



University of Fort Hare
Together in Excellence

PUB: 223 – PUBLIC SECTOR HUMAN RESOURCE MANAGEMENT, 2B

**SUPPLEMENTARY EXAMINATION
OCTOBER/NOVEMBER 2024**

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Time: 3 Hours

Subject: Public Administration

Paper: PUBLIC SECTOR HUMAN RESOURCE MANAGEMENT, 2B

Marks: 100

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This paper consists of FIVE (5) pages including the cover page

INTERNAL EXAMINER

Mr S. Lungisa [University of Fort Hare]

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Dr. N. Sikhosana [University of Fort Hare]

Mr. M. Nqwitha [University of Fort Hare]

INSTRUCTIONS

- (i) Answer ALL QUESTIONS.
- (ii) You are advised to spend at most, 1 HOUR on each of the QUESTIONS.
- (iii) You are expected to draw relevant examples and illustrations from the theory and practice of local government.
- (iv) Do make use of relevant local government legislative frameworks.

QUESTION 1: CAREER MANAGEMENT

33.3 MARKS

Governments around the world are functioning in an environment of rapid change, increased complexity and ambiguity. Public officials have to take on tasks and solve problems that previously did not exist. In view of many factors not limited to technology indicate that the work of government will continue to become more complex, unpredictable and demanding, and problems will become more complex and per implication difficult to solve. As a consequence public officials are, in effect, required to demonstrate new insight, knowledge, skills and abilities. To be able to do this, public officials will need to up skill which will require education and training

1.1 In view of the above statement advice the Department of Cooperative Governance and Traditional Affairs (CoGTA) on initiatives that can be applied to professionalise South African public service through effective career management, education and learning in order to be responsive to the ever-changing environment.

QUESTION2: STRATEGIC PLANNING IN THE PUBLIC SERVICE
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25 MARKS

For over 10 years you have been working for Deloitte a private accounting firm as a Human Resource Management personnel. Over the years you have been contemplating a move to the local government space. The Johannesburg Metropolitan Municipality has advertised a position for senior Human Resource Development and Performance Manager. As a result, you have been shortlisted for the position. They have as part of your interview requested that you write a report for presentation.

You are requested to write a report called "How human resource management contributes to effective and efficient implementation of the municipal strategic plan.

In your report you must capture the following aspects:

2.1 Analyse the contribution human resource management makes to organisational effectiveness through corporate strategic planning.

2.2 Advise the municipality on the different approaches municipalities must take to identify, attract and recruitment competent employees.

QUESTION 3: PERFORMANCE APPRAISAL
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33.3 MARKS

Gcobani is a functional Manager of Personnel Unit in the Chris Hani District Municipality with 15 employees, including three administrative employees. The workplace is unionised, with 10 of the staff belonging to the union. Gcobani knows exactly what he wants from the unit and its employees and has very definite ideas on how to achieve the goals of the municipality through its workers.

A typical day begins with Gcobani opening the gates of the unit and with each employee greeting him. He believes that the employee must first greet him out of respect and call him Mr Singaphi. Gcobani follows a management style that he describes as 'managing by walking around.' He assigns tasks to employees and checks up on the quality of the work being done and how long it is taking. If a task is taking longer than he deems necessary, he typically becomes extremely angry and verbally abuses to employee, publicly criticising the person's ability. He allows no social communication between workers and soon tells them to 'shut up' and get on with their jobs as the end of the day is approaching.

Tasks that he feels are relatively difficult he will do himself. He will even instruct an employee to call him when that person gets to a certain stage of a particular job so that he can do the part he feels is difficult. The relevant employee at this stage will then take on an assisting role with Gcobani instructing him what to do assist him and what not to do. This happens even to those employees who are fully capable of doing the tasks, but which Gcobani happens to feel are too difficult for them. Gcobani feels that quality is very important and that his responsibility is to see that quality is of the highest possible level.

On occasion, if he feels that an employee is struggling with a particular task or, to his mind, is taking too long, he will literally push the person aside and do the job himself. Employees are often told that they know nothing, and if they offer a suggestion they are usually ignored with Gcobani not even acknowledging the suggestion. There is a general rule that employees only speak when spoken too. All materials are kept under strict lock and key, so, should materials be needed, Gcobani has to unlock and check what is being taken. The unit is frequently experiencing absenteeism on Mondays or workers arriving late for work or otherwise asking

for time off to attend to personal issues. When employees do ask, they usually receive a lengthy lecture from him where he usually asks if the employee really wants to work. Employees feel that, where they have legitimate concerns, Gcobani demonstrates no empathy and merely responds by becoming angered and abusive.

The Chris Hani District Municipality remains on its knees and is under immense pressure to find a lasting solution to its financial problems. The municipality appeared before Parliament's Portfolio Committee on Co-operative governance last week. It told the committee it was bankrupt and might not be able to pay staff salaries by the end of May. Some of the reasons put forward for the current situation, is a bloated salary bill and the unlawful re-categorisation of the municipality from a category six to a seven.

The financial strain has a negative bearing on the municipality's operations. It is unable to maintain its infrastructure and is struggling to meet its obligation to pay staff salaries, which amount to R65 million per month. Nonetheless, the Executive Mayor, Anele Ntsangani, says turnaround strategy is on the cards.

"We want the municipality to go back to grade 6, that is why we have taken the matter for judicial review, so that the municipality can go back to grade 6 not grade 7 and again we went to council so that we can amend the policies that give unnecessary benefits. But unfortunately, the workers took us to court and the court ruled in favour of the workers and that matter was reversed so we are hoping to take that matter up and review those policies," says Ntsangani.

Recently, his administrative assistant, Sindaphi, announced that she was pregnant and that she was going to take six months' maternity leave on full pay. Gcobani didn't like her approach of informing him and lost his cool. He told her that the company's policy was one of no work no pay, and that she would not be paid and also that she was only entitled to one month's maternity leave because there was no one else to do her work. Sindaphi insisted that it was six months and stormed out of the office in tears. On arriving at work the next day, Gcobani informed her that she was to clear her desk and leave the premises by lunch time, as she had been dismissed. As a response to the dismissal Employees of the Unit engaged in unprotected strike due to the ill treatment of employees in the Unit.

In view of the case study:

3.1 Advise Gcobani as a Functional Manager on strategies to be used to involve workers in decision making and task execution.

3.2 The municipality seemingly has demotivated employees and yet it is alleged to have unnecessary financial incentives that have increased municipal spending on salaries above the available resources. As part of the Court review the Mayor is seeking employee motivation instruments that can replace the financial incentives viewed to be unnecessary by the municipality and improve the deteriorating municipality performance.

END OF THE EXAM

