1 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 8 | 15 | 8 | 49 | 8 |
| Percentage | 9% | 17% | 9% | 56% | 9% |

## Chart A.1.
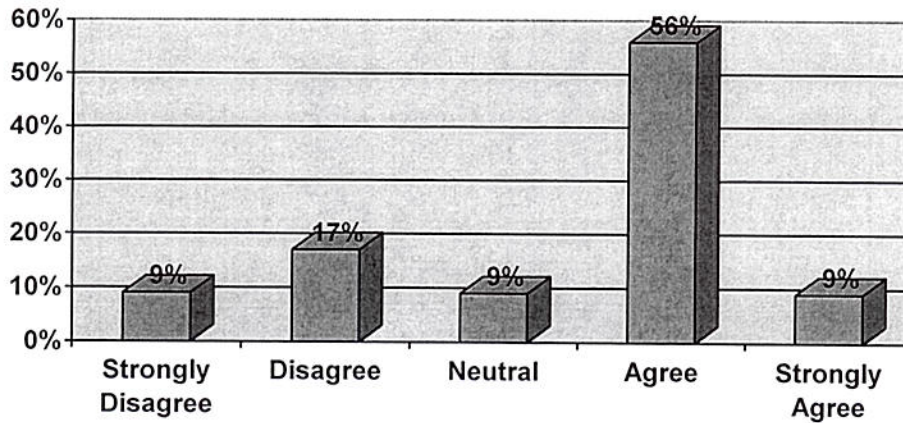


*65% respondents indicated positively, while 9% was neutral and 26% negatively to the statement made.*

**A2    Employees are consulted in the development of Human Resource strategy.**

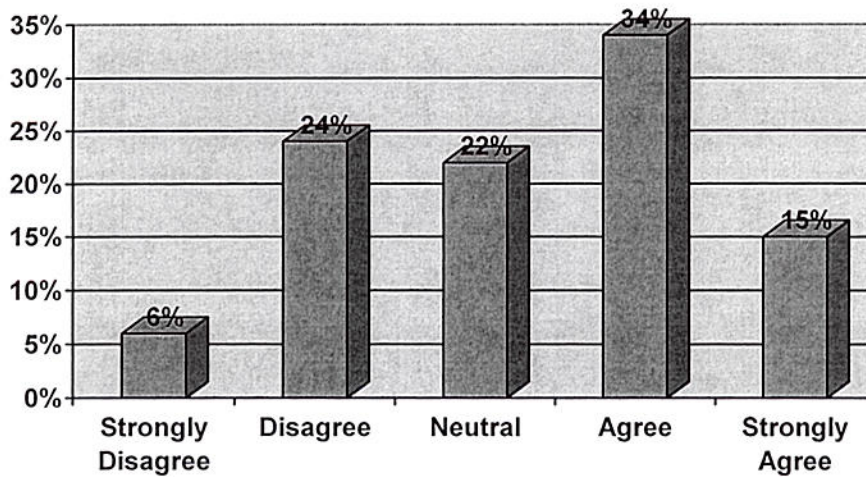| Table A2 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 9 | 26 | 17 | 25 | 11 |
| Percentage | 10% | 30% | 19% | 28% | 13% |

## Chart: A.2



*41% respondents indicated positively, while 19% was neutral and 40% negatively to the statement made.*

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

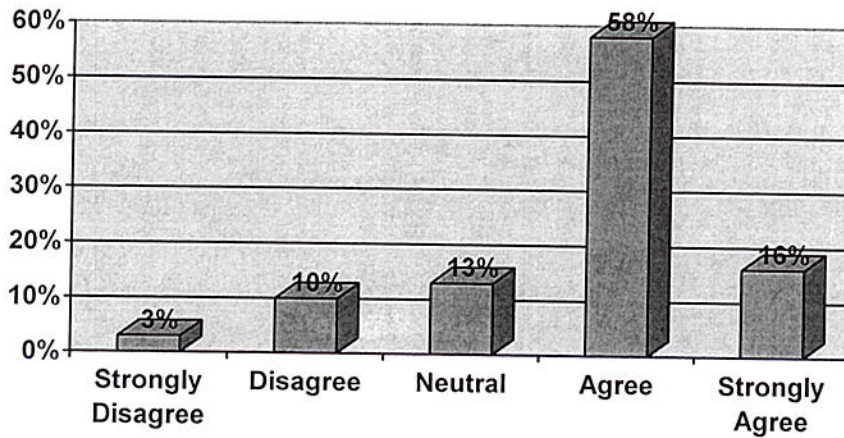| Table A3 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 5 | 21 | 19 | 30 | 13 |
| Percentage | 6% | 24% | 22% | 34% | 15% |

### Chart:A.3



*49% respondents indicated positively, while 22% was neutral and 30% negatively to the statement made.*

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

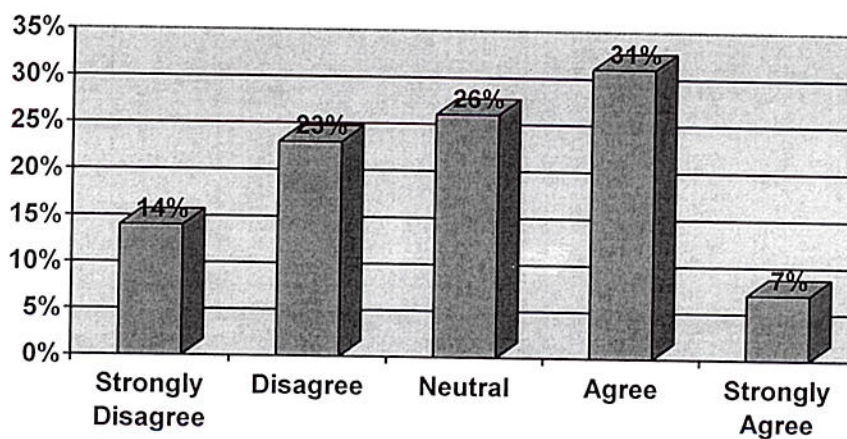| Table A4 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 3 | 9 | 11 | 51 | 14 |
| Percentage | 3% | 10% | 13% | 58% | 16% |

## Chart: A.4



*74% respondents indicated positively, while 13% was neutral and 13% 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 | 12 | 20 | 23 | 27 | 6 |
| Percentage | 14% | 23% | 26% | 31% | 7% |

## Chart: A.5



*38% respondents indicated positively, while 26% was neutral and 37% negatively to the statement made.*
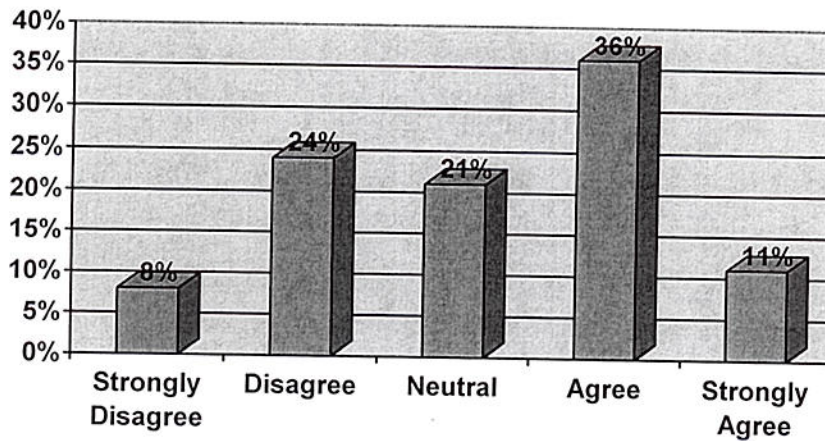
## SECTION B

## B    Information

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

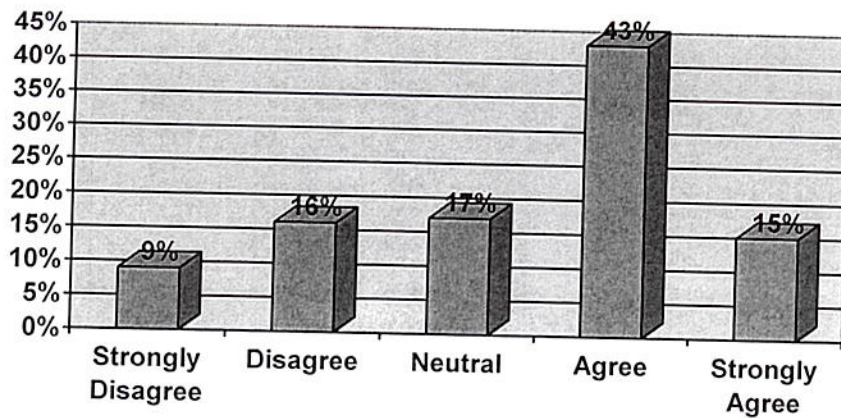| Table B1 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 7 | 21 | 18 | 32 | 10 |
| Percentage | 8% | 24% | 21% | 36% | 11% |

### Chart: B.1



47% respondents indicated positively, while 21% was neutral and 32% negatively to the statement made.

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

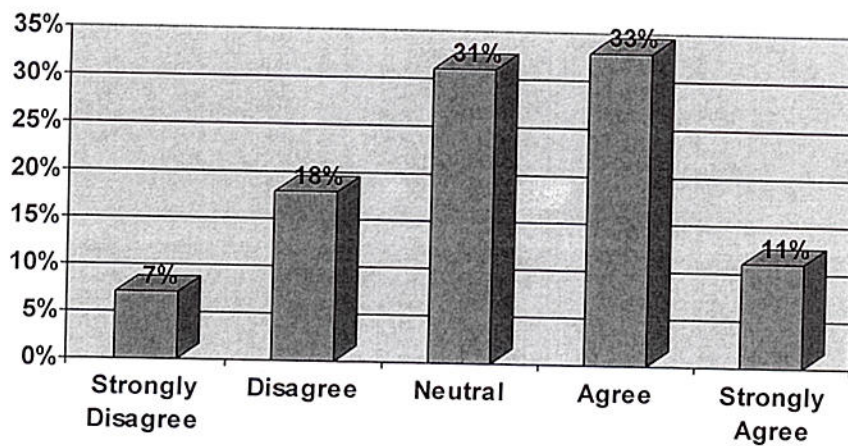| Table B2 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 8 | 14 | 15 | 38 | 13 |
| Percentage | 9% | 16% | 17% | 43% | 15% |

## Chart: B.2



*58% respondents indicated positively, while 17% was neutral and 25% negatively to the statement made.*

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

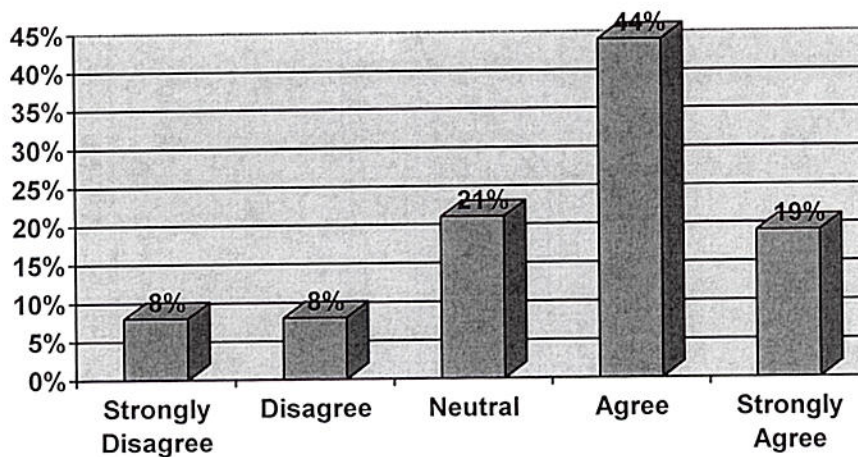| Table B3 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 6 | 16 | 27 | 29 | 10 |
| Percentage | 7% | 18% | 31% | 33% | 11% |

## Chart: B.3



*44% respondents indicated positively, while 31% was neutral and 25% negatively to the statement made.*

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

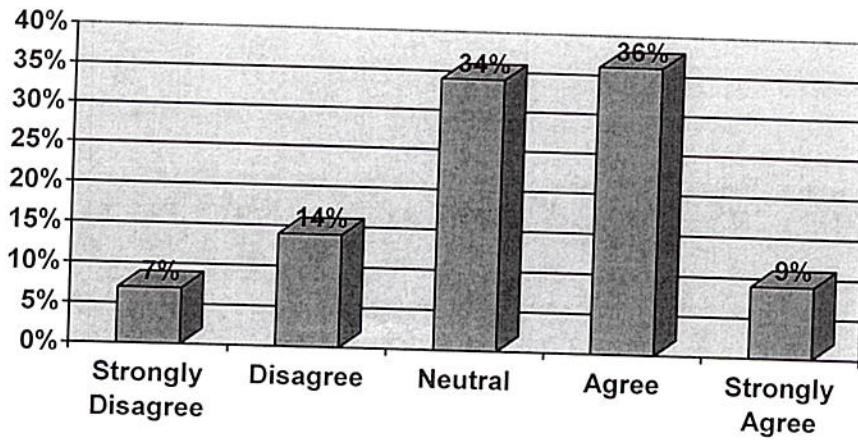| Table B4 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 7 | 7 | 18 | 39 | 17 |
| Percentage | 8% | 8% | 21% | 44% | 19% |

### Chart: B.4



*63% respondents indicated positively, while 21% was neutral and 16% negatively to the statement made.*

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

| Table B5 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 6 | 12 | 30 | 32 | 8 |
| Percentage | 7% | 14% | 34% | 36% | 9% |

## Chart: B.5



45% respondents indicated positively, while 34% was neutral and 21% 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 | 8 | 21 | 21 | 25 | 13 |
| Percentage | 9% | 24% | 24% | 28% | 15% |

## Chart: B.6
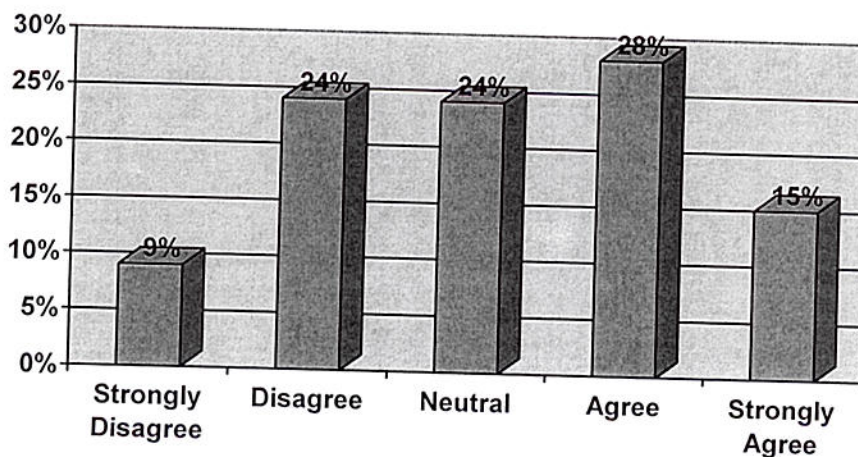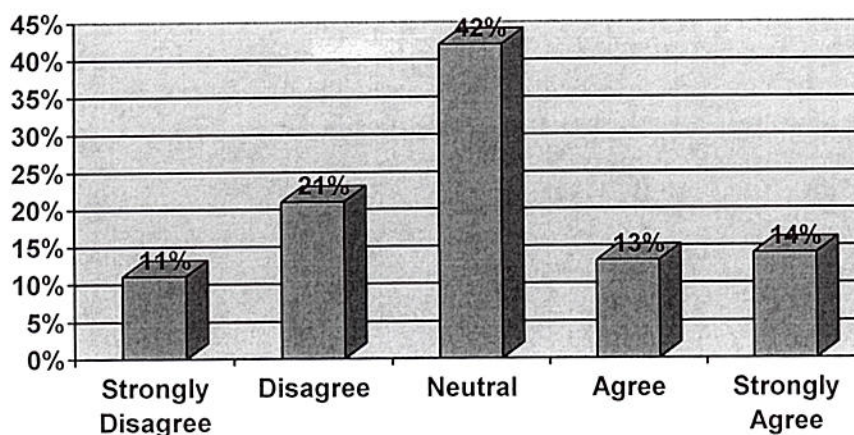


43% respondents indicated positively, while 24% was neutral and 33% negatively to the statement made.

**B7    Human Resource information on the intranet is updated regularly**

| Table B7 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 10 | 18 | 37 | 11 | 12 |
| Percentage | 11% | 21% | 42% | 13% | 14% |

### Chart: B.7



*27% respondents indicated positively, while 42% was neutral and 32% negatively to the statement made.*
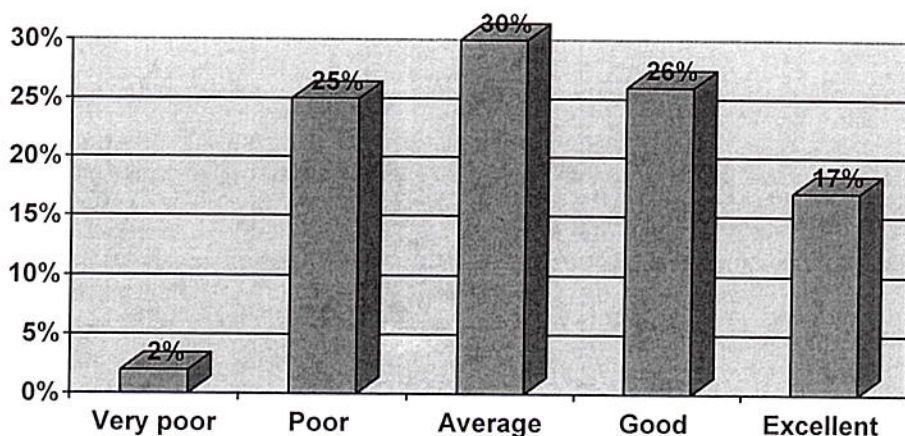
## SECTION C

**C    Access**

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

| Table C1 | Very poor | Poor | Average | Good | Excellent |
|---|---|---|---|---|---|
| Score | 2 | 22 | 26 | 23 | 15 |
| Percentage | 2% | 25% | 30% | 26% | 17% |

## Chart: C.1



*43% respondents indicated positively, while 30% was neutral and 27% 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 | 5 | 10 | 40 | 26 | 7 |
| Percentage | 6% | 11% | 45% | 30% | 8% |

## Chart: C.2
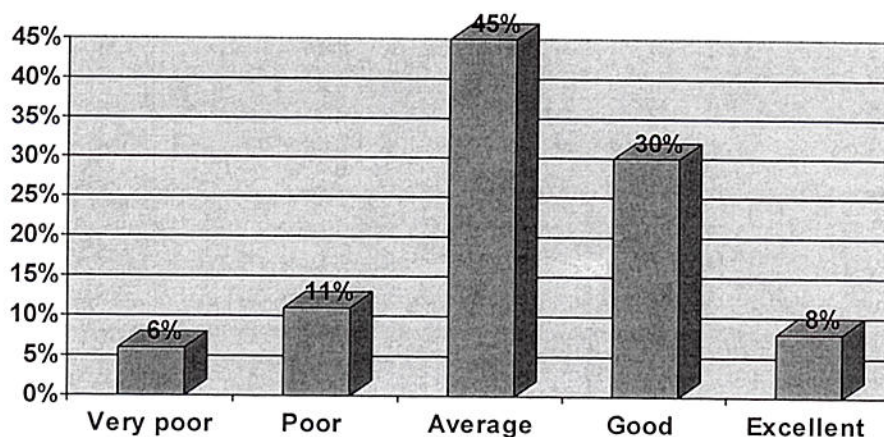


*38% respondents indicated positively, while 45% was neutral and 17% negatively to the statement made.*

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

| Table C3 | Yes | No |
|---|---|---|
| Score | 38 | 50 |
| Percentage | 43% | 57% |

## Chart: C.3
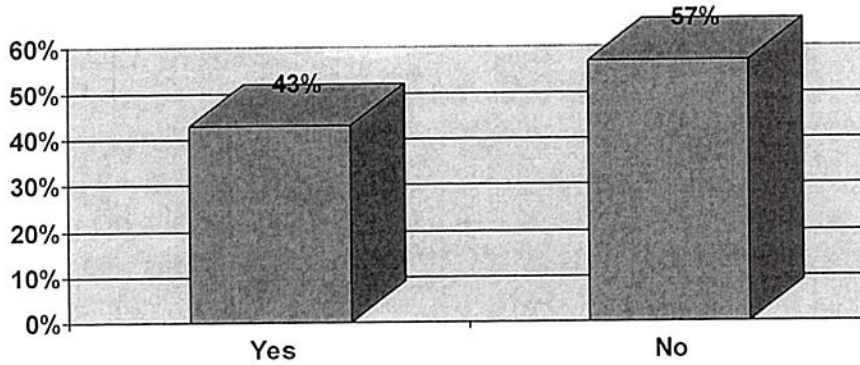


*43% indicated that they were provided with job access strategy, while 57% indicated that they are not aware of this strategy*

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

| Table C4 | Very poor | Poor | Average | Good | Excellent |
|---|---|---|---|---|---|
| Score | 2 | 6 | 13 | 15 | 2 |
| Percentage | 5% | 16% | 34% | 40% | 5% |

## Chart: C.4

45% respondents indicated positively, while 38% was neutral and 21% negatively to the statement made.

## SECTION D

**D      Courtesy**

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

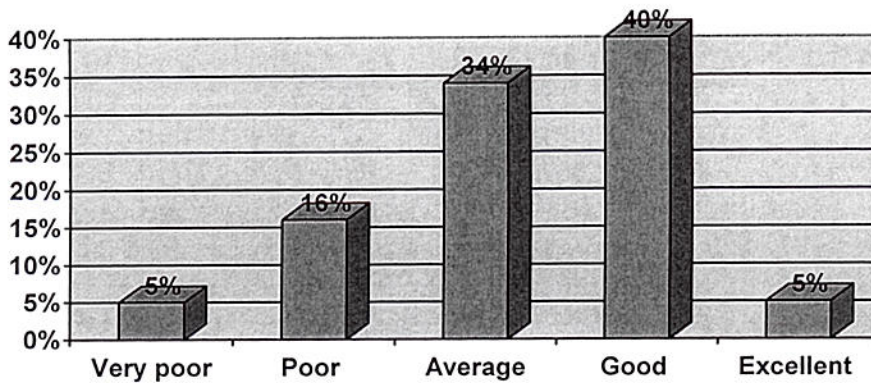| Table D1 | Very poor | Poor | Average | Good | Excellent |
|---|---|---|---|---|---|
| Score | 2 | 12 | 31 | 32 | 11 |
| Percentage | 2% | 14% | 35% | 36% | 13% |

### Chart: D.1
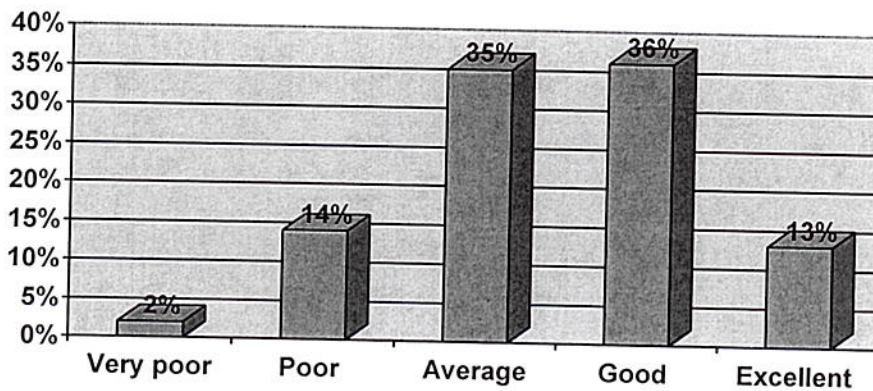


49% respondents indicated positively, while 38% was neutral and 16% negatively to the statement made.

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

| Table D2 | Very poor | Poor | Average | Good | Excellent |
|---|---|---|---|---|---|
| Score | 1 | 13 | 33 | 36 | 5 |
| Percentage | 1% | 15% | 38% | 41% | 6% |

## Chart: D2



47% respondents indicated positively, while 38% was neutral and 16% 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 | 3 | 14 | 31 | 29 | 11 |
| Percentage | 3% | 16% | 35% | 33% | 13% |

## Chart: D.3
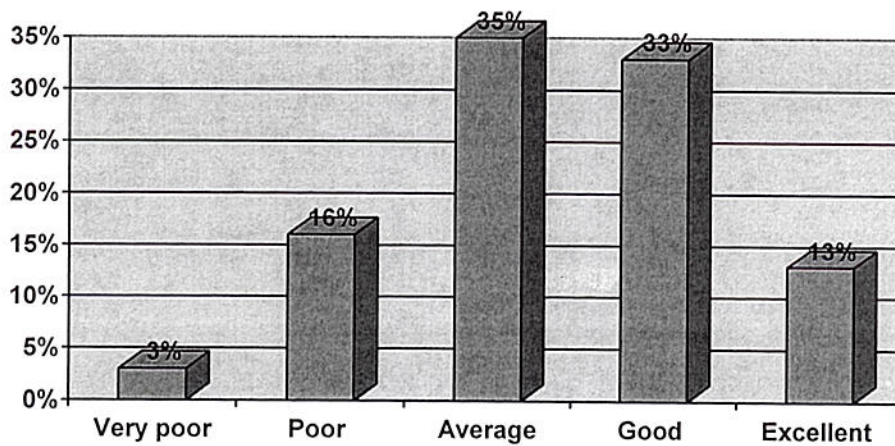


46% respondents indicated positively, while 35% was neutral and 19% negatively to the statement made.

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

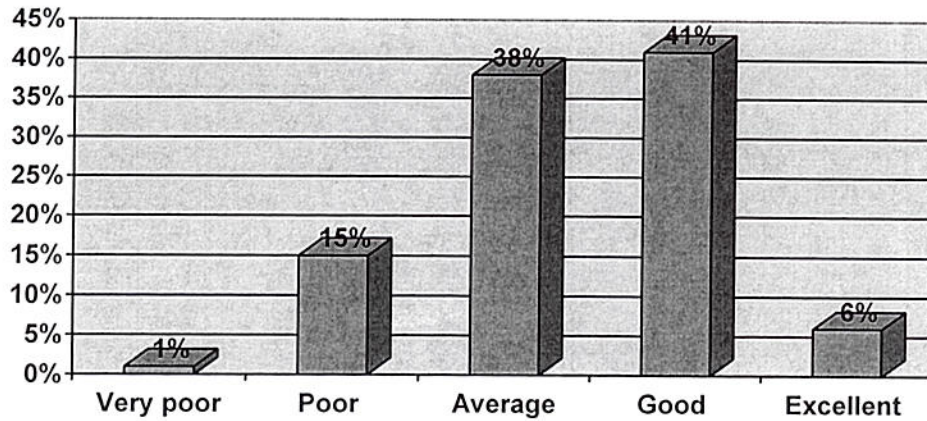| Level | Very poor | Poor | Average | Good | Excellent |
|---|---|---|---|---|---|
| Score | 5 | 12 | 28 | 32 | 11 |
| Percentage | 6% | 14% | 32% | 35% | 13% |

**Chart: D.4**
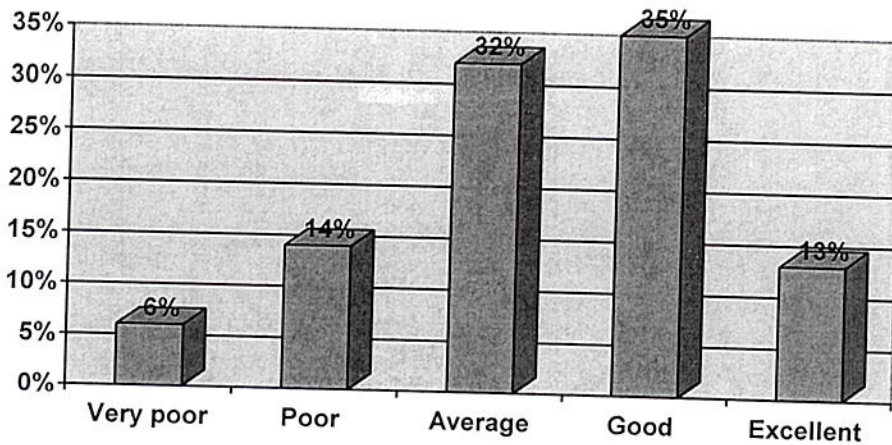


48% respondents indicated positively, while 32% was neutral and 20% negatively to the statement made.

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

| Table D5 | Very poor | Poor | Average | Good | Excellent |
|---|---|---|---|---|---|
| Score | 3 | 8 | 32 | 33 | 12 |
| Percentage | 3% | 9% | 36% | 38% | 14% |

**Chart: D.5**

*52% respondents indicated positively, while 36% 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 | 1 | 14 | 35 | 28 | 10 |
| Percentage | 1% | 16% | 40% | 32% | 11% |

### Chart: E.1
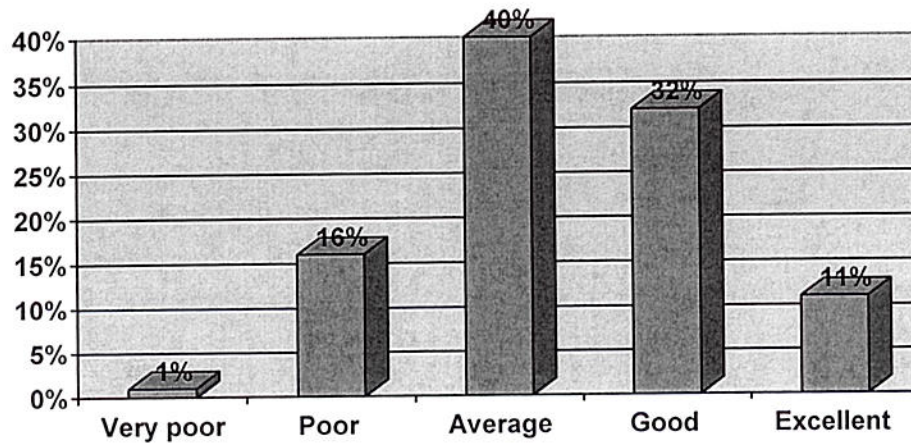


*43% respondents indicated positively, while 40% was neutral and 17% negatively to the statement made.*

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

| Table E2 | Very poor | Poor | Average | Good | Excellent |
|---|---|---|---|---|---|
| Score | 7 | 24 | 29 | 21 | 7 |
| Percentage | 8% | 27% | 33% | 24% | 8% |

## Chart: E.2
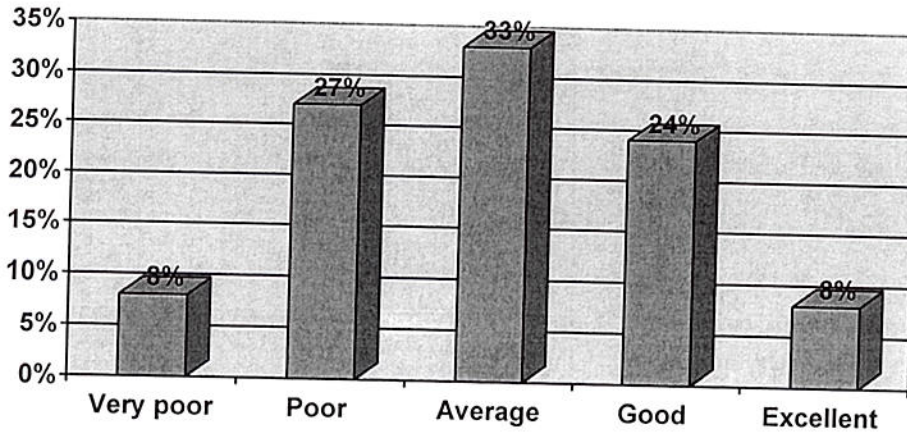


*32% respondents indicated positively, while 33% was neutral and 35% negatively to the statement made.*

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

| Table E3 | Very poor | Poor | Average | Good | Excellent |
|----------|-----------|------|---------|------|-----------|
| Score | 1 | 22 | 33 | 28 | 4 |
| Percentage | 1% | 25% | 38% | 32% | 5% |

## Chart: E.3



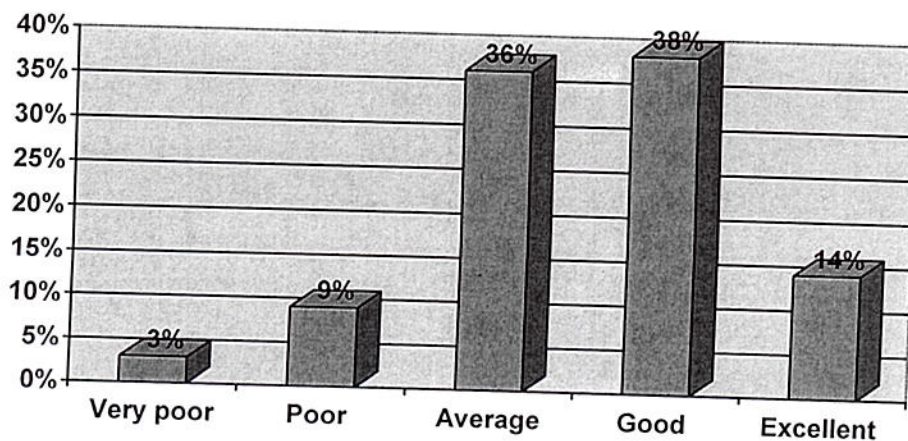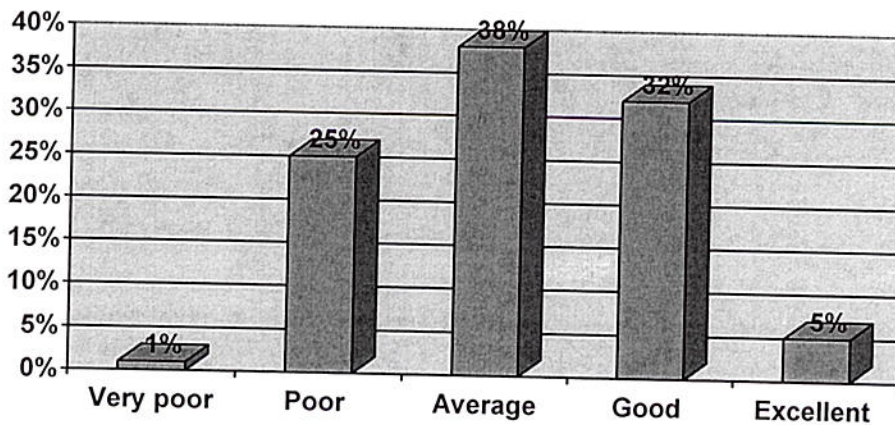*37% respondents indicated positively, while 38% was neutral and 26% negatively to the statement made.*

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

| Table E4 | Very poor | Poor | Average | Good | Excellent |
|----------|-----------|------|---------|------|-----------|
| Score | 5 | 20 | 32 | 27 | 4 |
| Percentage | 6% | 23% | 36% | 31% | 5% |

## Chart: E.4
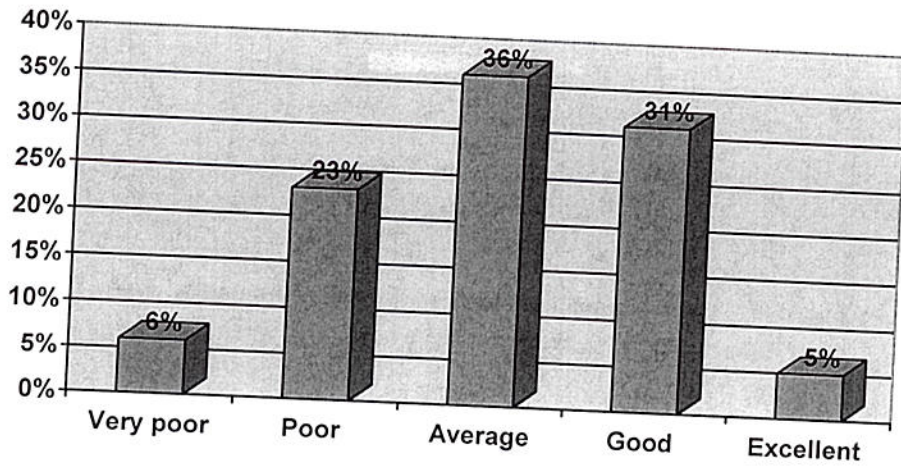


36% respondents indicated positively, while 36% was neutral and 29% negatively to the statement made.

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 | 9 | 16 | 30 | 24 | 9 |
| Percentage | 10% | 18% | 34% | 27% | 10% |

## Chart: E.5.
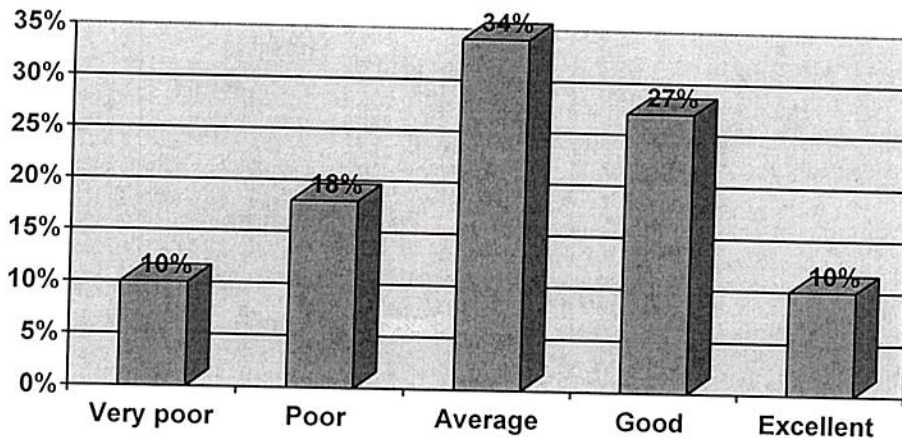


*37% respondents indicated positively, while 34% was neutral and 28% negatively to the statement made.*

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

| Table E6 | Yes | No |
|---|---|---|
| Score | 52 | 36 |
| Percentage | 59% | 41% |

## Chart: E.6
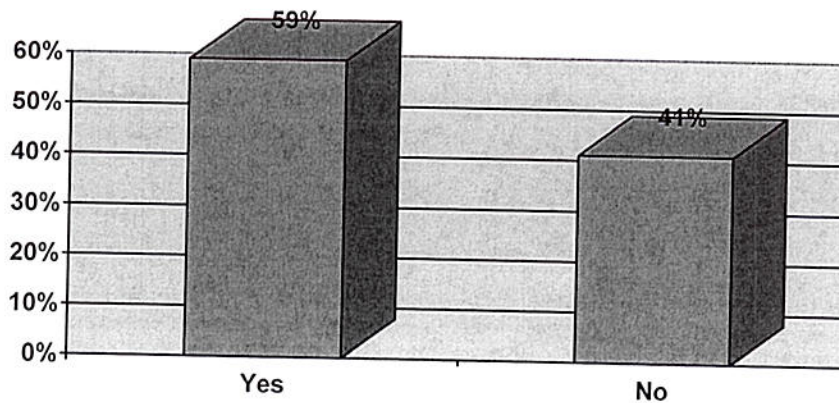


*59% indicated that they attended an induction programme, while 41% indicated that they still were not inducted in the department*

**E7**   Rate the effectiveness of the induction / orientation programme?

| Table E7 | Very poor | Poor | Average | Good | Excellent |
|---|---|---|---|---|---|
| Score | 1 | 3 | 10 | 28 | 10 |
| Percentage | 2% | 6% | 19% | 54% | 19% |

## Chart: E.7
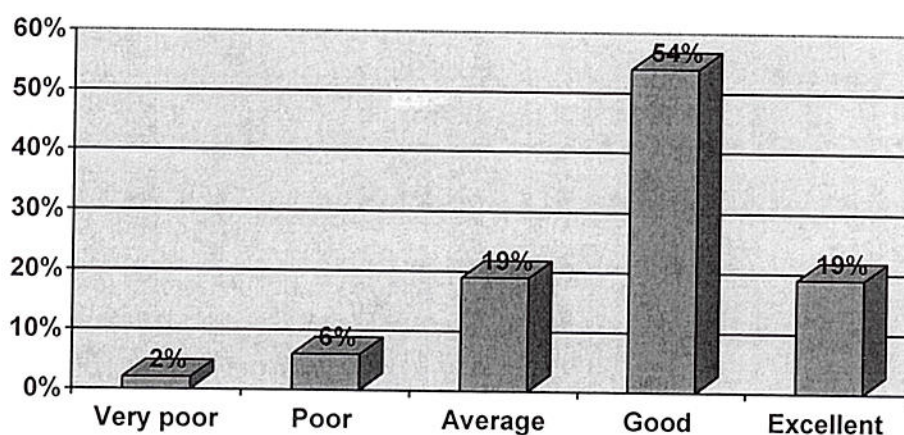


*73% respondents indicated positively, while 19% was neutral and 8% negatively to the statement made.*

## SECTION F

**F**   Redress

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

| Table F1 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 4 | 17 | 23 | 35 | 9 |
| Percentage | 5% | 19% | 26% | 40% | 10% |

## Chart: F.1
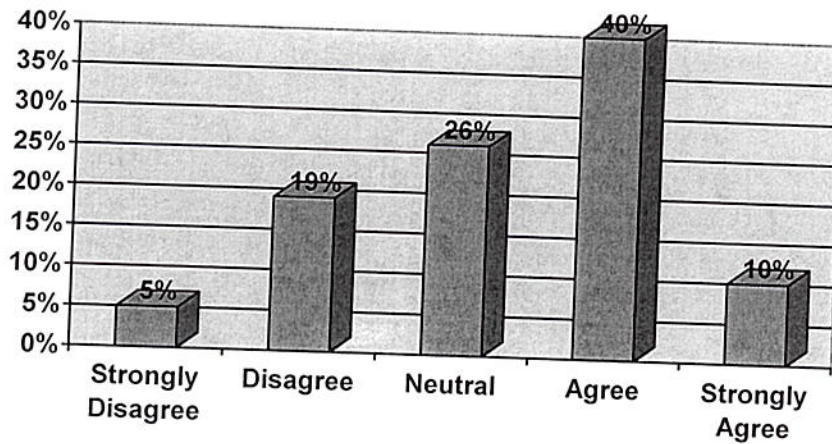


50% respondents indicated positively, while 26% was neutral and 24% negatively to the statement made.

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

| Table F2 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 5 | 17 | 35 | 23 | 8 |
| Percentage | 6% | 19% | 40% | 26% | 9% |

## Chart: F.2



35% respondents indicated positively, while 40% was neutral and 25% negatively to the statement made.

## F3 Human Resource personnel apologies for mistakes made

| Table F3 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 8 | 23 | 34 | 17 | 6 |
| Percentage | 9% | 26% | 39% | 19% | 10% |

### Chart: F.3



29% respondents indicated positively, while 39% was neutral and 35%) negatively to the statement made.

## SECTION G

## 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 | 9 | 28 | 23 | 18 | 10 |
| Percentage | 10% | 32% | 26% | 21% | 11% |

## Chart: G.1
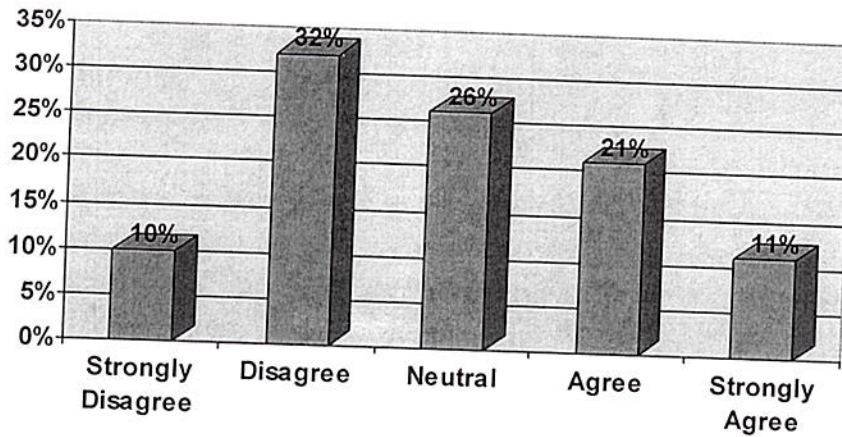


32% respondents indicated positively, while 26% was neutral and 42% negatively to the statement made.

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

| Table G2 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 8 | 20 | 26 | 28 | 6 |
| Percentage | 9% | 23% | 29% | 32% | 7% |

## Chart: G.2
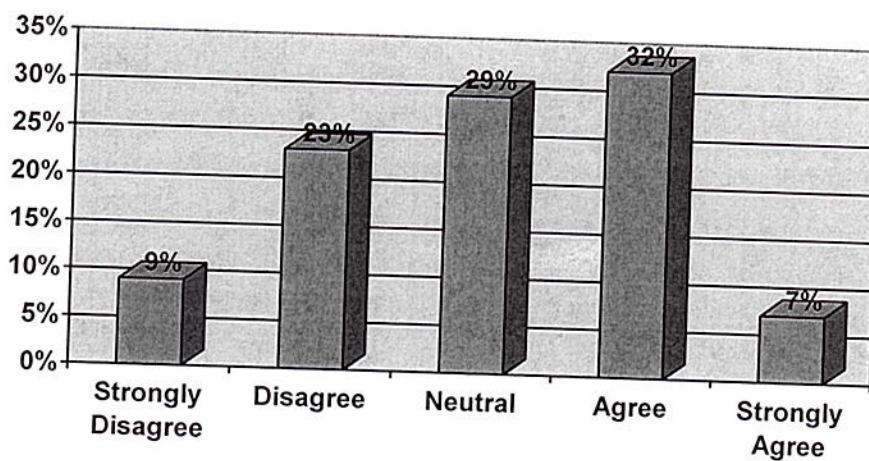


39% respondents indicated positively, while 29% was neutral and 32% negatively to the statement made.

**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 | 6 | 4 | 20 | 35 | 23 |
| Percentage | 7% | 5% | 23% | 40% | 26% |

## Chart: G.3
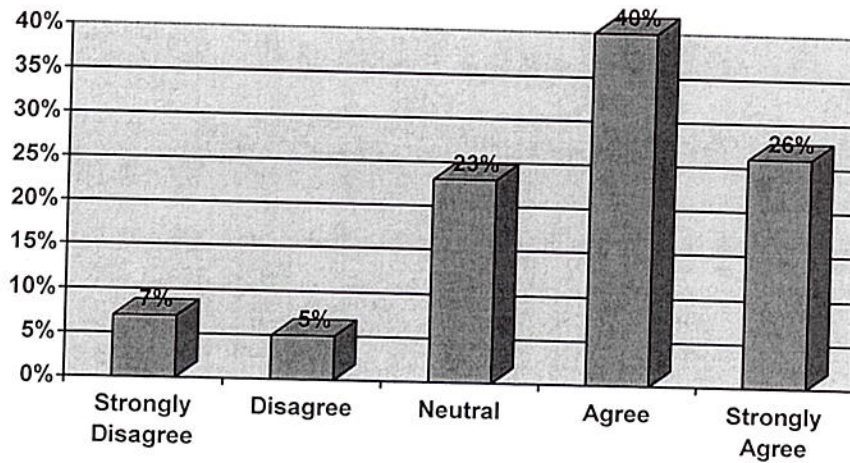


66% respondents indicated positively, while 23% was neutral and 12% negatively to the statement made.


## SECTION H

**H** Value for Money

**H1** Employees are regularly provided with information regarding re-structuring in the department.

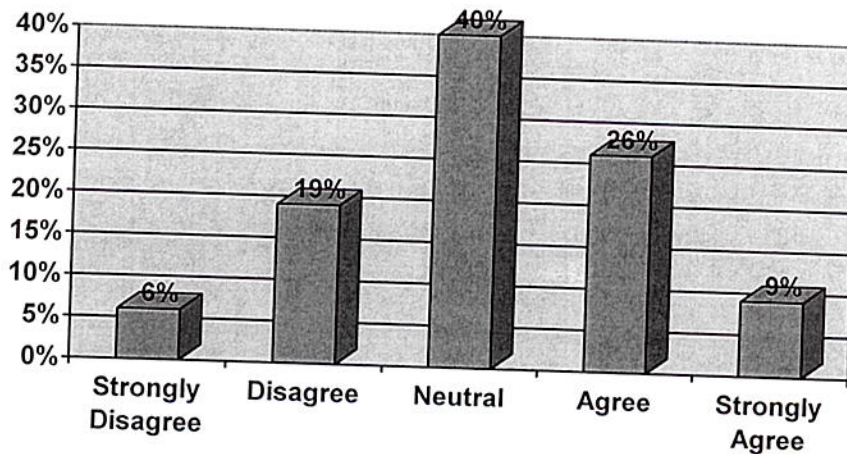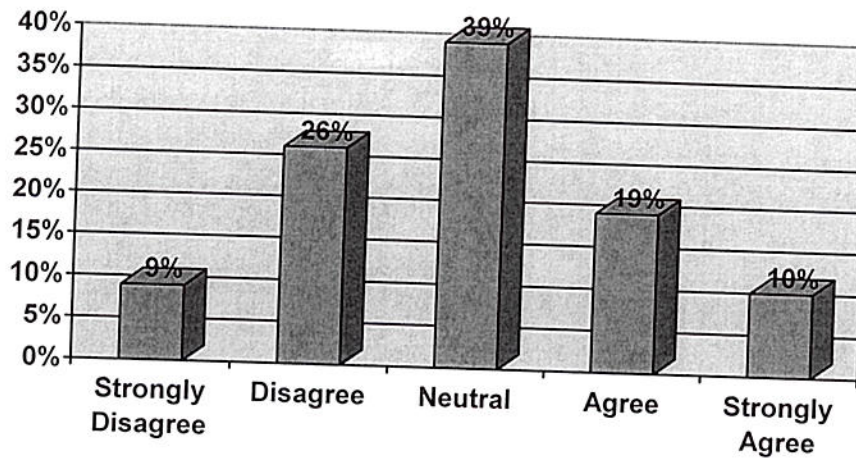| Table H1 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 2 | 9 | 29 | 35 | 13 |
| Percentage | 2% | 10% | 33% | 40% | 15% |

## Chart: H.1
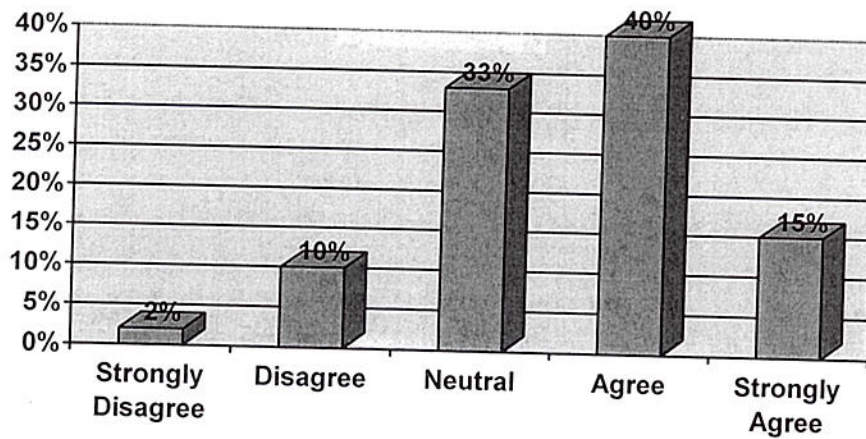


55% respondents indicated positively, while 33% was neutral and 12% negatively to the statement made.

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

| Table H2 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Score | 2 | 11 | 20 | 41 | 14 |
| Percentage | 2% | 13% | 23% | 47% | 16% |

## Chart: H:2
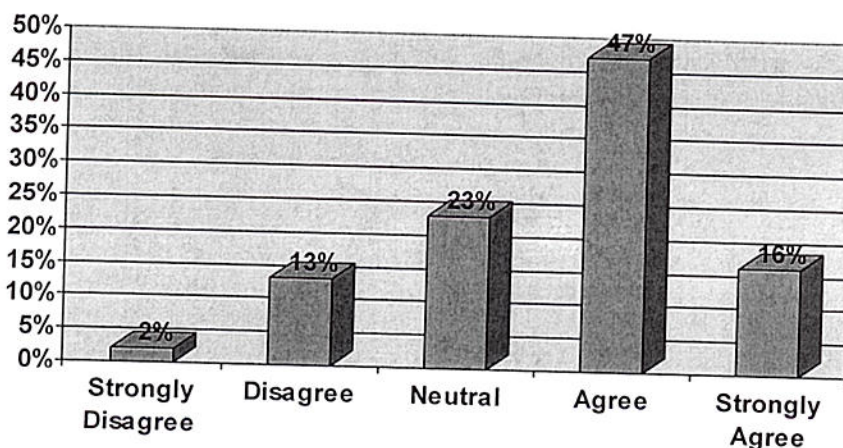


63% respondents indicated positively, while 23% was neutral and 15% negatively to the statement made.
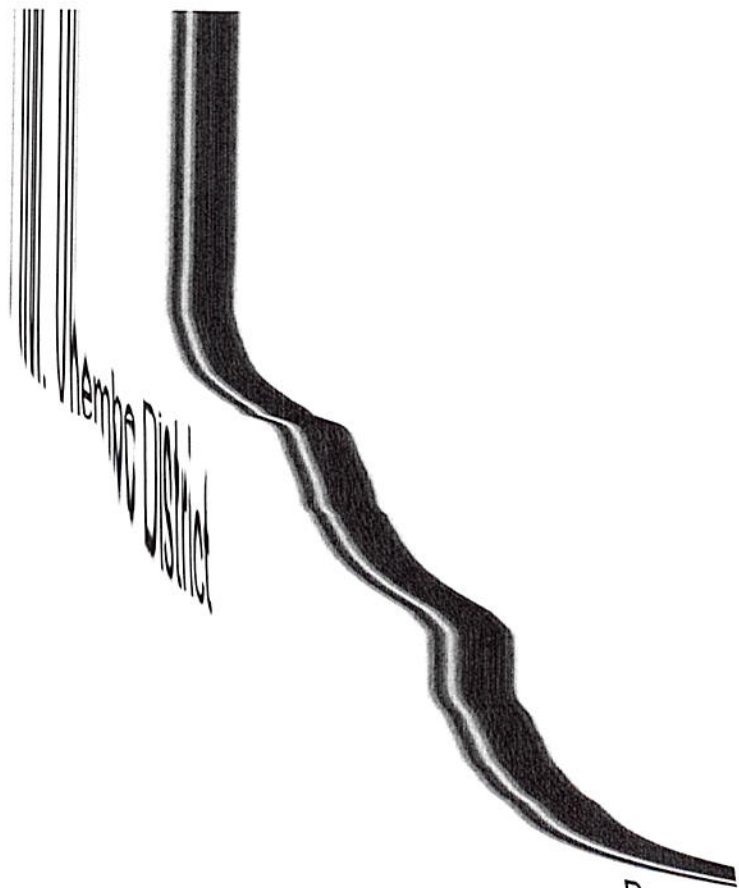
Uthembe District

## 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** | 9 | 19 | 14 | 27 | 12 | 12 |
| **Percentage** | 10% | 22% | 16% | 31% | 14% | 14% |

### Chart I1
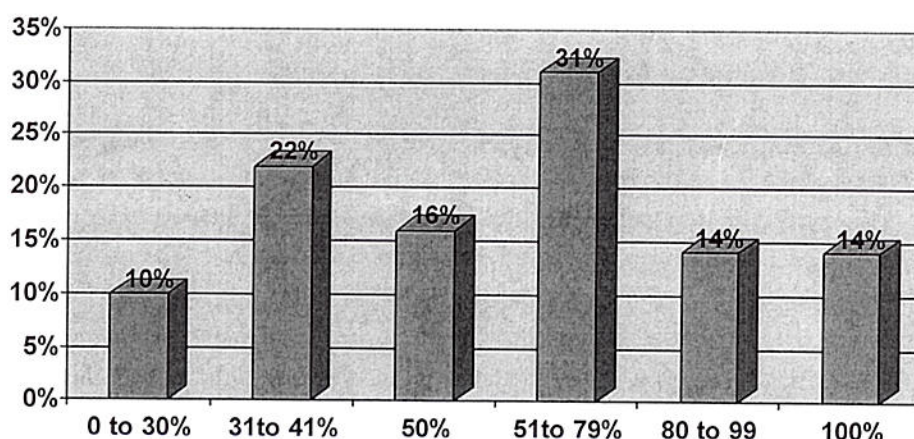


**10%** of the participants indicated zero to thirty percentage rating; **22%** of the participants indicated a thirty-one to forty-nine percentage rating; **16%** of the participants indicated a fifty percentage rating; **31%** indicated fifty-one to seventy-nine percentage rating, **14%** of the participants indicated an eighty to ninety-nine percentage rating; while **14%** of the participants indicated a hundred percentage rating.

**Narrative remarks by clients**

- There is no proper consultation in Human Resource Development.
- Human Resource Management should improve their strategies
- Information must not end up at managers only; it should be circulate to every employee.
- Visits to the cost centers by Human resource should be done regularly.
- Transfers should be communicated to staff as to ensure that employees are aware of new staff in the districts.
- No Employee Assistant Programme representative in the district.

- Policy reviews by Human Resource should be communicated to all staff not only those employees that have emails.
- More should be done to send staff in districts on training courses.
- The Human Resources is not employing relevant personnel with relevant skills and capabilities to manage and assist in the delivery processes.
- The bursary procedures that are followed are not open.
- Job titles have not been updated by Human Resource Management personnel after upgrading had been done.
- Strategic Human Resource Management is a support services to Core functions, but the manner in which we currently operating it is vice versa. Strategic Human Resource Management unit seems to be the Core function which needs to be changed e.g. our organizational structure when vacancies are filled Core function directorates are not consulted for their input.
- No feedback are given when complain are lodge with Human Resource unit.
- Officials do not receive training even if they indicate it on their Performance Instruments every year.

## 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 and policies. Although the department has all these documents in place it is imperative that Strategic Human Resource Management directorate personnel 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. 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 sixty three percent of participants trust in Human Resource employees in keeping their information secret. Furthermore the accuracy and consistency at which information is provided is also a worrying factor. Information supplied with regard to restructuring in the department is also not sufficient. 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 on the intranet is outdated and not updated by Human Resource Services.

## Section C:    Access

HR services should be accessible to all employees at all time during working hours. According to the data HR services are not always available to them. The data also indicated that only thirty eight percent that participated in survey deem Human Resource personnel to be responsiveness 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 less than fifty percent 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 figure indicates the courtesy principle to be below the fifty percentage mark. Furthermore the culture towards service delivery also to be just below the fifty percentage marks. The data further show that even HR personnel attitude to service delivery was negative. This indicates that the 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 seems not to benefit employees, recruitment and placement are below forty percent, and performance appraisals training to district staff generally is poor. The administering of the compensation programme is poor. Employee, Health and Safety programmes that are provided are poor. The implementation of induction programmes participants found it to be very effective.

## Section F:    Redress

Redress means that "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 fifty 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 HR personnel.

**Section G:    Openness and Transparency**

Openness and transparency by HR personnel is not 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 HR personnel, but systems that are in place to ensure that officials are informed, such as salary advices.

**Section H:    Value for Money**

Results indicate that fifty five percent of participants indicated that Human Resource Services are value added. Money, time spends to improve employees situation in the department is therefore acknowledged by participants.

## 6.    LIMITATIONS

- Most respondents at district salary level four (4) to six (6) 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 Management |
| Short service delivery survey questionnaires to be completed by clients to assess improvement | October 2011 | Human Resource Management and Service Delivery Improvement |
| Workshops on Batho Pele Change Management with emphasis on principle of courtesy | May 2011 | Human Resource Management and Service Delivery Improvement |

| | | |
|---|---|---|
| HR officials to be vetted and internal workshops on secrecy be implemented | June 2011 | Human Resource Management |
| Update information on intranet | Quarterly | Human Resource Management |

## 8. APPROVAL

8.1 That the acting HoD approves the findings of the internal customer survey Human Resource Services report for Vhembe District.

8.2 That the findings be published on the departmental intranet.

**Approved/ Not Approved**

..................................................
**ACTING HEAD OF DEPARTMENT**

31/03/2011.
...............................
**DATE**

# 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 |
|---|---|---|
| | | |

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 | | | | | |
|---|---|---|---|---|---|
| 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% |
|---|---|---|---|---|---|

Remarks

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