



# LIMPOPO

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**PROVINCIAL GOVERNMENT**  
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF PUBLIC WORKS**

CLIENT SATISFACTION SURVEY

Human Resource  
Services

Capricorn District

## TABLE OF CONTENT

	<i>Page</i>
1. Introduction .....	2
2. Method.....	2
3. Survey Results .....	4
4. Conclusion.....	12
5. Recommendations.....	12
6. Approval.....	12
7. Annexure .....	12

## **1. INTRODUCTION**

The SDI unit is expected to conduct internal customer survey as part of its first quarter objectives as reflected on the Annual Performance Plan of the 2010/2011 financial year. Capricorn District therefore conducted an internal survey on HR services in June 2010. The survey was to check the quality of HR services based on the eight Batho Pele principles and how they are applied towards internal staff members in respect of HR activities. It was also to serve as an eye opener to HR staff members on how their services are perceived and received by employees in general. The findings of the survey are to facilitate dialogue between employees, management and especially HR staff members to establish common ground and find better ways of rendering HR services.

## **2. METHOD**

### **3.1 Design**

The qualitative research methodology was used. The SDI officials at Head Office designed the survey questionnaire. The survey questionnaire consisted of a questionnaire of nine (9) sections of which eight (8) dealt with the eight Batho Pele principles (Consultation, Information, Access, Courtesy, Service Standards, Openness and Transparency, Redress and Value for money) and one section dealt with general remarks.

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

The Capricorn District Customer Care Officer received the HR survey package from SDI Unit in Head Office that included the list of all officials as on the establishment, printout of Star Trek random sampling calculator and survey forms. The package was firstly circulated to the 5 Managers in the district via GITO for them to be aware of what was required of some them and their subordinates.

The survey questionnaire was individually delivered by Customer Care Officer to participants and an explanation on how to complete the questionnaire was made. The participants were then asked to complete the questionnaire in their offices and to submit the completed form to Customer Care Officer on or before the 30 June 2010. The officials that were randomly selected, who were HR staff members were duly replaced with officials on the same level but from other units. Officials who were on leave as it was the end of the leave cycle were also replaced with officials on the same level. The replacements were indicated on the establishment list.

### 3.2 Participants

The participants in the report were employees from the department of Public Works at Capricorn District. Officials from level 4 - 8, 9 - 10 and 11-12 were identified.

Category	Sample Size	No. participants selected	No of participants that completed survey form
Salary band 4-8	169	34	34
JMS	28	6	10
MMS	5	2	2
<b>TOTAL</b>	<b>202</b>	<b>42</b>	<b>46</b>

### 3.3 Resources Utilized

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



### 3.4 Procedure followed

The Annual Performance Plan indicates that Internal Customer Satisfaction Survey should be conducted for 2010/11 financial year in first quarter for Head Office, Capricorn district and Waterberg district. The Deputy Manager SDI gave a copy of the questionnaire to the customer care officer at Capricorn district with a list of identified officials. The questionnaire was explained to the official that was going to administer the survey. The customer care officer made copies of the questionnaire faxed to cost center managers who were selected and took some to participant's in the district office and explained to them how to complete the questionnaire. Participants were given an opportunity to complete the questionnaires willingly in their offices as it was to be handled as confidential. The survey schedule was as below:

	Scheduled Dates	Dates used to Conduct Survey
Capricorn District	24 June to 30 June 2010	24 June to 30 June 2010

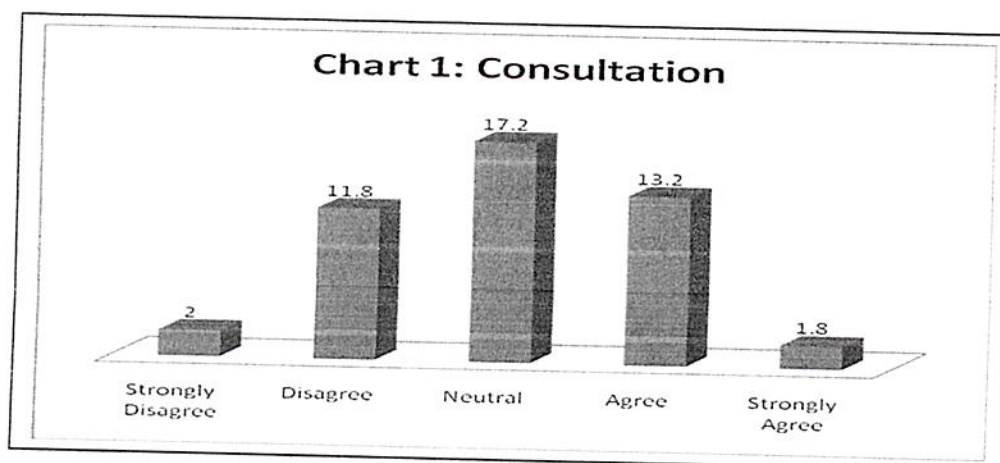
## 3. SURVEY RESULTS

### SECTION A

#### 1. CONSULTATION

Table 1

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Total	10	59	86	66	9
Average	2	11,8	17,2	13,2	1,8
Percentage	4,3 %	25,6	37,3%	28,6%	3,9%



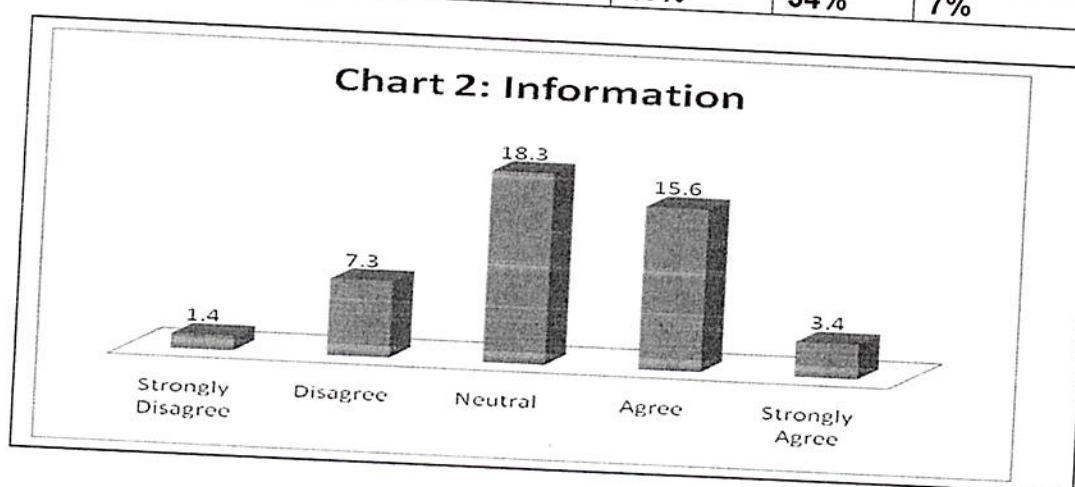
The Consultation principle ( $2 + 11.8/46$ ) 29,9% of participants gave a negative response to the questions asked. ( $17.2/46$ ) 37,3 % is neutral whereas ( $13.2 + 1.8/46$ ) 32,6% indicated a positive response to this principle.

## SECTION B

### 2. INFORMATION

Table 2

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Total	10	51	128	109	24
Average	1.4	7,3	18,3	15,6	3,4
Percentage	3%	16%	40%	34%	7%

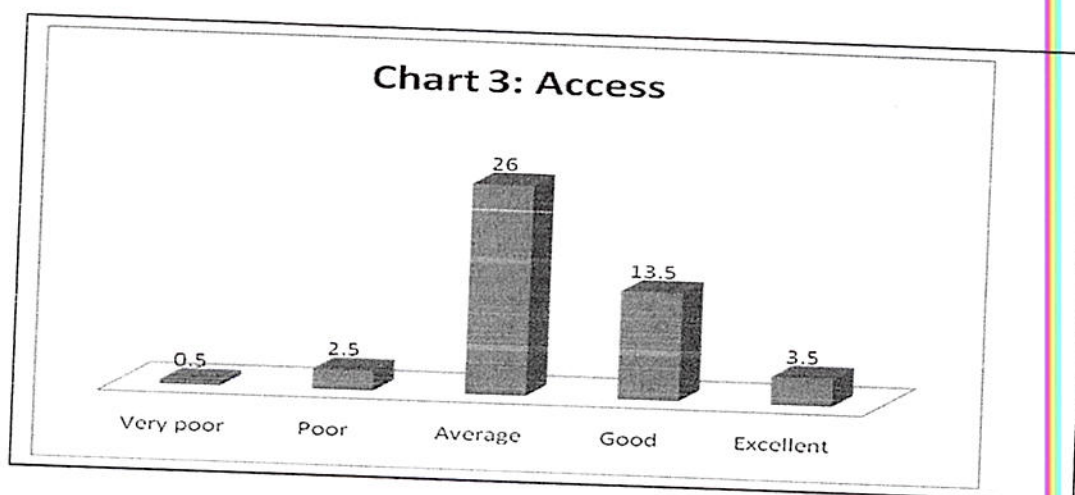


Information principle ( $1.4 + 7.3/46$ ) 19% responded negatively. ( $18.3/46$ ) 40% is neutral and ( $15.6 + 3.4/46$ ) 41% was positive and agreed that HR does inform them of changes that occurs within the department/ district

## SECTION C

### 3. ACCESS

Level	Very poor	Poor	Average	Good	Excellent
Total	1	5	52	27	7
Average	0.5	2.5	26	13.5	3.5
Percentage	1%	5%	57%	29%	8%

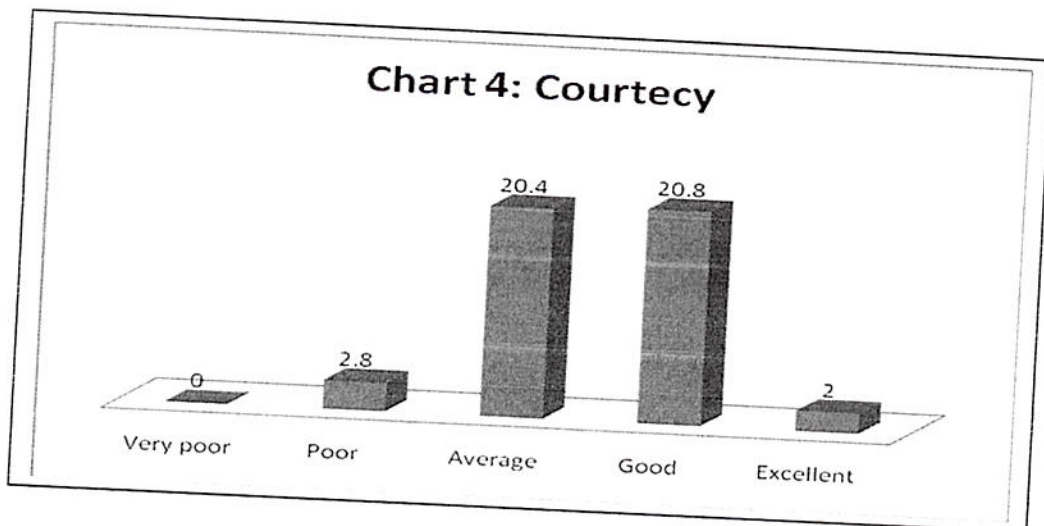


Access principle  $(0.5+2.5/46)$  7% indicted a negative response.  $(26/46)$  57% indicate an average response while  $(13.5+3.5/46)$  37% had a positive response.

## SECTION D

### 4. Courtesy

Level	Very poor	Poor	Average	Good	Excellent
Total	0	14	102	104	10
Average	0	2.8	20.4	20.8	2
Percentage	0%	6%	44%	45%	5%



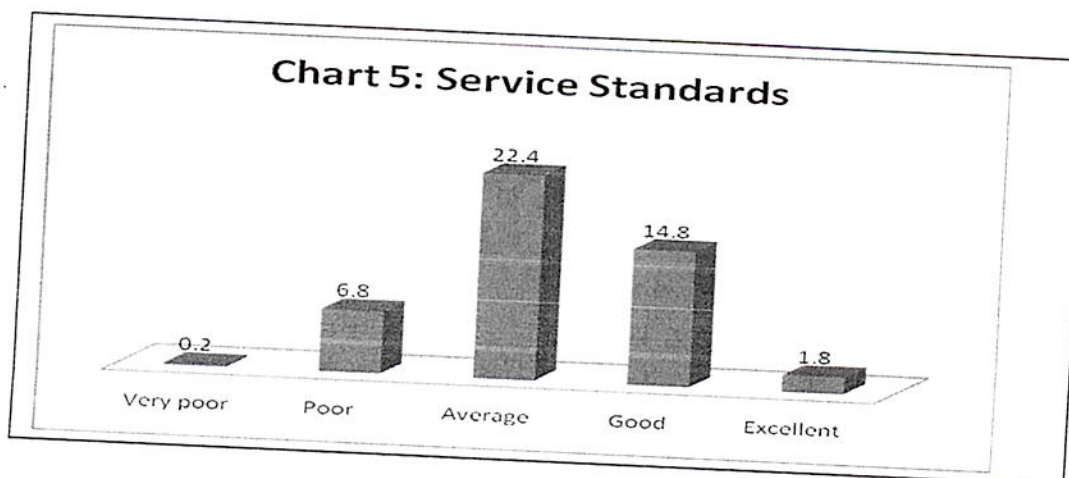
(2.8/46) 6% indicate a negative response. (20.4/46) 44% has an average response to the questions asked and 20.8+2/46) 50% indicated a positive response to the way they are treated by HR officials.

## SECTION E

### 5. Service Standards

#### Total Service standards

Level	Very poor	Poor	Average	Good	Excellent
Total	1	34	112	74	9
Average	0,2	6,8	22,4	14,8	1,8
Percentage	0,4%	15%	49%	32%	4%



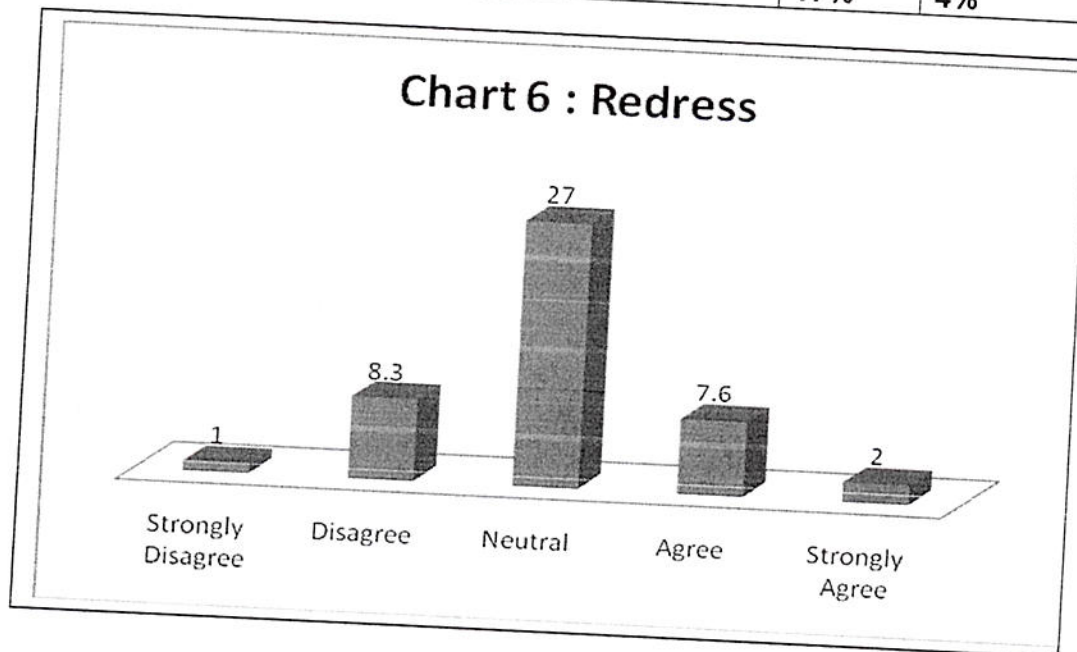


( $0.2+6.8/46$ ) 15.2% indicated negative response, while ( $22.4/46$ ) 49% indicated an average response. ( $14.8 + 1.8/46$ ) 36% responded positively. 12/46. Respondents indicated that they attended induction or orientation programme and only 1/12 (8%) indicated negative response to it while 7/12 (58%) responded that it was an average service. 4/12 (34%) indicated that it was of good quality.

## SECTION F

### 6. Redress

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Total	3	25	81	23	6
Average	1	8.3	27	7.6	2
Percentage	2%	18%	59%	17%	4%

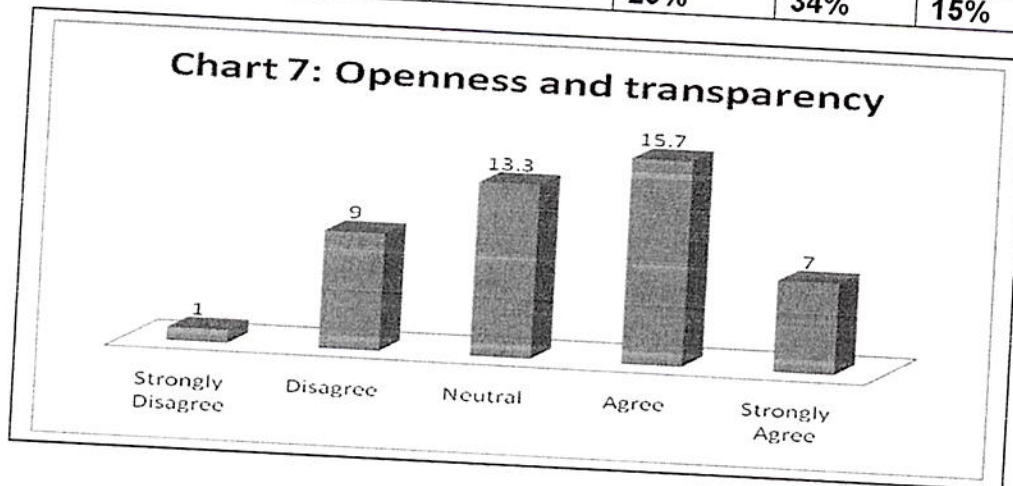


( $1+8.3/46$ ) 20% indicated a negative response, while ( $27/46$ ) 59% was neutral to the statements asked regarding the principle of redress. ( $7.6+2/46$ ) 21% indicated a positive response.

## SECTION G

### 7. Openness and Transparency

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Total	3	27	40	47	21
Average	1	9	13,3	15,7	7
Percentage	2%	20%	29%	34%	15%

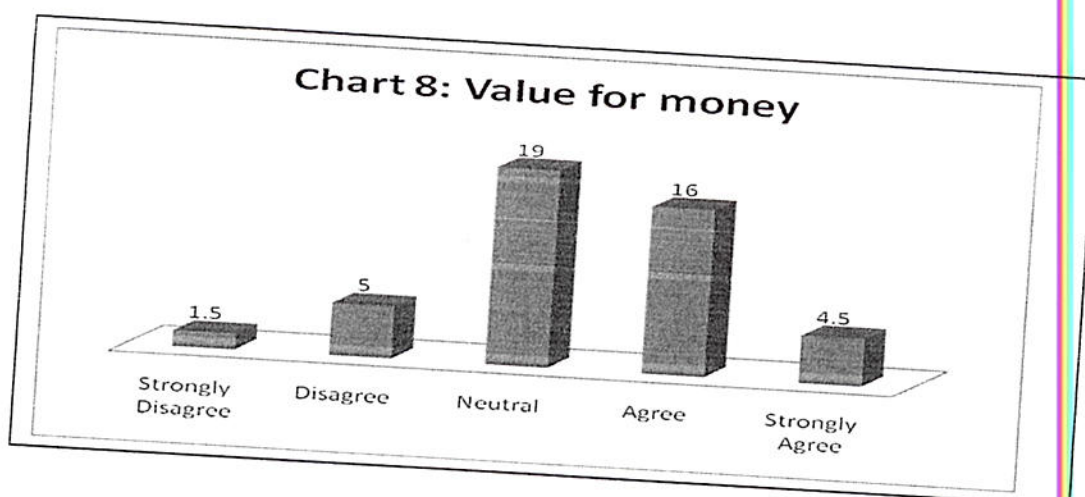


(1+9/46) 22% indicated negative response to the statements made, while (13.3/46) 29% were neutral and 1(5.7+7/46) 49% reacted positively towards the statements.

## SECTION H

### 8. Value for Money

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Total	3	10	38	32	9
Average	1,5	5	19	16	4,5
Percentage	3%	11%	41%	35%	10%



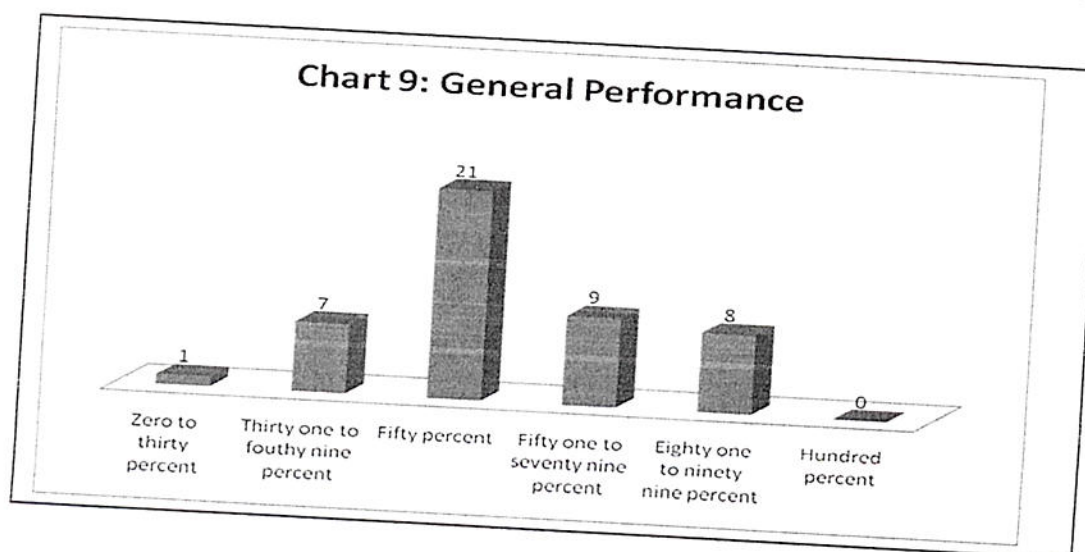
(1.5+5/46) 14% responded negatively, while (19/46) 41% preferred to be neutral and (16+4.5/46) 45% indicated a positive response to the statements relating to whether HR services render value for money services.

## SECTION I

### GENERAL

Table 9 Overall rating of Human Resource Directorate.

Level	Zero to thirty percent	Thirty one to forty nine percent	Fifty percent	Fifty one to seventy nine percent	Eighty one to ninety nine percent	Hundred percent
Total	1	7	21	9	8	0



8/46 (17%) of responded indicated that HR is performing under a satisfactory level of 50%. 21/46 (46%) indicated a satisfactory level and only 17/46 (36%) above satisfactory level. 0% indicated a 100% performance level for HR.

**General remarks:**

**Narrative remarks**

- The code of conduct for public services are been followed by all stakeholders
- HR needs to consult with employees regarding any changes in the department and should not come as a surprise all the time
- Some HR staff to have respect for others
- Some HR staff comes to work late.
- Overall services need to be improve
- HR to improve its communications channels.
- HR needs to review personnel at cost centers because there are lot of shortage in skilled personnel.
- Promotions are not properly executed
- Department to implement a structure of which all resources are in place.
- Consultation about skills that should be developed should be done effectively
- Work tools or resources in place are not those that are needed.
- There is no transparency.
- HR to improve the literacy levels in the department
- 100% employees need training and only a few are taken and the rest will not be considered.
- HR to provide bursaries accordingly
- HR pamphlets to be translated in other language
- Questionnaire too difficult for Artisans
- HR does good work



#### 4. CONCLUSION

The findings and narrative comments indicate a rating of between average and good performance in respect of HR services, with most comments on lack of communication about HR services. There is a need to continuously update staff members about developments in HR services as silence will imply non-performance or not caring.

#### 5. RECOMMENDATIONS

- 5.1. HR services have to continuously communicate developments in their unit to officials, not only to members of management and not only when complaints are made.
- 5.2. HR staff must lead by example.
- 5.3. Employees improve their literacy levels with assistance of HR services.
- 5.4. HR CORE functions like bursaries; internship and learnership programmes must be communicated to staff members, not only to external clients.

#### 6. APPROVAL

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

Approved/ ~~Not Approved~~

  
.....  
HEAD OF DEPARTMENT

07 Dec 2010  
.....  
DATE

## Annexure A

### SECTION A

#### 1. Consultation

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

### SECTION B

#### 2. Information

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

employees					
2.5 The information 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	Very poor	Poor	Average	Good	Excellent
3.1 Rate the overall level of accessibility of Human Resource services?					
3.2 To which extend is Human Resource personnel responsiveness to your needs?					
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	Very poor	Poor	Average	Good	Excellent
4.1 Rate the level of courtesy you receive from Human Resource Management?					
4.2 Rate the level of courtesy you receive from Human Resource personnel					
4.3 How can you rate Human Resource culture with regard to service delivery orientation?					
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
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## SECTION E

### 5. Service Standards

Question	Very poor	Poor	Average	Good	Excellent
a. Rate the level of HR in providing developmental programmes that benefit employees in the department?					
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	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
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## 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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Annexure B  
a. Consultation

1.1 Employees are consulted in the development of Human Resource policies

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

1.2 Employees are consulted in the development of Human Resource strategy

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

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

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

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

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

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

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

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

## SECTION B

### b. Information

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

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

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

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

2.3 Employees understand / access departmental Human Resource policies easily

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

2.4 Human Resource maintains confidentiality of information about employees.

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



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

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

2.6 Employees are consulted in the development of Human Resource policies

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

2.7 Human Resource information on the intranet is updated regularly

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

## SECTION C

### 3 Access

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

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

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

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

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

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

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

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

#### SECTION D

#### 4 Courtesy

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

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

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

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

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

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

4.4 Rate the HR personnel customer service attitude?

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

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

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

SECTION E

5 Service Standards

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

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

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

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

5.3 Rate the performance appraisals training provided to staff members

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

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

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



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

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

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

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

- 5.7 Rate the effectiveness of the induction / orientation programme?

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

## SECTION F

### 6 Redress

- 6.1 Complaints lodged by employees are always attended to.

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

- 6.2 Human Resource Personnel gives regular feedback on complains made.

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



6.3 Human Resource personnel apologies for mistakes made.

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

SECTION G

7 Openness and Transparency

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

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

7.2 Employees are given access opportunity about interviews proceedings if requested

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

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

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

## SECTION H

### 8 Value for Money

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

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

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

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

## SECTION I

### 9 GENERAL

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

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