

**NATIONAL AGRICULTURAL MARKETING
COUNCIL**

**HUMAN RESOURCES PLAN
REPORT**

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1. Vision and Mission

The NAMC has adopted the following vision and mission to provide a strategic direction for its employees and stakeholders.

1.1 Vision

To be an effective and efficient main advisor to the Minister of Agriculture and Land Affairs, the Department of Agriculture and Industries on the marketing of agricultural products.

1.2 Mission

To advise the Minister of Agriculture and Land Affairs and directly affected groups on all agricultural marketing issues in the agriculture and food industry, taking into account the needs of stakeholders.

1.3 Values

- To be accountable;
- To act with integrity;
- To value individual performance;
- To value personal respect and equal treatment; and
- To act in partnership with directly affected groups.

2. NAMC ORGANISATIONAL STRUCTURE

Attached.

The NAMC is committed to achieve its vision and mission within its budget restraints

Contact persons and budget

Division	Position	Name	Contact number	Budget
1. CEO	CEO	T R Ramabulana	(012) 4009739	
2. Administration	Snr. Manager: Administration	M J Sethu	(012) 4009752	
3. Finance	CFO	N Siala	(012) 4009733	8 212 633
4. Enterprise Development	Snr. Manager: Enterprise Development	H Mohane	(012) 4009743	1 990 000
5. MERC	Snr. Manager: MERC	A Jooste	(012) 4009742	
6. MERC	Snr. Manager: MERC	S Nqgangweni	(012) 4009762	5 615 700
7. Statutory Measures	Snr. Manager: Statutory Measures	S Burger	(012) 4009732	1 171 000
8. Trade and Marketing	Snr. Manager: Trade and Marketing Schemes	C Gladwin	(012) 4009744	1 395 800

N/B!!! See the NAMC Strategic Plan for further explanation of the relevant divisional responsibilities, i.e. programmes. The programmes have also being reviewed, as a result of the restructuring. Therefore for the 2007/2008 financial year the above-mentioned information would be different. See the structure for further clarity.

3. CURRENT PROFILE

1.1 Workforce profile - race

Number of employees, hereunder, include those with disabilities					
Permanent employees	African	Coloureds	Indians	Whites	Total
Head of organisation	1				1
Senior Managers	4			3	7
Economists	6			2	8
Programmers	1				1
Officers	3				3
Bookkeeper	1				1
Clerks				1	1
Secretaries				3	3
Total	16			9	25

1.2 Workforce profile - gender

Number of employees, hereunder, include those with disabilities			
Permanent employees	Female	Male	Total
Head of organisation		1	1
Senior Managers	1	6	7
Economists	3	5	8
Programmers		1	1
Officers	2	1	3
Bookkeeper		1	1
Clerks	1		1
Secretaries	3		3
Total	10	15	25

Looking at the organizational structure of the NAMC, there are still vacant positions to be filled in the financial year 2007/08. Secretaries' positions are divided into different divisions. The Trade and Marketing division merged with Economic Research to form MERC. As a result, there are vacant positions within the MERC. During the HRC meeting it was resolved that Administration division should be boosted, meaning positions will be identified and advertised in the next financial year.

The above representation reflects shortfalls in terms of race, gender and disability:

- Race

The NAMC has not done much in recruiting other racial groups, such as the Coloured and Indians.

- Gender

There is a serious shortfall in terms of recruiting women into senior and higher positions. The NAMC is undertaking a serious HR plan to fill positions within the senior level echelon, targeting women, by March 2008.

- Disability

This issue still leaves much to be desired.

Time table

The NAMC has set the following time-table to achieve the shortfall identified. The duration of the plan will in accordance with the MTEF (Medium Term Expenditure Framework), meaning 2007 – 2009. The targets below have been in conjunction with the annual budget of the NAMC (See Business Plan). The plan will be closely monitored by the Human Resources Committee, in which an annual report will be submitted to the full Council, for approval.

Strategies

The following strategies will be followed to reach the goals with the set time-table.

Vacant posts

When filling vacant posts, consideration will first be given to suitably qualified African or female persons or disabled persons, if available, before considering applicants from other groups.

Current posts

Should any current posts become available, consideration will first be given internally, if available, otherwise it will be given to suitably qualified African or female or disabled persons, before considering other groups.

The Employment Equity Plan will seek to ensure that the career development of non-designated individuals will not be ignored and that all employees will continue to be recognized for their competencies based on statutory and merit considerations.

The following staff members were appointed permanently, after serving six satisfactorily months, as stipulated within the NAMC Service Conditions:

- **Mr H Mohane;**
- **Mr S Nqgangweni;**
- **Mr B Nyhodo;**
- **Mr P Tema; and**
- **Ms P Mangwane.**

Monitoring and evaluating the plan

The HRC need to:

Keep records of the plan. This will enable the Committee to review their starting position and track the movements from that position over the duration of the plan.

Evaluate progress quarterly in a structured manner. Quarterly feedback to be given to the Council.

Identify interventions that are not effective and look at new ways of addressing the problem.

Reporting

An annual report will be made available.

CRITICAL SKILLS REQUIRED

Job profile	Basic Requirements
Secretary	Grade 10/ equivalent. Ability to operate computer (both hardware and software). Ability to operate fax machine. Knowledge of systems such as e-mails and internet. Basic interpersonal relationship, organizing and typing. Handling of the diary. Some requirement will be determined by the respective manager since different level of employment requires different level of experience, qualification, skills.

Clerk	Grade 10/ equivalent. Ability to operate computer (both hardware and software). Ability to operate fax machine. Knowledge of systems such as e-mails and internet. Thorough knowledge of registry and messenger services. Ability to perform routine administration tasks. Basic interpersonal relationship, organizing and typing. Specialized secretarial work. Some requirement will be determined by the respective manager since different level of employment requires different level of experience, qualification, skills.
Officer	Grade 10/ equivalent and/or tertiary qualification. Ability to operate computer (both hardware and software). Ability to organize, solve problems and operate machines, such as the fax. Knowledge of systems such as e-mails and internet. Interpersonal relationship, maintaining discipline, formulation and editing of documentation depending on its speciality and typing. Analytic thinking and conflict resolution. Some requirement will be determined by the respective manager since different level of employment requires different level of experience, qualification, skills.
Programmer	Grade 10/ equivalent and tertiary qualification, specialized in Mathematics. Ability to operate computer (both hardware and software) on a high level, using necessary programmes. Ability to organize, solve problems and resolve conflict, where necessary. Interpersonal relationship, maintaining discipline. Analytic thinking, research, develop, compile, test and maintain application systems, which may include database procedures. Some requirement will be determined by the respective manager since different level of employment requires different level of experience, qualification, skills.
Job profile	Basic Requirements
Economist	Grade 10/ equivalent and tertiary qualification. Ability to operate computer (both hardware and software). Ability to plan, organize, solve problems and conflict. Knowledge of systems such as e-mails and internet. Interpersonal relationship, maintaining discipline, formulation and editing of documentation depending on its speciality. Analytic thinking, research and reporting. Different level of employment requires different level of experience, qualification, skills.

Manager/ Senior Manager	Grade 10/ equivalent and tertiary qualification. Ability to operate computer (both hardware and software). Ability to plan, organize, solve problems and conflict. Leadership skills is a prerequisite. Project management, policy analysis, development and review of policies. Budgeting, facilitation, research, analytic thinking and financial practices. High level of administration. Knowledge of systems such as e-mails and internet. Interpersonal relationship, maintaining discipline, formulation and editing of documentation depending on its complexity. Presentation and reporting. Different level of employment requires different level of experience, qualification, skills.
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5. SUCCESSION PLAN/ RETENTION STRATEGY

5.1 Critical Skills

These are critical skills to the functioning of the organization, based on their core business. The challenge is that should these skills be lost, to particular programme, functioning may be adversely affected.

5.2 Scares Skills

Scares skills are those skills that have been identified by the organization, based on the current market demand. The current situation may change over time and must therefore be periodically assessed to evaluate its validity.

Skills in the organization that have been identified as scares, are the following:

- IT (Information Technology);
- Auditing; and
- PERSAL (specifically on payroll).

The above-mentioned skills have been outsourced to specific consultants, namely, Orange Systems, PriceWaterHouseCoopers and Lloyd Viljoen. The other gap identified which could be classified as a scarce resource is “Communication”. There is an officer into the position, however, a higher position is needed to curb the gap identified.

5.3 Exit interview

An exit interview is conducted between the employer and employee, in the event whereby an employee will be leaving the organization. The purpose of the interview is to gather information that may be utilized in future to effectively retain employees who intend to leave their job, whether through scares or critical skills.

One of the major challenges of the NAMC is to develop an orientation programme, with the sole purpose in mind to train new employees to their new and perhaps challenging situation.

It should be communicated through that new methods and techniques need to be applied in order to ensure that a culture is created that will see to it that employees with scarce skills are retained. The retention of employees has to do with both psychological aspects (individual perceptions, goals, behaviours, etc.) as well as operational aspects of the post in which an employee has been appointed. It should be noted that human capital is the most valuable asset and resource that it should be applied, in order to attract, protect, motivate and retain employees greatly. This will ultimately,

enhance sense of personal empowerment, better impact on the quality of relationships, business ethics, consideration of human dignity, honesty, integrity as well as the fostering and development of positive attitude and good communication skills will be encouraged.

5.4 Reasons for employee turnover

The main reasons for staff losses in the organization are:

- Career progression/ development opportunities (even though people receive sufficient training);
- Lack of recognition; and
- Poor competitive remuneration.

The above are taken out of exit interviews, already done.

5.5 Intervention

Intervention to retain employee may only exist if one or more of the following conditions apply:

- When an employee whose knowledge and skills contribute to the core business of the organization and therefore occupies a key position and performs exceptionally well, intends to leave;
- When an employee has made an exceptional contribution to the organization and possesses scarce/ specialized skills that are of strategic importance intends to leave;
- If a substantial investment has been made in the recruitment or development of a specific employee; and
- If an employee whom has been identified for enhanced career progression, intends to leave.

Regarding the above, retention options, such as counter offer, higher salary and higher position should be considered.

6. TRAINING AND DEVELOPMENT

Employees should have ongoing and equitable access to training geared towards achieving an efficient, non-partisan and representative agricultural services. Training should support work performance and career development. It should become increasingly driven by needs, and programs aimed at enhancing employment equity and representativeness.

The organization shall determine the required competencies of and prescribe training for, various occupational categories according to their programs. The Skills Development Plan is developed annually in consultation with individual managers. However, the organization is in a process of registering with the PSETA (Public Service Education and Training Authority) so as to receive regular training identified for specific occupational category, offered by the Public Service, as well.

Attached is the copy of attended training information.

7. PERFORMANCE MANAGEMENT

The purpose of performance management and development is twofold. On the one hand, it provides information to support other human resource activities and on the other hand, it serves as a communication channel between the employer and employee through which clarity is obtained with regard to what each party expects of the other.

NOTE WELL: PERFORMANCE MANAGEMENT SYSTEM WOULD BE LINKED TO THE STRATEGIC PLAN

The NAMC has developed a performance management system, which focuses on individual workplans. This system is used on the basis of granting ratings four monthly and annually granting employees' performance bonus in accordance with their performances. Where performance is at an unacceptable level, no performance incentive is granted. In this system career development is addressed.

The final report would be available at the end of the financial year (March 2007).

The challenge in this instance is that, unfortunately the NAMC does not grant its employees 13th cheque and in instances whereby an employee does not qualify for performance bonus, this could lead into the above discussion on staff turnover

Perhaps this is the time that the NAMC should reconsider the issue of the 13th cheque thoroughly, when dealing with salary reviews.

8. CONCLUSION/WAY FORWARD

As agreed during the previous HRC meeting (30 November 2006) and Audit Committee meeting (8 December 2006), the HR Plan would be monitored and reviewed, quarterly. However, there will be an annual reporting to both Council and Audit Committee. Among others, objectives will determine the progress of the implementation plan, as well as identifying blockages or rather challenges that impede effective execution of activities.

Managers should also play a major and key role in the monitoring and evaluation of the plan. To this extent, one of the criteria for performance assessment of employees is the developed personal workplans. This is the extent at which Human Resource Plan has been implemented.

For the performance management system, to be effective, operational and work plans should be linked to the strategic plan of the organization

Quarterly and annual reporting will be done on the following basis:

- Comprehensive reporting will be submitted to the Department of Agriculture, directed to the Minister, for his/her approval: and
- The report will address both achieved and non-achieve projects, with motivation

It is recommended that, in order to augment effective reporting mechanism, an agreed upon reporting format (required from National Treasury) should be utilized. This will assist with proper communication to relevant stakeholders and in facilitating the monitoring and evaluation of the performance management system within the workplace