

UNIVERSITY OF FORT HARE

PUBLIC SECTOR HUMAN RESOURCE MANAGEMENT, 2A

DEGREE EXAMINATIONS

MAY/JUNE

2025

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Time: 3 Hours
Subject: PUB 213
Marks: 100

This paper consists of 3 pages, including the cover page

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INSTRUCTIONS

- (i) Answer **ALL QUESTIONS**.
- (ii) You are advised to spend at most, **50 MINUTES** on each of the **QUESTIONS**.
- (iii) You are expected to draw relevant **examples and illustrations** from the theory and practice of public sector Human Resource Management in South Africa.
- (iv) Do make use of relevant legislative frameworks that underpin the South African Public Service.

QUESTION 1: AFFIRMATIVE ACTION IN IMPLEMENTATION

33.3 MARKS

A senior women police Angela Roussow after a 9 year fight resigns from SAPS over race discrimination

Lieutenant Colonel Angela Roussow has resigned from the police following a protracted battle for promotion. She twice applied unsuccessfully for promotion to superintendent within the police's national evaluation services, which deals with public complaints about police service. The national police commissioner did not appoint her to the position despite recommendations by an interview panel and her divisional commissioner. He said it would negatively affect racial representation at the level of superintendent. This prompted Colonel Angela Roussow to leave the South African Police Service (SAPS) and join the Private Sector.

Mr Du Plessis Chairperson of Labour Union Solidarity hoped her resignation would cause the police to reflect.

"I hope this is a mirror for the police because if someone passionate like Angela resigns from the police, it's a message that something is wrong with the police.

"On behalf of the public of South Africa, I can say it must be very disappointing in the fact that she resigned because the public lost a very loyal and passionate police officer.

"I think she's done a lot to inspire South Africans to fight for what she believes is right. This is a nine-year fight and this led to her resigning from the police, which is very unfortunate."

Question

In view of the Case Study. The office of the National Police Commissioner of the South African Police Service (SAPS) has requested the services of your firm "Human Resources Consultancy" to provide legislative and policy-orientated reasons to Labour Union Solidarity on why Lieutenant Colonel Angela Roussow was not promoted considering the recommendation for her appointment by the interview panel.

QUESTION 2 : 4th Industrial Revolution in Human Resource Management

33.3 MARKS

The Fourth Industrial Revolution (4IR) has brought with it opportunities to improve government services. Amongst the services that have benefited from the 4IR are policy-making and organizational design. However, recent studies have indicated that the 4IR and big data can improve public resources, especially human resources (HR) for instance in managing employee performance, promotions, retention, and talent management by using data analysis tools to improve service delivery. However, due to the rapid

development of the Internet, the South African government has attempted to manage human resources electronically (e-HRM). This has resulted in large data sets being created. However, the management of the data has not resulted in organizational efficiency.

Discuss extensively how **DATA** obtained through the use of technology in Human Resources could be used to optimize (make the best or most effective use of) **strategic workforce planning, forecasting, talent management, career management** in Human Resources Management policy in the South African Public Service.

Question 3: Green Human Resource Management
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33.3 Marks

Exploring Sustainability in HRM Processes

In today's world, Green Human Resource Management (GHRM) is essential for organisations that aim to reduce their environmental impact. Consider how you can apply sustainable practices in the recruitment process at a public organization. As the head of the human resource department of the ABC organisation, you are tasked with developing a recruitment strategy that prioritizes sustainability. Describe the approaches, such as utilizing virtual interviews to minimize travel emissions or promoting a green workplace culture in job descriptions. Discuss the challenges and benefits you might encounter and how these practices could influence the organisation's public image and employee engagement.

End of Exam, Thank you!!!

