

**HUMAN RESOURCE STRATEGIES FOR EFFECTIVE MANAGEMENT
APPLICATIONS AT GAUTENG DEPARTMENT OF SPORTS, ARTS,
CULTURE AND RECREATION**

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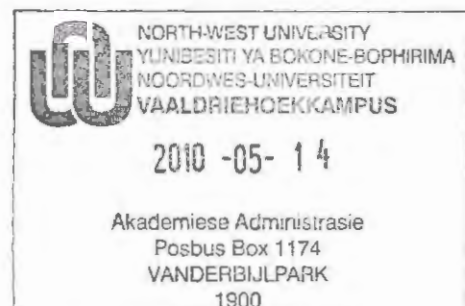
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DECLARATION

I declare that this dissertation is my work and has never been submitted in any university and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete reference.

A.M. SKOSANA

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ABSTRACT

This study investigates the restructuring and alignment processes within the Gauteng Department of Sports, Arts, Culture and Recreation. The nature of the study was neither inclusive nor an exclusive study accommodate every input of the sub-directorate, and review the staff capacity to meet with set objectives of the Department.

It also investigates some of the problematic areas shortsighted by the restructuring and alignment processes in the hub and areas of concerns which included: Accommodation (office space and sports fields); support of staff by senior managers; contracting and performance reviews; transport; progress review meeting of the hub system; budgeting and its implementation; equipment demand; administration tools leading severe problems; contracting of contract workers leading severe problems; and overtime and excessive workload in the hubs.

It was showed in the research that problems occurred due to the inappropriate alignment of internal programmes complimented with inadequate human resources strategic planning and implementation. The problem of restructuring and alignment are due to oversight on the processes and implementation of the programmes at the foundational level, the lack of follow-ups on Service Level Agreement (SLA) with local government (still not signed), interdepartmental and intergovernmental integration strategy not in place, inadequate facilities for offices, consultation with community and stakeholders which only took place at the later stage.

The respondents seriously commented regarding the organisational structure that has been changed thrice since its implementation. This led to overcrowding of staff hubs, with no career path strategy. Further causes are lack of alignment of human resource management strategy with programmes, and structural arrangement of all the departmental sub-directorates, confusing the implementation of programmes and the reporting systems. Considering the challenges of restructuring and alignment at the Gauteng Department of Sports, Arts, Culture and Recreation, the study concludes that there is a need for further restructuring and alignment of the human resource strategy to manage the objectives of the Department effectively and efficiently.

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CHAPTER ONE

ORIENTATION AND PROBLEM STATEMENT

1.1 INTRODUCTION

The Gauteng Department of Sports, Arts, Culture and Recreation was structured in 1995 soon after the first election. The aim was to bring together arts and culture practitioners and athletes, and the implementation of the memorandum of understanding with the Department of Education. The Gauteng Department had to re-examine, interrogate and reposition itself through the restructuring and alignment of human resource management strategic planning to meet its perceived goals.

1.2 ORIENTATION AND BACKGROUND

The Gauteng Department of Sports, Arts, Culture and Recreation had to consider the Departmental key priorities to align with the vision of the Gauteng Province, *viz.* “to promote Gauteng as the home of champions where major sports, arts and cultural events contribute to growing Gauteng’s economy and promote sustainable livelihoods for sports women and men, artists and crafters; and to focus on building an effective and caring government, by improving the department’s ability to render services efficiently, working to align the department’s work with other spheres of government, and promoting cooperative governance in all spheres of work. A particular focus on the role of the Department in ensuring that Youth Development is mainstreamed in all Gauteng provincial government departments”. (Gauteng Department of Sports, Arts, Culture and Recreation, 2004).

The human resource management strategy is the way in which personnel within the organization are considered as contributing factors for achieving the goals of organization (Mark *et al.*, 2003: 94). According to Erasmus *et al* (2000: 205), it is important to note, however, that although human resource related issues and decisions are dispersed

throughout the process of general strategic management, the actual process of strategic human resource management can also, for the purpose of analysis and conceptualization be subdivided into strategic formulation and implementation.

It is imperative to consider that strategic human resource management is not only about formulation and implementation of corporate strategy, but also engaging and integrating the overall functions of the organization into one organizational strategic objective.

1.3 PROBLEM STATEMENT

Human resources is the vital asset of the organizational plan therefore, it assists the organization in meeting its objectives. It is equally imperative to consider the influences of external environment. The external environmental factors, as an uncontrolled variable, may affect the corporate plan and hence may deviate from the organizational objectives. The restructuring and alignment of human resource management strategic planning is required to pro-actively identify these variables, prepare alternate strategies to meet with the organizational goals and fill the implementation gaps.

The restructuring and aligning process within the Gauteng Department of Sports, Arts, Culture and Recreation needs to accommodate every input of the sub-directorate and consider the staff capacity to meet with the set objectives and programmes of the Department.

Some of the problematic areas shortsighted by the restructuring process were (Gauteng Department of Sports, Arts, Culture and Recreation, 2004): include interalia: lack of: accommodation (office space and sports fields); support of staff by senior managers; contracting and performance reviews; transport; progress review meeting of the hub system; budgeting and its implementation; equipment and compromises for poor quality due to high volume of demand; and administration tools. Contracting of contract workers leads to problems such as overtime and excessive workload in the Hubs. Lack of situational analyses and SWOT analyses as the following external constrains were/are

ignored, such as service level agreement with local government that is still not signed and interdepartmental and intergovernmental integration strategy that is still not in place. These problems are due to the inappropriate restructuring and alignment of internal programmes and poor human resource management strategic planning and implementation.

The organisational structure has been changed thrice since its implementation. It resulted in overcrowded hubs with a lack of career path strategies due to inadequate restructuring and alignment of human resource management strategic planning with programmes and structural arrangements of all the departments and sub-directorates.

1.4 HYPOTHESIS

The hypothesis for the study was formulated as follows:

The effective restructuring and alignment of human resource management strategies may lead to the efficient implementation of objectives of Gauteng Department of Sports, Arts, Culture and Recreation.

1.5 RESEARCH QUESTIONS

Considering the problem statement, the research attempted to find answers to the following questions:

- What is meant by restructuring and alignment of human resource management strategic planning?
- What processes and systems are employed in the Gauteng Department of Sports, Arts, Culture and Recreation in dealing with restructuring and aligning of human resource management strategic planning to the organizational strategy?

- What is the impact of human resource management strategic planning in order to achieve the set objectives of Gauteng Department of Sports, Arts, Culture and Recreation?
- What recommendations can be offered to add value to the restructuring and alignment of human resource management strategic planning?

1.6 RESEARCH OBJECTIVES

The following research objectives were formulated for the study:

- To give a theoretical exposition of the concept of restructuring and alignment of human resource management strategic planning;
- To present an overview of processes and systems that are employed in the Gauteng Department of Sports, Arts, Culture and Recreation in dealing with restructuring and alignment of Human Resource Management Strategic Planning to the organizational strategy;
- To conduct research for analyzing the impact of human resource management strategic planning in order to achieve the set objectives of the Gauteng Department of Sports, Arts, Culture and Recreation; and
- To provide recommendations to the restructuring and alignment of human resource management strategic planning.

1.7 RESEARCH METHODOLOGY

The research utilized the following methodology for gathering information:

1.7.1 Literature Review

The theoretical and qualitative approach of the research will be sourced from the literature obtained from books, legislature, electronic data and reports.

1.7.2 Empirical research and design

The scope of empirical investigation was based on the evaluation of the Gauteng Department of Sports, Arts, Culture and Recreation by applying the following strategies:

- Semi-structured interviews were conducted with the following departments and key persons: MEC Gauteng for Sports, Arts, Culture and Recreation; Chief Operational Officer, Chief Director Corporate Services, Chief Director Sports & Recreation; Director and Deputy Director Arts and Culture; Director Mass Participation Programme, Deputy Director School Sports, Director Human Resource Management, Deputy Director Personnel Development, Assistant Director Employment Assistance Programme, Nehawu Union Representative, Public Service Association Union Representative, Former Unionist, Director Libraries, West Cluster Manager, and Hub Manager to determine the role of the change management strategy and its impact to change on the departmental programmes.

- Integrated Development Planning Manager Sedibeng, Senior Sports Officer Sedibeng and Carnival Creative Inner City Initiative Consultant to determine the impact of the restructuring and alignment of the Gauteng Sports, Arts, Culture and Recreation, and their recommendations or inputs to improve and meet the Provincial and Departmental objectives and priorities.

1.7.3 Target population

The research is targeted on a sample of people working in the Gauteng Department of Sports, Arts, Culture and Recreation. 20 people were interviewed, on convenient basis for the research, which includes politicians, stakeholders, consultants, union representatives, officials and middle to senior managers.

1.7.4 Measuring instrument

Information was obtained by means of semi-structured interviews and questionnaires which was convenient since the researcher is working in the Department under study. All participants are available in the same Department to provide responses to the study.

1.8 OUTLINE OF CHAPTERS

To pursue the research, the following preliminary chapters are covered:

Chapter 1: Orientation and Problem Statement.

Chapter 2: Theoretical exposition of concepts, restructuring and alignment of Human Resource Management Strategic Planning.

Chapter 3: An overview of restructuring and alignment of Human Resource Management Strategic Planning of Gauteng Department of Sports, Arts, Culture and Recreation.

Chapters 4: Empirical Study: The impact of restructuring and alignment of Human Resource Management Strategic Planning.

Chapter 5: Conclusion and Recommendations.

The next chapter will explore the concepts restructuring and alignment of Human Resource Management Strategic Planning comprehensively.

CHAPTER TWO

THEORETICAL EXPOSITION OF CONCEPTS RESTRUCTURING AND ALIGNMENT OF HUMAN RESOURCE MANAGEMENT STRATEGIC PLANNING

2.1 INTRODUCTION

In line with the development of human resource management systems in South Africa, planning within the institutions is a pre-requisite for improved and enhanced productivity. Strategic human resource management plays an important strategic role in the management of the institution by predicting the demand and supply of staff to explore the opportunities regarding their skills development.

This chapter focuses on issues for policies engulfing the employment and development of human resource management within the public sector. The processes of recruitment and selection within the human resource unit deal with the placement of skilled candidates for appropriate positions.

The strategic human resource management looks at the development and implementation of the activities and programmers concerning possible reduction to take place in the near future. This is done through integrated approach such as creation of human resource sub-systems that include all members or representative of sub-directorates of the department.

The chapter comprehensively explores the meaning and nature of concepts restructuring and alignment and their significance in human resource management strategic planning.

2.2 MEANING AND NATURE OF CONCEPT HUMAN RESOURCE MANAGEMENT

Human resource management (HRM) is the strategic and coherent approach to the management of an organisation's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. HRM means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirement (Wikipedia, 2009:88). Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers. It is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training (About.com, 2009). When looking at the staff needs one need to analyze the business of the institution and improve the overall organizational planning. Human resource management also considers the imbalances of the past and implements the policies such as Affirmative Action and Employment Equity in order to create job opportunities for historically disadvantaged groups.

The strategy in human resource is of paramount importance as it drives the personnel and management to direct and implement the strategy in an aligned or integrated way with other organizational processes and structures. Strategic management then becomes a process of examining both present and future environment formulating the institutions objectives and making, implementing and controlling decisions focuses on achieving these objectives in the present and future (Sandler, 1995: 15).

There are schools of thought regarding the term strategy which the rationalists see as an organizational guiding force -for future survival of organization.

The new thinking is that Mintzberg, an academic from McGill University recognizes a mere diverse definition of the word. He proposes that we look at five definitions and

their interrelations and chooses words begging with the same letter-plan, ploy, patterns, position and perspective. Therefore, in many situations, strategy is a plan - some sort of consil intended course of action used in the sense of ploy, strategy is a maneuver to outwit an opponent. The notion of pattern applies where we find consistency in behaviour. They lead one to whether the pattern arises because of a predetermined plan. Mintzberg decides that in practice this is not necessarily the case and he distinguishes between deliberate strategies and emergent ones. His concept of strategy as position links directly with further definition in Chambers - strategic position that gives its holder a decisive advantage. Finally Mintzberg uses the word perspective. This looks inside an organization as it was its personality, what is important about strategy is that people in the organization share the same perspective (Sandler, 1995: 17-18). Wessel *et al* (2005: 94) further elaborated that the human resource management strategy is the way in which human beings within the organization are considered as contributing factors and aspects of the organization, and the relationship between employee and employer.

From the fore-going it can be concluded that strategic public sector human resource management means those long-term senior level management decisions and action regarding employment relationships that are made and performed in a way that is fully integrated with the overall general strategic management of public sector institution. It must also be noted that the strategic resource management is not only about formulating and implementation of corporate strategy but also engaging the overall strategy of organization and relationship of employees, organizational sections and focus them into one organizational strategic objective (Swanepoel *et al*, 2003:172).

According to Erasmus *et al* (2000: 205), it is important to note, however, that although human resource related issues and decisions are dispersed throughout the process of general strategic management, the actual process of strategic human resource management can also, for the purpose of analyses and conceptualization be subdivided into strategy formulation, structure that follows strategy and implementation. In the same note, Rease and Robinson (1991: 18; Erasmus *et al*, 2000: 202) describe the strategic

management as the set of decision and actions that result in the formulation and implementation of the plans designed to achieve a company's objectives.

Human Resource Management (HRM) is involved in long-term planning, complex decision-making and requires considerable resource. The top management participation is therefore essential. This means that integration in the planning is done collectively considering the long-term environment of the organization with clear understanding of roles and functions of staff to achieve the corporate goals. The public strategic human resource management is therefore an overall corporate plan that directs the organizational vision and mission for absolute achievement of targets.

This leads to clear plan of departmental objective regarding who, when, and what activities are going to be planned. There can't be a strategy without plan and consideration of stakeholders as they shape and add value to the existence of the departmental plans. Erasmus *et al* (2006: 98) suggest that "public human resource management systems continuously undergo transformation as a result of conflicting value orientation in the broader society". These value orientations are then shaped political priorities in the form of legislation executive orders or judicial decisions (Tomkins, 1995: 53).

The organization therefore develops the mission statement for employees to work in cooperation with management in order to achieve the set goals. This involvement motivates the employees to being part of the overall objective and goal orientated plan of the organization. The human resource management strategy must include human sub-systems for active participation. Sometimes factors like misunderstanding, uninformed management and staff may influence the actual implementation of formulated plan. This influence may cause deviation from the actual organizational objectives. Training and workshops are important to guide and assist the personnel and management to understand organizational vision, mission, strategic objectives, plans and values to accomplish.

The strategic human resource management deals with integrating human resource management with the strategic objectives of the department to achieve the set goals. The

next section explores on specific policies guiding the human resource practitioners in implementing human resource management concept in the public sector.

2.3 LEGISLATION GOVERNING HUMAN RESOURCES MANAGEMENT

The legislation of the country is an external factor that influences public institutions and the management of their human resources. In South Africa there are a number of statutes that are related to Human Resources Management and have specifically been created to regulate employment relationships. These are the following (Department of Public Service and Administration, 2007:57) stated in a chronological order.

2.3.1 Occupational Health and Safety Act 1993

The Act commenced on 1 January 1994 with the aim to provide for the health and safety of persons at work and health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected therewith.

Every employer shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his employees. Without derogating from the generality of an employer's duties, the matters to which those duties refer including particular the provision and maintenance of systems of work, plant and machinery that, as far as is reasonably practicable, are safe and without risks to health; taking such steps as may be reasonably practicable to eliminate or mitigate any hazard or potential hazard to the safety or health of employees, before resorting to personal protective equipment; and making arrangements for ensuring, as far as is reasonably practicable, the safety and absence of risks to health in connection with the production, processing, use, handling, storage or transport of articles or substances; establishing, as far as is reasonably practicable, what hazards to the health or safety of persons are

attached to any work which is performed, any article or substance which is produced, processed, used, handled, stored or transported and any plant or machinery which is used in his business, and he shall, as far as is reasonably practicable. (Department of Public Service and Administration, 2007:57)

2.3.2 Public Service Act 1994

The Public Service Act commenced on 3 June 1994. The Act confirms that the Minister may exercise the powers and shall perform the duties entrusted to the Minister by or under this Act or any other law. For the purposes of this subsection, any policy may relate to any of or all the following matters, namely— the functions of, and organisational arrangements in, the public service; employment and other personnel practices, including the promotion of broad representivity as well as human resource management and training, in the public service; the salaries and other conditions of service of officers and employees; labour relations in the public service; information management and information technology in the public service; public service transformation and reform. Subject to the provisions of this Act, make determinations regarding the conditions of service of officers and employees generally, including the scales of salaries, wages or allowances of all the various classes, ranks and grades of officers and employees as well as salary ranges in respect of particular classes, ranks and grades of officers and employees; issue directives which are not inconsistent with this Act to elucidate or supplement any regulation.

The Act comprehensively elaborates on conditions and requirements regarding the appointment, transfer, promotion on probation, retirement, retention of services, and other related areas of human resources.

2.3.3 White Paper on the Transformation of Public Service 1995

The Act commenced on 15 November 1995. On its accession to power the Government of National Unity inherited a society marked by deep social and economic inequalities, as well as by serious racial, political and social divisions. Guided by the principle of

national reconciliation, the new South African Government adopted the Reconstruction and Development Programme (RDP) to reorient and reunite society towards a common purpose, that of a socially coherent and economically equitable society. In forging ahead with the processes of reconciliation, reconstruction and development, the South African public service will have a major role to play as the executive arm of government. To fulfill this role effectively, the service will need to be transformed into a coherent, representative, competent and democratic instrument for implementing government policies and meeting the needs of all South Africans. The Government's commitment to this process is demonstrated by the fact that it has identified institutional transformation and reform as one of the key medium and long-term programmes to drive the implementation of the RDP. The Government took a first step in this direction through the introduction of the Public Service Act of 1994. This act created the basis for integrating the fragmented system of state administrations inherited from the apartheid era into a unified national public service. Much more needs to be done, however, to transform the public service into an agency that is coherent and representative, as well as capable of achieving the crucial goals set for it by the people and government of South Africa. The Government regards transformation as a dynamic, focused and relatively short-term process, designed to fundamentally reshape the public service for its appointed role in the new dispensation in South Africa. Transformation can be distinguished from the broader, longer-term and on-going process of administrative reform which will be required to ensure that the South African public service keeps in step with the changing needs and requirements of the domestic and international environments. Whereas the goals of transformation are to be achieved within an anticipated timescale of two to three years, the process of administrative reform will be ongoing.

2.3.4 Basic Conditions of Employment Act 1997

The Act commenced in 1997 with the aim to give effect to the right to fair labour practices referred to in section 23(1) of the Constitution by establishing and making provision for the regulation of basic conditions of employment; and thereby to comply

with the obligations of the Republic as a member state of the International Labour Organisation; and to provide for matters connected therewith.

The Act confirms that every employer must regulate the working time of each employee in accordance with the provisions of any Act governing occupational health and safety; with due regard to the health and safety of employees; with due regard to the Code of Good Practice on the Regulation of Working Time; and with due regard to the family responsibilities of employees. An employer may not require or permit an employee to work more than 45 hours in any week; and nine hours in any day if the employee works for five days or fewer in a week; or eight hours in any day if the employee works on more than five days in a week. The Act also deals with issues related to annual leave, sick leave cycle and maternity leave.

2.3.5 White Paper on Public Service Training and Education 1997

The Act commenced in July 1997 with the principal aim of establishing a clear vision and policy framework to guide the introduction and implementation of new policies, procedures and legislation aimed at transforming public service training and education into a dynamic, needs-based and pro-active instrument, capable of playing an integral and strategic part in the processes of building a new public service for a new and democratic society in South Africa. The anticipated outcome will be a new system of public service training and education that will be: strategically linked to broader processes of transformation, institution building and human resources development within the public service; strategically linked to the NQF and SAQA frameworks, as well as the Department of Labour's proposals for a new Skills Development Strategy; strategically planned and effectively resourced; based on the elevation of the importance and status of training and trainers; effectively organised, coordinated and accredited in ways which promote quality, accountability and cost-effectiveness; flexible and decentralised within national norms and standards; based on broad participation and involvement by all relevant stakeholders; capable of promoting uniform outcomes through a multiplicity of accredited providers; capable of promoting access by all personnel to meaningful training

and education opportunities; capable of promoting the empowerment of previously disadvantaged groups; capable of facilitating the development of effective career paths for all public servants; demand-led, needs-based and competency-based; capable of promoting positive learning outcomes which add value to individual and organisational capacity.

2.3.6 Skills Development Act 1998

The Act commenced on 2 November 1998 with the aim to provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African work force; to integrate those strategies within the National Qualifications Framework contemplated in the South African Qualifications Authority Act, 1995; to provide for learnerships that lead to recognised occupational qualifications; to provide financing of skills development by means of a levy-grant scheme and a National Skills Fund; to provide for and regulate employment services; and to provide for matters connected therewith. The purposes of this Act are to develop the skills of the South African workforce, to improve the quality of life of workers; their prospects of work and to labour mobility; to improve productivity in the workplace and the competitiveness of employers; to promote self-employment; and to improve the delivery of social services; to increase the levels of investment in education and training in the labour market and to improve the return on that investment; to encourage employers to use the workplace as an active learning environment; to provide employees with the opportunities to acquire new skills; to provide opportunities for new entrants to the labour market to gain work experience; and to employ persons who find it difficult to be employed; to encourage workers to participate in leadership and other training programmed; to improve the employment prospects of persons previously disadvantaged by unfair discrimination and to redress those disadvantages through training and education; to ensure the quality of education and training in and for the workplace; to assist work-seekers to find work; retrenched workers re-enter the labour market; employers to find qualified employees; and to provide and regulate employment services.

2.3.7 Employment Equity Act 1998

The Act was implemented to on 12 October 1998 with the aim to provide for employment equity; and to provide for matters incidental thereto. It recognized that as a result of apartheid and other discriminatory laws and practices, there are disparities in employment, occupation and income within the national labour market; and that those disparities create such pronounced disadvantages for certain categories of people that they cannot be redressed simply by repealing discriminatory laws. Therefore, in order to promote the constitutional right of equality and the exercise of true democracy; eliminate unfair discrimination in employment; ensure the implementation of employment equity to redress the effects of discrimination; achieve a diverse workforce broadly representative of our people; promote economic development and efficiency in the workforce; and give effect to the obligations of the Republic as a member of the International Labour Organisation. The Act deals with the aspects related to employment, viz. Prohibition of unfair discrimination and Affirmative Action. The Act confirms that no person may discriminate against an employee who exercises any right conferred by this Act. Without limiting the general protection, no person may threaten to do, or do any of the following prevent an employee from exercising any right conferred by this Act or from participating in any proceedings in terms of this Act; or prejudice an employee because of past, present or anticipated disclosure of information that the employee is lawfully entitled or required to give to another person; exercise of any right conferred by this Act; or participation in any proceedings in terms of this Act.

2.3.8 Public Service Regulations 1999

The Act commenced on 1 January 2001. These Regulations apply to all persons employed, and to institutions governed, in terms of the Act; and subject to the provisions of the Act, to persons employed in the Services, the Agency or state educational institutions, only so far as they are not contrary to the laws governing their employment.

The Act confirms that an executing authority shall assess the human resources necessary to perform her or his department's functions, with particular reference to the number of

employees required; the competencies which those employees must possess; and the capacities (whether permanent or temporary) in which those employees shall be appointed; assess existing human resources by race, gender and disability as well as by occupational category, organisational component and grade with reference to their competencies; training needs; and employment capacities; plan within the available budgeted funds, including funds for the remaining period of the relevant medium-term expenditure framework, for the recruitment, retention, deployment and development of human resources according to the department's requirements determined in terms of regulation which plan must, as a minimum, include realistic goals and measurable targets for achieving representativeness; and targets for the training of employees per occupational category and of specific employees, with specific plans to meet the training needs of persons historically disadvantaged; and address the position of employees affected by the abolition of unnecessary posts, and shall retrench employees only in accordance with the Labour Relations Act and collective agreements as the last resort.

The Act also deals with the issues of Labour Relations, Senior Management Services, working conditions, electronic environment, functions of human resource, *viz.* recruitment, selection, etc.

2.3.9 Black Economic Empowerment (BEE)

BEE is a broad set of policies modeled on 'affirmative action' policies elsewhere and intended to provide better access to the marketplace (including education, job training, hiring and promotion) for previously disadvantaged South Africans. To comply with BEE, companies must act to promote appropriate black ownership and black representation at all levels of operation, from entry-level employees to highest-level executives.

Emerging (black) market actors have generally supported BEE, while established (white) ones have taken a more cautious approach. Big businesses have been more receptive to arguments for BEE than have small ones, the latter more concerned about (short-term)

costs of compliance. It has, however, not been considered politically expedient for any market actors to oppose strongly the fundamental idea underlying BEE, namely that both private and public sectors have a responsibility ensuring that previously marginalized South Africans are integrated at all levels of the economy, and that such integration is in the long-term interest of all parties involved (Andreasson, 2006:11). According to Colin Reddy of Business Map, which monitors BEE compliance by companies in South Africa, “business people are talking largely about the details of implementation [of BEE policies], rather than expressing total opposition to the very notion [of BEE]” (quoted in Business Day, 1 April 2005).

These are the legislation that are governing the human resource management specifically on issues to be considered when dealing with restructuring and alignment of human resource management strategy. Most of the policies are significant in addressing and redressing the imbalances of the employment history of South Africa. The policies also deal with development of employees on socio-economic matters within departments. The above mentioned policies are a guiding tool for the human resource specialists of each organization in assisting management in restructuring and alignment of their organizational structures. In order to deal with these issues the human resource practitioners will have to understand the concept of restructuring, its meaning to the organization, the need to the organization and significant considerations, explored in the next section.

2.4 MEANING OF CONCEPT RESTRUCTURING

Restructuring is a process within the organization to change the management system and the organizational structure with the aim of improving the hid service through focusing the organization vision, mission, and objectives to meet the set goals (Anstey, 2006:25). According to Business Dictionary (2009) restructuring means “bringing about a drastic or fundamental internal change that alters the relationships between different components or

elements of an organization or system". Organizational restructuring is a constant cycle of effort in order to keep up with the changing demands of any organization (My AOII, 2009).

According to Anstey (2006: 26) the hard reality is that employees have expressed a great deal of restructuring as a euphemism for downsizing – a direct threat to job security and the welfare of families in a high unemployment environment. Restructuring come as matter of demand for change. Kochan and Useen (1992:17) suggest that systematic change requires attention to for interdependent; strategic restructuring; effective human resource utilization; effective use of technology; restructuring of organization; and re-design of organization structure and boundaries.

Gouillant and Kelly (in Anstey, 2006: 343) argue that the transformation of business is now the central managerial challenge for business leaders, requiring a coordinated effort to reframe, restructure revitalize and renew organizations. The “purpose of a bio-corporate model for organizations, suggesting that they be understood as living organs with physical, mental and spiritual dimensions that must be attended to concurrently if transformation initiatives are to be successful. Change agents must coordinate work through twelve interconnected bio-corporate systems if they are to drive organisational uniqueness and comprehensiveness” (Anstey, 2006: 343). Restructuring is therefore a “challenging process that needs coordination and alignment of resources to reach the goals of organization. Change is not an easy thing to be implemented not again to be accepted by individuals as it come across resistance before, therefore a strategic thinking is needed by management to transform the perception of the employees towards change” (Erasmus, 2006:342).

In an organization that is embarking on strategic transformation there has to be an educational element of learning to accept change. Charlton (2000: 133) states “for example changing a host of habits simultaneously. While massive “cold turkey” may work for a few saints/ martyrs, for the rest of us mortals one change at a time one day at a time, results in meaningful progress and provides energy to tackle the next change. The

same principle would apply to sports persons trying to change one facet of their craft (incremental change) while holding on (stability) to their skills foundation, as opposed to the “big bang” approach of changing everything. However, there may be times when the entire game plan is changed as we risk everything to survive”.

These examples explore that life is a paradox of seemingly contradictory opposites, and successful change involves understanding and tolerating tension, complexity and ambiguity and recognizing where balance is required (Charlton, 2000:133).

Kaplan and Norton (Anstey, 2006: 364) state that “an organization’s strategy describes how it intends to create value for its shareholders, customers, and citizens”. An organizational change further “requires a multi-track coherence, must be ‘achievable’, must get the process/ structure mix right, requires careful thought about authority and decision-making systems, and should align finances, operational and technology systems, along with human resource systems. It is where the skills of instrumental leaders (managers) and charismatic leaders must mesh to find effective synergy if implementation is to match or deliver to vision” (Anstey, 2006: 364). Brache (Anstey, 2006: 367) suggesting that executives are attracted to restructuring for several reasons:

- It is highly visible evidence of commitment to change;
- It forces people to abandon comfort zones;
- It is means of tangibly reacting to complaints about previous organization; and
- it can be quickly operationalised.

However, it is often used inappropriately, with negative consequences for organizations. Before changing structures, leaders should ensure that it is in fact structures that are the barrier to getting work done efficiently or impeding the work process, or are in some way obstructive to organizational strategy. They should also ensure that restructuring will add value rather than be a costly exercise with little change in organizational performance (Anstey, 2006: 366). Furthermore, in order to alleviate the objectionable outcomes and impact of restructuring, Fugate (2005) suggests the following:

- Pay attention to employees' perception of threat. Determine (e.g., assess) the levels and sources of employee perceptions of threat;
- Understand that perceptions of threat may have many negative consequences, and the prudent manager considers a wide array of possibilities. Management needs to consider the sources of threat; many times managers don't consider enough variables in a set of negative outcomes;
- Look at both characteristics of individual employees themselves as well as characteristics of the situation. In particular, determine how a supportive environment, trust in management, and perceptions of job security affect employees (e.g., behaviours) in a given context;
- Communication is critical. Managers must communicate openly, honestly, and consistently with employees throughout the change process. Moreover, two-way communication is better still. This way important information is disseminated, and employee reactions and suggestions are gained.

Cooper (2009) rightly guided that “organizational design and restructuring has become a necessary and powerful business strategy. A good structure is critical to your success, and changing structures is necessary in our dynamic business environments. Doing it well can give you a competitive advantage, whereas doing it poorly can confuse your customers and people, and can potentially cause more problems than living with your current structure. Restructuring therefore can be seen as a positive change in organizations to maximize overall efficiency. Through analysis and evaluation of personnel expertise, organizational systems and processes, restructuring may lead to a positive organizational transformation.

2.4.1 Need of Restructuring

The restructuring process within the public sector was neither inclusive nor researched thoroughly to accommodate every input of sub-directorate and check the staff capacity to meet the set objectives and programme of the public departments. Some of the

problematic areas shortsighted by the restructuring process were the fact that there is a lack of alignment of programmes in the hub and areas of concern being lack of:

- Accommodation (Office space and sports fields),
- Support of staff by Senior managers,
- Contracting and performance reviews,
- Transport,
- Progress review meeting of the hub system,
- Budgeting and its implementation,
- Equipment demand,
- Administration tools leading severe problems,
- Contracting of contract workers leading severe problems,
- Overtime and excessive workload in the hubs (Integrated MPP Presentation of SRAC Stakeholders, 2006).

The theoretical arguments diverge as to how development, change and restructuring should be interpreted. Development as a concept has changed considerably over time. In the 1950s and 1960s it was strongly connected to economic measurements, while today it includes social, political and environmental aspects as well as economic characteristics (Telfer, 2002: 33). In discussing regional development theories, the concept of clusters has become important for regional policy development and implementation (Porter, 1990:35; Malmberg, 2002:67), but the role of the state in the competitiveness of its regions has also been emphasised in recent theories of development (Tykkyläinen *et al.*, 1997:16). Furthermore, theories on regional development have become more holistic in character and themes including alternative development and sustainable development are now in focus. Godde *et al.* (2000: 31) argue that development in its simplest interpretation can be equal to change. In adopting such a framework it is accepted that development does not always entail positive things. In terms of regional development, Coe *et al.* (2004: 469) conceptualize it as "... a dynamic outcome of the complex interaction between territorialized relational networks and global production networks within the context of changing regional governance structures".

With regard to change and restructuring, Hoggart and Paniagua (2001: 42) argue “the need to move away from the idea that change is equal to restructuring and further criticize the use of restructuring as a concept without being aware that this should entail change that is different from other change, and thus ...restructuring is not a change in one sector that has multiplier effects on other sectors”. Restructuring should entail qualitative changes in social structures and other aspects of life, not only quantitative measurable changes. The definition used in this study is that, while development and change could be formulated as a policy goal, with measurable effects and impacts, restructuring is the outcome linked to such policy efforts. Simultaneously, the process of restructuring is linked to global policy frameworks and economic processes (Lundmark, 2006: 25).

Adopting the framework of Neil and Tykkyläinen (1998: 11), mountain municipalities in Sweden are examples of geographically peripheral areas that have undergone employment change and subsequent restructuring through reduced public spending and reduced importance of resource extraction and refinement. Tourism, then, is an example of a sectoral shift from the dominating industry and public sector employment towards a more diversified economy in which both tourism and traditional sectors are represented. To further draw on the framework by Neil and Tykkyläinen (1998: 22), forestry and related industries also play a part in the restructuring process. There are “several interlinked processes that contribute to the general restructuring of society. These can be summarised in three broad groups linked to economic processes, demographic processes and social processes which are global as well as local in character. The development and characteristics of these different processes are not universal but are instead distinctive to different contexts and time periods” (Lundmark, 2006: 28).

Restructuring is connected to an economic process in which change from one sector to another is dominant (Pettersson, 2002: 71). In this case, employment is affected by the shift from goods production to service provision. In a rural context, this process has been described in terms of a shift from the productive to the post-productive (Wilson, 2001 provides an extensive overview), the industrial to the post-industrial (Dahms and

McComb, 1999; Bianchi, 2000:14) or the fordist to the post-fordist (Lafferty and van Fossen, 2001:21) economic paradigms. These changes do not have to be negative. Instead, opportunities for new, different businesses could open up, connecting the local community to another wider arena with different sets of opportunities and constraints, perhaps less vulnerable to change (Neil and Tykkyläinen, 1998:21) Again Paniagua (2002: 43) adds that, to improve competitiveness, stimulation of the economic climate to make conditions favourable to start new businesses is undertaken. “Encouragement of entrepreneurship and small business development leads to diversification of the economy and reduced unemployment, at least in theory” (Lundmark, 2006: 31).

This section discussed mainly the meaning and concept of restructuring with clarity as it is mostly considered as a change within the organizational structure. The restructuring is perceived as a concept that brings change of thinking at workplace. The need to restructure the organization is perceived as influenced by internal and external pressures. The organization, if require any transformation or change, need to restructure by aligning with the overall strategic objective of the department to meet the set goals.

2.5 MEANING OF CONCEPT ALIGNMENT

Alignment in the human resource management terms is the setting up-of activities/ plans in alignment with the set organizational objectives. The main challenge associated with the organizational change is effective alignment meaning coordinating policies, plans, objectives, equipments, etc. in the right direction and at the right pace. According to Business Directory (2009) alignment means “linking of organizational goals with the employees' personal goals. Requires common understanding of purposes and goals of the organization, and consistency between every objective and plan right down to the incentive offers”. The alignment requires strategic thinking, strategic decision-making and high value added assessment.

To achieve alignment, “work processes must be performed in harmony with an organization’s larger goals. However, we often find a significant gap between even the most captivating organizational visions and the objects of their fulfillment. Peter Drucker has said that ‘all ideas must degenerate into work if anything is to happen.’ and so we’d expect the quality of the methods by which such work is performed to be of paramount importance. Yet organizations, large and small, continue to employ ad hoc approaches to their operations; it is a standardized, efficient and effective framework for accomplishing work that is most often lacking. While the organizational leadership may have been diligent in their assessment of target markets, customer preferences and the voids which their products and services fill, they often lack a cogent means of ‘operationalizing’ those strategies in a way that translates into the day-to-day work of employees. The realization of a leader’s strategic vision suffers most from the implementation piece – that bridge between strategy and operations that is often so poorly engineered that the thought of traversing it brings fear and trepidation. Building the proper bridge – strong, capable and proven – instills confidence in the workforce, as the solid span is easily navigated and reaching the other side a matter of routine. Uniform work processes provide that bridge” (Perr & Knight Insurance Operations, 2009).

For an organization “to come together and move forward, all the people involved need to have a common understanding of the mission, and practical understanding of the consequences of failure and the benefits of success. If the culture of an organization is aligned, it reflects the vision, mission, and values in everyday life throughout the organization. In fact, organizational cultures vary in both intensity (strength, consistency, and pervasiveness) and content (values and behaviors). The many observable signs of culture, like symbols, myths and legends, the physical plants, the language of the organization, and the leadership style, are far more telling of the organizational culture than the Vision Statements on the walls. Successful organizations determine where they want to be, and then take the necessary steps – addressing all of the factors of culture -- to get there” (Executive Consulting Inc., 2008).

An effective operations strategy requires a network strategy in which facilities are understood within a network of suppliers and customers. Part of the analyses and alignment process course involves consideration of sourcing process and costs, and the search for efficiencies and cost reduction in supplier relationship. Technological change remain a challenge in aligning organizations as information technology develop globally and replaces the human resource of the organization by putting information system together in a cheaper and faster way. Alignment of human resource system – the decision on organizations are critical important, but they are ‘downstream’ decision from higher – order decisions relating to financial issues, product and service markets production method and organizational structures (Purcell, 1989: 56). Strategically it is essential that decisions, choices and action regarding an organization human resources architecture (its human resource, HR functions, and HRM systems) is tightly integrated with its overall general strategic plan (Swanepoel *et al*, 2003: 76).

2.5.1 Need for Alignment

The restructuring and alignment are considered problematic due to processes implementation of the programmes on the ground, lack of situational analyses and SWOT analyses as the following external constrains were ignored:

- SLA (Service Level Agreement with local government is not signed);
- Interdepartmental and intergovernmental integration strategy not in place;
- Facilities ownership is not absolute; and
- Community and stakeholders consultation took place later for buying in the new strategy of the public departments (Integrated MPP Presentation of SRAC Stakeholders, 2006).

Studies have shown that misalignment, or the lack of alignment, between Institution and business strategies is one of the main reasons why organizations fail to realize the full potential of their Institutional investments. On the other hand, organizations that have accomplished a high degree of alignment are often associated with better overall business performance. As a consequence, the strategic alignment between business and institution

has consistently been one of the top concerns of business executives and department managers around the world (Huang *et al.* 2005: 9). Huang *et al.* (2005: 11) further argue that in the increasingly competitive global markets, business success depends on the harmony of business strategy, Departmental strategy, organizational structure and processes, and Department infrastructure and processes. It is not sufficient for firms to work on those areas in isolation, given the extent to which Department is embedded in business processes, products and services, and the information requirement in a fast-changing market condition. Given the importance of aligning Department with business and the fact that firms struggle to achieve such an alignment, researchers and practitioners alike have made many attempts to address the issue of how to achieve alignment.

Yet, “alignment is not a state, but a journey—one that is not always predictable, rational, or tightly planned” (Huang *et al.* 2005: 12). Therefore the need for organizational alignment ensures “that all individuals understand the overall direction of the company, and is focused on their contribution to the strategy on a day-to-day basis” (Simons, 2009). An important component of maintaining organizational alignment is the ability to develop and use a structured and consistent review system at each level. The frequency of the reviews will vary depending on what level of the organization doing the review, and whether there are critical issues that need primary focus... [.]Organizational alignment is both vertical and horizontal. Individuals need to be both aligned to the strategy and the needs of the customer. Creating a framework that provides a means for linking the entire company provides the mind-set where everyone knows how decisions are made, and how they add to the corporate value. Also, effective communication begins to occur throughout the organization (Simons, 2009).

Organizational alignment means “linking the core business functions, processes and behaviours of the people in the enterprise so they work in harmony to deliver results. To move an organization towards the elusive (and ever changing) state of alignment, one need to get clearer about where the enterprise is going, what it needs to do to get there and how. This includes understanding the current reality of the organization...[.] Defining organizational clarity at all of the interfaces in the system precedes

organizational alignment. Getting clarity is the one of the most important functions of a management team. Once organizational clarity is improved, the next step is to determine where more alignment is needed to integrate strategy and culture with decision structures throughout the enterprise. A powerful tool on the path toward organizational alignment is developing the strategy execution map of value-creating activities. This holistic view of the system enables the organization's leaders to analyze and link strategy to the current reality. By assessing the linkages of internal business processes and external outcomes and identifying key constraints through a strategy execution map, this communicates strategic execution requirements to the organization's employees and puts focus on the key initiatives that drive performance" (Strategy Reality, 2009).

Alignment is therefore "the foundation for building an overall strategic execution framework. The strategy, culture, processes, leadership, people and resources of the organization are the 'gears' of the organization. Get them aligned and you'll have the power to spend the bulk of your organization's energy to produce results and overcome organizational roadblocks to go the distance. The alignment isn't a one-time accomplishment. As markets, customers, goals and strategies change, leaders need to realign, often during periodic planning activities and hopefully guided by a performance reporting system that is providing the focus areas for improvement and enhancement" (Strategy Reality, 2009).

Strategic alignment requires not only a set of steps and procedures, but also a continuing process that can align, monitor, and adjust in order to stay on track over a long period of time, and one that is capable of handling contingencies and inevitable changes in organizations and the marketplace. Most of the existing alignment frameworks and methodologies seem inadequate in that aspect. What is clearly called for, as a logical extension to the current alignment literature, is the development of a framework that encompasses major phases of alignment and from which processes, measures, and checkpoints can be improvised in the context of a specific organization (Huang *et al*, 2005: 18).

This section explored the meaning and concept of alignment within human resource management, and alignment of the structure with the objectives of the department in order to reach the set goals. The concept alignment is interpreted as a system of joining the unrelated activities of the organization to achieve the common strategic goals emphasizing the common vision by management and staff. The alignment therefore; may be significant to enhance the morale of employees and productivity of the organization, explored in the next section.

2.6 SIGNIFICANCE OF RESTRUCTURING AND ALIGNMENT OF HUMAN RESOURCE MANAGEMENT STRATEGIC PLANNING

Within the South African context the Human Resource Management has been a challenging effort to make the human resource part of management and integrate it to the overall strategic plan of the institution. It is the responsibility of the management to align the organizational structure with the HR policies in order to drive the strategic objectives of the organization. The integrated model for strategic human resource management involves the following nine steps (Grobler in Grobler et al, 2002):

Step1: It deals with the establishment of a corporate mission. It is important that this mission should state the basic type of product/service to be offered, the primary markets/customer groups to be served and the technology to be used in the production/delivery process.

Step 2: It entails the reorganization of the HRM function. Because of the traditional reactive approach adopted previously at the functional level, it will probably be well structured is to be adopted, crucial components such as the structure of the function, the HR officer orientation and the HR information system will have to be reorganized and upgraded.

Step 3: It entails the systematic identification and analysis of key HR trends and forces in the external environment. This must be done to identify potential threats and opportunities with an impact on the management of the company's human resources.

Step 4: It involves the scanning of the internal human resources of the company. Such scanning can help to identify current human resource strengths and weaknesses.

Step 5: It entails the evaluation of the strategic choices of the company from an HR perspective and the formulation of HR strategies to support the company strategy.

Step 6: It entails the development of human resource strategies and policies tailored to meet specific product/market/consumer segments. Although these strategies are of a more specific nature, they must relate to the corporate HR strategy developed in the previous step. To be effective, it is imperative that there be close interaction between the HR executive at the corporate level and the HR manager at the business unit level as well as line managers within the business unit.

Step 7: It entails the development of functional human resource strategies, programmes and policies. Functional strategies are the operational plans for managing the subordinate activities within a business.

Step 8: Because of the long time span involved in implementing a specific strategy, the traditional method of evaluating the results against a specific goal cannot be used.

Step 9: It entails the evaluation and review of the whole strategic human resource management process. A formal evaluation and review procedure should involve the evaluation of the results of HR programming activities and the correction of any deviations identified.

The above steps are important for consideration of restructuring and alignment of human resource management in South African organizations. These steps assist the Human

Resource practitioners regarding the structural changes and aligning strategies with organizational goals. The process of assessing the organization *status quo* and change management need rational and objective decision-making by both human resource department and organizational management.

2.7 DECISION - MAKING DYNAMICS

Decision-making is a process of making clear and uncompromising decision in a rational manner. It has since become a management issue, because management in the public service has to take decision based on policies to be implemented. The decision-making is also a strategic issue that focuses the organization mission, objectives as set by management at top level of organization. The human resource systems are then an integral section on assisting top management on decision-making on who are the people to be employed, who are the employers that are under-performing and what training needs and strategies that can be employed to address the non-performance of employees. What are compensation systems like bonuses for good performers within the organization (Nieman 2006:106). Decision-making is described as “an unavoidable rational process by which a specific plan is chosen to solve a particular problem or save a situation, taking the potential effects on enterprise activities into account on the one hand, and established enterprise principle, or the other” (Nieman, 2006:106).

Erasmus (2000: 209) mention the process of organizational relationships and process of decision making that, “decision-making on issues related to employees are rational perceived by management based on assumptions and ideologies have how people relate to each other in an organization”. According to McGregor’s theories on motivation, what motivates employees is not only money but how the management look into an individual dimension is important as we differ and respond differently to work situations to management. It depends really to management how they regard individual employees’ contribution at workplace. The integrated human resource management system suggests that managers should regard employees as part of decision-making process and human

resource assets for the organization. Managers will thus tend to have either a relatively positive or negative mindset about trade unions (Erasmus, 2000:210).

The other important thing in strategic human management is to come up with the best human resource strategic option that will fit in all levels and subsystem of the organization. The strategy is to assist in making service delivery is efficient and effective. (Erasmus, 2000:200).

The human resource strategies and the overall corporate strategies require absolute co-relation. This co-relation will assist the management to monitor its institutional objectives, and distinct its operation to other competencies.

2.8 CONCLUSION

In our complex modern world, with globalization and its extensive technological developments, as well as the population explosion and its attendant's economic, social and political problems, great pleasure is placed on people as a production factor. The need for effective human resources provision and retention places considerable demands on human resources management. The former will continue to be important in the future, and funds and time will have to be allocated to ongoing research on human resources (Armstrong, 2006: 48).

The strategic human resource management is then a clear indication of how management can do their budgeting and activity implementation plan. This can only be proper if joint planning between line managers and human resource unit do thing together. The human resource management strategies on activities such as recruitment of staff and selection and placement has impact on the kind of staff needed to implement programmes in the particular department (Armstrong, 2001:356).

If proper policies and procedures are not followed in recruiting, selection and placement of employee it may delay if there are appeals and concerns about process. Thus it drew the importance of integration because if there is a delay for implementation of activities of the department. It is also important to mention that each department must recruit looking at the available skills and also anticipated development skill needed for the new employees. This is important, especially for senior staff that will strategically do planning and improve performance of other staff members. When there is a need for development it need proper planning and input from each unit to provide the full skill audit and skills development needs to the training component of the department. The training unit will then scrutinize, and then come with training plan and systems for career development, which are aligned with department objectives and goals. (Erasmus, 2000: 203).

In conclusion, the activities of the strategic human resource management are standard procedures stipulated in policies for human resource management. One can be creative in planning strategy, but need to be firm regarding the implementation of the human resource management policy in the public sector. The next chapter will provide the overview of restructuring and alignment of Human Resource Management Strategic Planning and elaborates on these concepts in order to understand their significance in the Gauteng Department of Sports, Arts, Culture, and Recreation as a case-study.

CHAPTER THREE

AN OVERVIEW OF RESTRUCTURING AND ALIGNMENT OF HUMAN RESOURCE MANAGEMENT STRATEGY OF GAUTENG DEPARTMENT OF SPORTS, ARTS, CULTURE AND RECREATION

3.1 INTRODUCTION

Restructuring and alignment are part of an overall, integrated strategy of organizational transformation. It involved a comprehensive addressing of staffing, strategy, style, systems, skills, structure, and shared values. It is not just about the broad framework that incorporates short, medium and long- term goals. It is goals directed and driven by national and provincial vision (Denis Molaba Case for Change Management Study, 2004: 3).

The transformation process of the Gauteng Department Sports, Arts Culture and Recreation is viewed from a long term perspective about the restructuring and alignment of government to deliver efficiency, effectiveness and economically. It takes account of the need careful review of the allocation of the resources within the Department. The process includes not only an improvement in the efficiency and effectiveness of the organization but is consciously directed at eliminating the injustice in the allocation of the resources and improvement of the service delivery processes (Denis Molaba Case for Change Management Study, 2004: 7).

This chapter focuses on the restructuring and alignment process in the Gauteng Department Sports, Arts Culture and Recreation emphasizing the rationale behind transformation. The chapter further elaborates on project management for effective change and explores the challenges associated with restructuring and alignment of the human resource management.

3.2 BACKGROUND OF THE DEPARTMENT

The Gauteng Department of Sports, Arts, Culture and Recreation (GDSACR) was established in 1995 soon after the first democratic election. The aim was to bridge the gap between arts and culture practitioners and sports athletes with the implementation of the Memorandum of Understanding with Education Department.

Subsequent to restructured political landscape after the South Africa's General Elections of the 14 April 2004 and the reorganization of both National and Provincial Cabinets, the new Political Principals were appointed. Their responsibility was to drive the new politico-socio- economic changes as enunciated by the ruling party in its election manifesto and in the Presidential State of the Nations address. It becomes imperative that the Gauteng Department of Sports, Arts, Culture and Recreation reexamines, interrogates and repositions itself in a manner poised to assisting government in all its tiers of governance to prosecute its goals and objectives (Denis Molaba Case for Change Management Study, 2004:1).

The MEC: Sports, Arts, Culture and Recreation Ms Barbra Creecy presented the broad vision and goal in her budget vote speech on the 29th June 2004. In her budget speech the MEC's broad based strategic objectives represent the need for the reorganization of the department in order to meet the national and provincial priorities within the rigid timeframes of five years. In lieu of the foregoing, it is necessary and obligatory for the GDSACR to discharge, execute in a cost effective, qualitative and smart way these strategic goals (Gauteng Department of Sports, Arts, Culture and Recreation Presentation: 2004).

The MEC Special Advisor Mr. Dennis Molaba was appointed and has been tasked with the responsibility amongst others to support the transformation processes of the GDSACR. The appropriate models were explored for the implementation of the Department's objectives emphasizing on appropriate planning and budgeting processes,

and supporting the development of the necessary management systems in the Department (Change Management Study, 2004: 9).

In order to achieve the set targets of the GDSACR, the vision was formulated as, “a vibrant home of champion where sports, arts, culture and recreation promote nation building, economic growth and create sustainable livelihoods through ensuring skilled, active and healthy community” (Change Management Study, 2004: 9). The vision was supported with the mission stating,

- To attract champions from the sports, arts and culture sectors to stage major events and tournament in Gauteng;
- To develop sporting and artistic talent to take its rightful place in competitive sports and mainstream arts and culture events;
- To promote nation building and deepen democracy through celebration of national days and development of heritage sites;
- To support the development of safe and secure communities through the implementation of integrated and sustainable recreation programmes at community level; and
- To promote sustainable livelihood for artists, crafters and sports people (Change Management Study, 2004: 9).

The values are integral part of any organization in order to achieve the visions and mission on absolute basis. The Department established the following values:

- To promote access, equity and redress in the sphere of sports and recreation;

- To foster corporation, partnership and integration between provincial and local government and many civil society role players in sports, recreation, arts and culture;
- Commitment to contribute towards a caring and effective government in line with Batho Pele Principles (Change Management Study, 2004: 12).

In order to achieve the vision and mission, the Department prioritized the objectives for absolute outcome, stated in the next section.

3.2.1 Departmental Priorities

Strategic human resource management can be done successfully if there is a commitment of senior management and allocation of resources. The approach for the Department was to follow the Departmental key priorities in line with Gauteng Province's vision (Gauteng Department of Sports, Arts, Culture and Recreation Presentation: 2004/11):

3.2.1.1 Enabling faster economic growth and job creation

Promote Gauteng as the home of champions where major sports, arts and culture events contribute to growing Gauteng's economy and promote sustainable livelihoods for sports woman and men, artists and crafters.

3.2.1.2 Developing healthy, skilled and productive people

To promote the development of young sporting and artistic talent by providing opportunities for talent sporting and the development of talent from entry level through to high performance or professional level.

3.2.1.3 Fighting poverty and building safe, secure, and sustainable communities

Promote safe, secure and sustainable communities, and healthy lifestyles, through the delivery of community based recreation programmes and participation in sports, arts and culture and by encouraging community involvement in heritage management.

3.2.1.4 Deepening democracy and promoting constitutional rights

Deepen democracy and promote nation building by organization and co-ordinating the celebrations of national days and promoting our heritage.

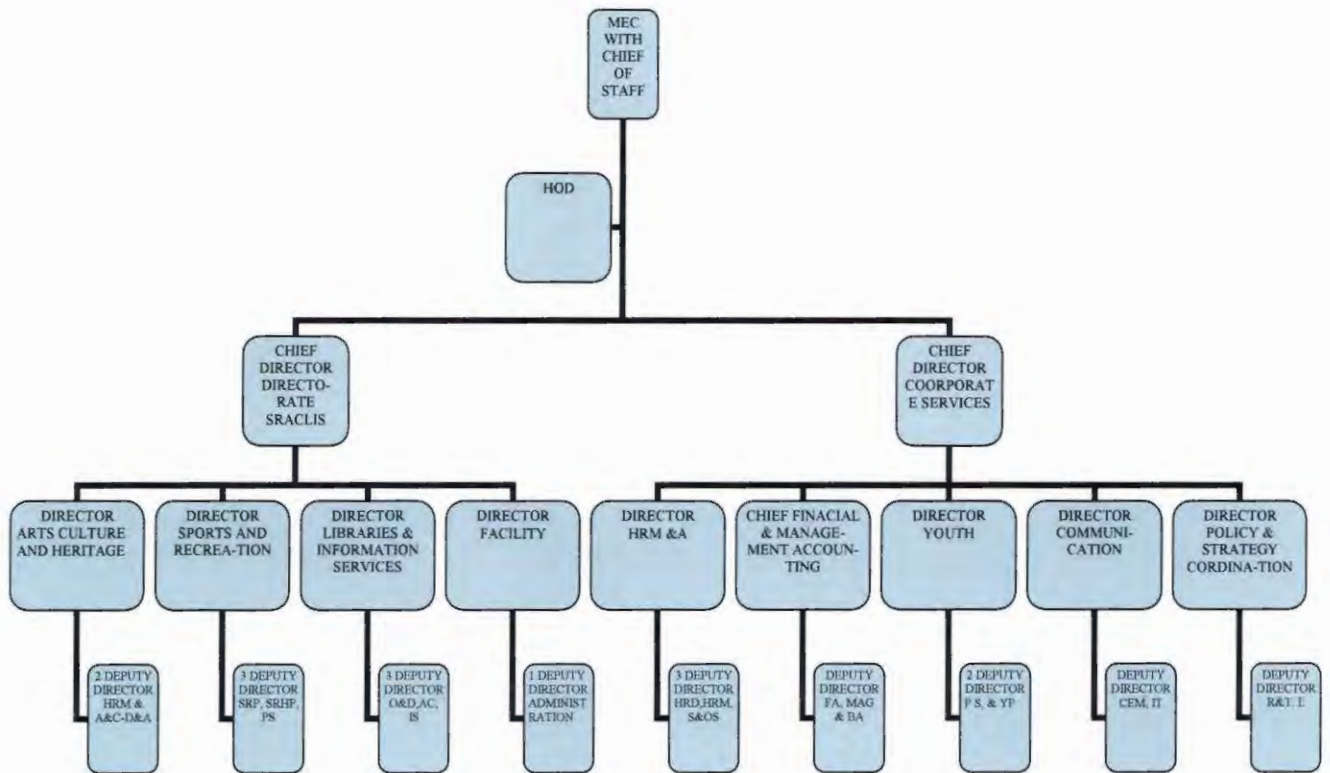
3.2.1.5 Building an effective and caring government

In addition Gauteng Department of Sports, Arts, Culture and Recreation will focus on building an effective and caring government. It can be achieved by improving the Department's ability to render services efficiently, working in alignment with other spheres of government, and promoting cooperative governance in all spheres of work.

3.3 OVERVIEW OF GAUTENG DEPARTMENT OF SPORTS, ARTS, CULTURE AND RECREATION PRIOR TO RESTRUCTURING AND ALIGNMENT

The management of Gauteng Department of Sports, Arts, Culture and Recreation before restructuring and alignment is reflected in figure 3.1. The number of personnel assigned responsibilities at different levels of hierarchy is further stated in table 3.1.

Figure 3.1: Hierarchical structure of Gauteng Department of Sports, Arts, Culture and Recreation before restructuring and alignment



Source: GDSACR Annual Report: 2004/2005.

The hierarchical structure indicates that the strategic position is occupied by the MEC as a political head of the Department. At the bureaucratic levels, the HOD, Chief Directors and Directors are responsible to perform the tasks associated with their portfolios.

Table 3.1: Employment and vacancies by programme (Corrected) 2005/2006

PROGRAMME	NUMBER OF POST	NUMBER OF POST FILLED	VACANCIES RATE	NUMBER OF POSTS FILLED ADDITIONAL TO THE ESTABLISHMENT
Pr1: Administration, Permanent	124	94	24.2	0
Pr2: Cultural Affairs	45	36	20	0
Pr3: Library & info services 7/8 Permanent	44	41	3.8	0
Sports & Recreation 7/8, Permanent	124	103	16.9	0
TOTAL	337	274	18.7	0

Source: GDSACR, Annual Report: 2005/2006.

The table shows the four programmes and permanent staff of the department. The Directorate Administration has 124 posts in total, only 94 were filled posts and the 24.2% were vacant posts. The Directorate Cultural Affairs had 45 staff members, only 36 were filled posts and 20 % was vacant. The Directorate Library Services had 44 staff members

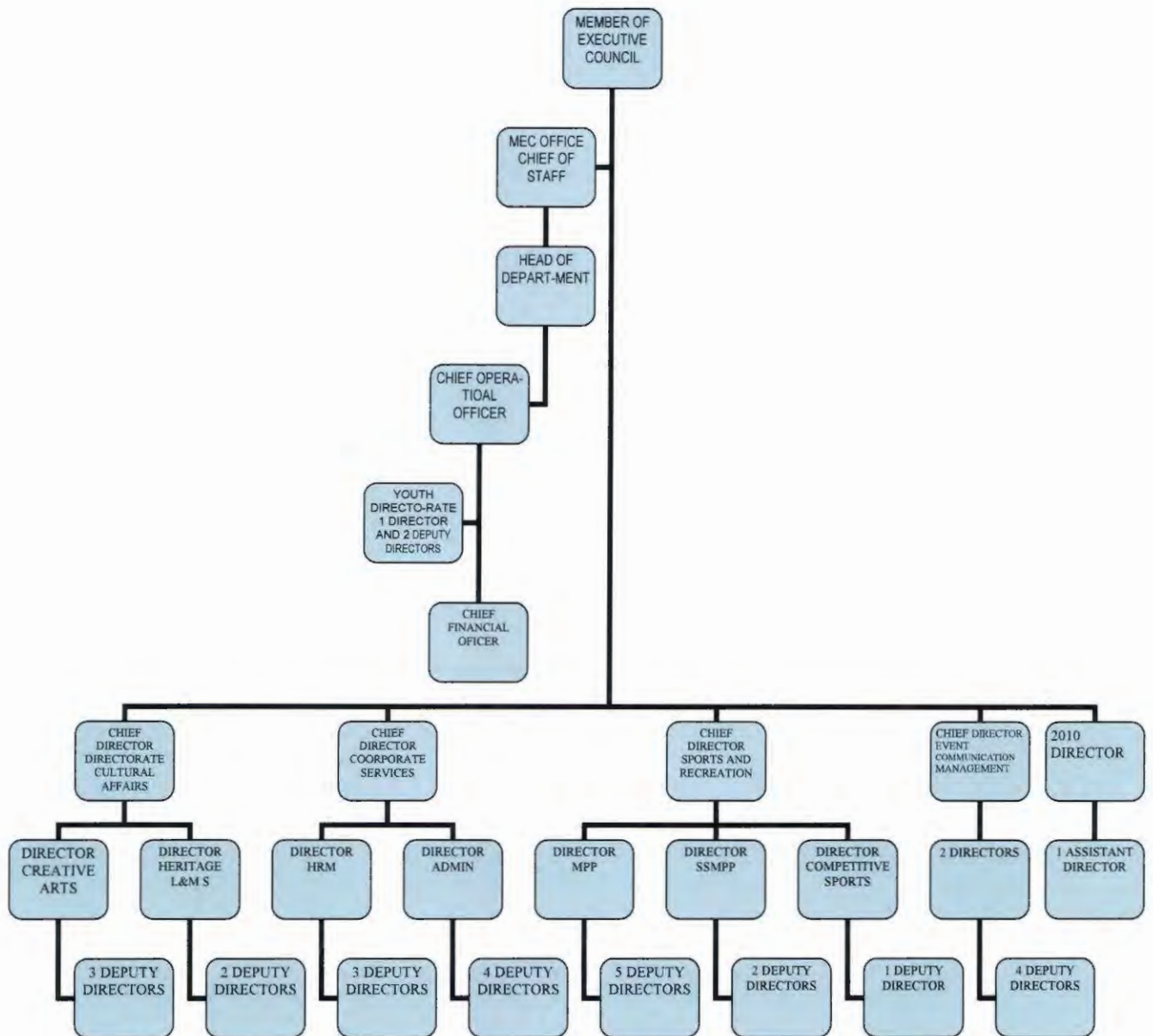
of which only 41 were filled posts and 3.8% were vacant posts. The last one was the Directorate Sports and Recreation with 124 staff members, only 103 were filled post and 16.9% were vacant post. This means out of 337 posts only 274 posts were filled and 18.7 % is vacant since the past two years.

This statistical situation indicated on the table has led into the decision of restructuring and alignment of the Department. Various gaps were identified in terms of under expenditure of the budget allocated for the department. An urgent attention was needed to improve the human resource management within the department. The other main reason for restructuring was the power vested on two chief directorate and delegation being problematic for implementation and approval was taking too long and overloaded to the head of department.

3.4 PRESENT COMPOSITION OF GAUTENG DEPARTMENT OF SPORTS, ARTS, CULTURE AND RECREATION AFTER RESTRUCTURING AND ALIGNMENT

The management of Gauteng Department of Sports, Arts, Culture and Recreation after restructuring and alignment is reflected in figure 3.2.

Figure 3.2: Hierarchical structure of Gauteng Department of Sports, Arts, Culture and Recreation after restructuring and alignment



Source: GDSACR, Annual Report: 2008/2009.

The hierarchical structure after restructuring and alignment includes the following additional departments:

3.4.1 Unit: Administration

The administration staff at the moment is working at different Clusters and at the Head Office. This is the Unit which that experienced improvement in job levels. The Unit also faced the staff reduction as compared with the previous structure. The previous structure had 124 administrative staff members and presently only 101 administrative staff members are working in the Unit. There are three administrators working per Cluster in terms of ratio. Some of the administrators were promoted to the Hubs as activity coordinators.

3.4.2 Unit: Cultural Affairs

It has a Chief Director with one Personal Assistant, one Director of Cultural Affairs, one Director of Heritage and a Personal Assistance, and Deputy Director Community Arts, Deputy Director Creative Arts, Deputy Director Creative Industries, Deputy Director Heritage and Language, Deputy Director Geographical Names and Museums working in the Unit. Five Assistant Directors report to the sub-unit Deputy Directors. There are Cultural Officers for each sub-unit and general workers associated with each sub-unit.

When comparing this sub-directorate from the previous structure (before restructuring and alignment took place), there is a vast difference and a total decrease in the personnel. The Directorate has a Director, one Deputy Director Arts and Culture and Deputy Director for Heritage. There are three Regional Assistant Directors and one Heritage Assistant Directors. Each region has three Cultural Officers and an Assistant Director for Museum services and staff associated with the museum.

3.4.3 Unit: Library & Info Services

The Sub-directorate has a Director with Personal Assistant, one Deputy Director and Assistant Director, Librarians, general workers, and its own administrators with a total of 46 permanent staff members in the Unit. When compared with the previous structure of

the Department the library and information services had 44 staff members (before restructuring and alignment took place), and most of the staff members in the library unit were working in lower job level. The transfer to the Hubs was a promotion as activity coordinators and trainee activity coordinators for level 6 and 8.

3.4.4 Unit: Sports and Recreation

This is the Directorate which benefited a lot and had betterment to the staff development. It has a Chief Director with Personal Assistant, five Directors for Mass Participation, School Sports, Competitive Sports, Sports Development and Coordination, 2010 Fifa World Cup. There are Assistant Directors associated with each sub-unit.

The Mass participation unit experienced phenomenal improvement and major restructuring and alignment for the Department.

3.4.4.1 Composition of the Hubs

Hub composition has been structured and consists of the following posts: One Senior Activity Coordinator, One Activity Coordinator, with trainee coordinators (which were meant to face out before the end of the term of the MEC). The Department had major restructuring in the Clusters which fall within a Directorate of Sports and Recreation Mass Participation Talent and Identification.

The Sub-directorate Mass Participation had the following personnel: one Director with a Personal Assistant, and only 5 Deputy Directors for 5 Clusters. All clusters were headed by 5 Cluster Managers. Due to the merging of the cities there is one Cluster in the North is divided into two. One additional Cluster Manager has been appointed to serve as a sixth Cluster Manager for the Province.

There were 40 Senior Activity Coordinator Posts across the Province, where only 29 posts are filled. None of these officials are relocated, 13 posts are vacant, and 13 posts are

being filled through the standard recruitment process. Internal candidates have been given preference; however, the competencies of these candidates have now been exhausted.

3.4.4.2 Activity coordinator

There are 40 Activity Coordinator Posts available at this stage. There are 39 Activity Coordinator posts that still need to be placed. These officials were given choice forms regarding placement. They made the choices regarding their preferences for relocation to the clusters and hubs.

3.4.4.3 Trainee Coordinators

There are about 38 vacant Trainee Activity Coordinator Posts that were placed in the five Clusters: South, East, North, West and Central Clusters.

The Mass participation as new unit has created about 185 post for level 6-8 in the Departmental after restructuring and alignment process.

3.4.4.4 Contract workers (volunteers)

There are about five contract workers which makes a total of 200 posts and they are attached to each hub within the Mass Participation Programme. Though this programme exist in other units, but is officially adopted by the Mass Participation Programme as it is serving the mandate of the National Sports and Recreation volunteer programme.

The total number of personnel appointed in the additional departments after restructuring and alignment are stated in table 3.2.

Table 3.2: Employment and vacancies by programme (Corrected) 2008/2009

PROGRAMME	NUMBER OF POST	NUMBER OF POST FILLED	VACANCIES	NUMBER OF POSTS FILLED ADDITIONAL TO THE ESTABLISHMENT
Pr1: Administration, Permanent	101	82	19	0
Pr2: Cultural Affairs	46	40	6	0
Pr3: Library & info services 7/8 Permanent	45	36	9	0
Sports & Recreation 7/8, Permanent	185	140	45	0
TOTAL	377	298	79	0

Source: GDSACR, Annual Report: 2008/2009.

The table shows the four programmes and permanent staff of the department in the new structure in 2008/2009. The Directorate Administration has 101 posts, only 82 were filled posts, and the 19 were vacant posts. The Directorate Cultural Affairs had 46 staff members, only 40 were filled posts, and 6 were vacant posts. The Directorate Library Services had 45 staff members of which only 36 were filled posts and 9 were vacant posts. The last one was the Directorate Sports and Recreation with 185 staff members, only 140 were filled posts, and 45 are vacant post. Therefore, out of a total of 377 posts only 298 posts were filled and 79 are vacant since 2006.

This is another situation that shows the weakness in the human resource management, that is also contributing to the problem of under-spending of budget. The vacant posts still need to be filled.

3.5 RATIONALE FOR RESTRUCTURING AND ALIGNMENT

The following are some of the reasons that allowed the Gauteng Department of Sports, Arts, Culture and Recreation to consider the restructuring and alignment for transformation:

3.5.1 Internal Pressure

The GDSACR faced the budget constraints to perform wide scope of responsibilities including sports, arts, recreation, culture, heritage, libraries, national days and youth. The inadequacy of finances was complimented with ineffective management systems of budgeting, accounting, planning, monitoring and reporting, information management, communication and human resource. Inefficient and ineffective personnel function i.e. post-establishment, appointment, and bottlenecks in personnel system contributed to the administrative incapacity in the Department.

3.5.2 Description of the Process

Referring to the Change Management Study conducted in 2004, “our approach to task is seven dimensional in nature: it provides the contextual and strategic framework within which the proposed structural changes are viewed and suggest a change process linked to these changes. Given the extremely sensitive nature of any change or restructuring exercise and the Gauteng Department of Sports, Arts, Culture and Recreation’s commitment to democratic and participative decision making processes, the MEC did not recommend any particular option or adoption. The MEC believed therefore that in first instant the entire Senior Management Team needed to be involved in engaging with and

fleshing out the options, this would be followed by consultations with the broader staff of Gauteng Department of Sports, Arts, Culture and Recreation and other relevant stakeholders. The Senior Management Team should not only become involved but leverage commitment and ensure complete buy-in throughout the line structure. All managers were to ensure total embracing, supports and drive of process; in any case managers are change agents themselves”(Denis Molaba Case for Change Management study 2004. 11).

3.5.3 External Pressures

The other rationale for the restructuring and alignment was the new national and provincial priorities for 2004-2009 that enforced transformation in government departments. It created financial pressure on GDSACR to promote the new provincial priorities without any monetary assistance from the National Treasury.

During the same pace the financial and other procurement related services of all government departments were merged in the Gauteng Province. The majority of provincial role players and service providers for GDSACR arena therefore called to discuss the possibilities regarding restructuring and alignment in the Department.

The rationale for restructuring and alignment clearly expose the need for organizational transformation. The following section explores the objectives and aims for restructuring and alignment to develop personnel capacity for achievement of organizational goals.

3.6 OBJECTIVES AND AIMS FOR RESTRUCTURING AND ALIGNMENT

The process of restructuring and alignment is based on the following objectives (obtained from the Change Management Revised Record of Understanding, 2004)

- To see a redistributive justice and strategic choice for dealing with the personnel to ensure that all employees affected by the restructuring and alignment will be treated fairly. All avenues shall be explored to ensure the continued employment in a post on the same salary level on the revised organizational structure. The transfer of affected employees due to restructuring is compulsory. This would entail the closure of an office or movement of the function to another office. No employee will be redundant as a result of restructuring and alignment process.
- To achieve the National and Provincial authorities delegations as its administrators of policies, guided by the equity measures as contemplated in the Employment Equity Act.
- To have the five year term that is efficient and effective. The action must be affordable, attainable and practical with due regard to condition at the department. Special care should be taken to place the maximum number of employees on the revised organizational structure, in a post on the same salary level, with due regard to reasonableness and suitability of their choices.
- To lesson and minimise disruption of services because of the activities and process of restructuring and alignment especially. In order to ensure a smooth transition to the revised structure, it is essential that actions should promote effectiveness and an unhindered continuation of services. Changes must be in such a manner that the least disruption and inconvenience is created to the department, as well as employees.
- To maintain the department as a caring and effective government institution when compared with others, all employees shall for the purpose of allocation of duties and responsibility, disciplinary, and other personnel administrative matters and applicable service condition, fall under the authority and control of their current office manager to which they are currently assigned during this process. The

current manager will ensure the optimal utilization of the employee until suitably redeployed within the Department.

The restructuring and alignment process assist the Department to set its own objectives. The process further states the guidelines regarding the implementation of restructuring and alignment in alliance with the departmental goals. The management has a challenging role dealing with the deliberations of the restructuring and alignment process. The next section explores the present context of GDSACR in terms of organizational transformation.

According to the Change Management Study (2004: 13) the following processes for choice were followed:

- Process of exercising the choice is attached to the choice form is the revised organogram of the department. The Mass participation Programme structure shows the name of the Cluster, the purpose and function of those Clusters, and the Activity Coordinator posts in various Hubs. Identify the Cluster and Hub that need to be absorbed in. Remember the post should be on the same level as you are. Choice 1, Choice 2 and choice 3.
- The Department promised to compensate the employees for additional transport fees for a period of 6 months.

According to the document of Gauteng Department of Sports, Arts, Culture and Recreation (2004/11), the process further includes the following:

3.6.1 Utilisation of Private Vehicle/ Subsidised Vehicles

Transport costs shall be paid according to tariffs established by the Department of Transport. Transport costs will be paid when the new workstation is 10 km or more away from his/her current workstation and will be paid for period of 6 months only.

3.6.2 Utilisation of Public Transport

Transport shall costs shall be paid according to actual costs of the public transport. Transport costs will be paid when the new workstation is 10 km away from his/her current workstation and will be paid for period of 6 months only. The official will then have to sign the declaration of the content of the form.

3.6.3 Transfer Criteria

Transfer process to focus on Mass Participation Programme Unit only. All transfers to be of parallel movement, each transfer application to be judge on merit and consideration for travelling distance to and fro.

3.6.4 Process of Appeals

It was agreed that should there be an appeal on the placement of an employee, or the procedure followed during the placement, the decision was for the Head of the Department to formulate the appeal committee consisting of departmental representative and the union representatives. The Head of Department will then appoint departmental representative to be the chairperson of the committee. The appeals may be lodged to the committee within 3 working days after the receipt of notification of placement letter. Where the organizational component or posts are not transferred to the establishment of the new unit or office leads to the fact that the functions are no longer to be performed by the Department of Gauteng Sports, Arts, Culture and Recreation. The matching and placement of employees in posts shall be affected according to the following procedures:

- Employees will be given the opportunity to indicate three choices for placement;
- The department will endeavor to place as many employees according to their preferences which will be dictated to by the availability of a post on the same salary level and needs of the organization;

- A formal letter of placement will be issued by the department; and
- The official accepts the offer for the placement in writing or submit objection to the appeal committee.

Where there is possibility for exchange an official can exchange but only on same level. But where the officials cannot be placed according to their preferences, then reasonable concomitant offer will be made for alternative placement. Such offers included a change in classification and job content. The chairperson of the redeployment and placement team will submit the report to the chairperson of the Departmental Task Team who will then submit the report to the Head of Department. The disciplinary action will be taken against officials who unreasonably refuse redeployment which is according to their choice form. All those employees who cannot be redeployed shall be held in a centralized redeployment pool, for a period not longer than 12 months after the completion of the matching and placement period (Change Management revised record of understanding Nov. 2004: 22.)

In this section, the emphases was placed on the processes and procedure to be followed when employee is not satisfied about the placement and what need to be done by the task team when receiving such appeals. The appeals processes are not clearly followed. According to the memorandum of agreement on restructuring and alignment (on matching and placing), no person will be forced to accept the placement if it is not suitable and that the management and task team committee will do its best to solve problem of dissatisfied employees.

3.6.5 Changes that Took Place

There is a lot of upward mobility created by restructuring and alignment of the Department. The less consideration was placed on compromising skills audit that was conducted before implementation. There is a lot of ignorance regarding qualification and skills requirement associated with different post such as Activity Co-ordinator and the Senior Activity Coordinator due to the lateral movement and the choice for placing and

matching of staff. Education and qualification requirements were lowered to accommodate the intake of Trainee Activity Coordinators.

3.7 CHALLENGES ASSOCIATED WITH RESTRUCTURING AND ALIGNMENT

A form of organizational restructuring involves radical changes to the businesses in the cooperate portfolio. It entails divesting non-core or under-performing units while retaining strong performers and acquiring promising new businesses with the potential to strengthen the corporate family. Laggards may be returned around. Likened to 'corporate surgery,' restructuring involves a major shake-up in the business mix. Businesses are spun off, other added and the rest scaled down or revived. This alter corporate make-up, as has happened with South African Breweries, Anglo American Corporation and other in recent years. The aim is to enhance shareholders wealth. Reshaping the organization may, as noted earlier, be driven by the following motives: to halt further decline, to restructure individual units, and the search for new strategic direction, to harvest resources from current units for investment in exciting new opportunities, to shed lagging business and to split the company into two or more serving different markets (Louw and Venter, 2006: 233).

Restructuring can be forced or voluntarily and can have appropriate impact on the decisions taken by management. There are challenges associated with job description that is not clearly formulated. The operation plans are failing the implementation of departmental objectives. The cross-over task within the Directorates and the Structure are confusing regarding the protocol and reporting procedure, especial from hub level to the top management level. There are challenges related to the working relationship and sharing of resources with local government. The process of partnership through Service Level Agreement with local governments is unclear. The fair treatment of upgrading process of post is affected at large. Some posts were automatically upgraded and staff moved to the next level and notch. In other units like Mass Participation, all the Senior Activity Coordinators were advertises and competed for the positions. The challenge in

the hub is the support for the Hub Centres which have no administrative tool support, such as office, faxes, telephone line, internet and e-mailing system. The bigger challenge is that the transport for delivery of service it is not enough according to the 40 hubs planned and staff turnover pose a challenge to transport management. The Deputy Directors of the hub and other units working and communicating directly with Activity Coordinator without involving the line function managers (obtained from the Human Resource Management and Development Report of Induction of MPP and SSMPP Contract Workers and Senior Activity Coordinators, 2008). Furthermore, the Hub Centre is not equipped to utilize the system of online leave and maintaining HR records due to the unavailability of technological link between hubs. This inadequacy of resources may hamper the effective implementation of Departmental goals.

In order to improve the challenges, a situational and strategic analysis is required to understand the transformational process in the GDSACR. It requires analysis of challenges in order to develop Structural Adjustment Policies. These policies assist the implementation of new developments in integrated cluster and interdepartmental planning. A set of criteria, key performance areas and key performance indicators need to be reviewed on continuous basis to evaluate viable new structures. It can be done by using the strategic framework to develop and interrogate in an objective and structured way any proposals in regard to the restructuring and alignment of the Gauteng Department of Sports, Arts, Culture and Recreation. It is envisaged that once this process is completed and supported by the Senior Management Team and the MEC the teams should develop a broad management plans strategy to address the issues of timing, communication, advocacy, capacity, costing, funding. All these processes should be tied up to a rigid management and implementation plan (Gauteng Department of Sports Arts, Culture and Recreation Change Management: Revised Record of Understanding, 2004). This process can be seen as a feeder to the project change management strategy, which is discussed in the next section.

3.8 PROJECT OF RESTRUCTURING AND ALIGNMENT FOR ORGANIZATIONAL TRANSFORMATION

The transformation strategy taken by Department in implementing restructuring and alignment includes the following:

3.8.1 Change Management Strategy

Change management is the process of tracking and monitoring changes in the Gauteng Department of Sports, Arts, Culture and Recreation/ organization in order to maintain control and understand the technical progress towards delivering an acceptable end –user product. It can be stated as: Unfreezing – Moving – Refreezing (Denis Molaba Case for Change Management Study 2004: 14).

3.8.2 Process of mapping

The processes started with the appointment of the change management team that was redefining the strategic objectives of the department and balance the score- card. In defining objectives they were also defining the strategic priorities and programmes in sink with the strategic objectives, by outlining the budget processes in line with programmes classifications. The change management team redefined and determined the organisational structure to implement departmental plans. The team in conjunction with Human Resource Management conducted the skills audit to match competencies appropriately to structure. The team further determine business re-engineering work streams flow, and determining the management systems and the directorates cost business plans that are activity based planning (Denis Molaba Case for Change Management Study 2004: 14).

3.8.3 Deploying Restructuring and Alignment for Organizational Transformation

The section includes (Change Management Study, 2004:14):

3.8.3.1 Sponsors: MEC Barbra Creecy/HOD Vuyani Mpofu/Dennis Molaba

Their task was to communicate the message to all levels follow sponsor roadmap and checklist by showing active and visible support.

3.8.3.2 Change Management team

When restructuring and alignment process was launched there was direct support for managers to implement the business strategy for accommodating changes in the environment. The change management team therefore develops strategy to train the team and prepares the team to implement change management plans.

3.8.3.3 Managers and Supervisors

Managers and supervisors are responsible to communicate message to employees follow coaching plans.

3.8.3.4 Employees

Employees were engaged in a restructuring and alignment process. They provided feedback to supervisors and assisted supervisors to develop professional development plan.

3.8.4 The Environmental Scanning for Organizational Transformation

The process includes (Change Management Study, 2004. 11):

3.8.4.1 Creating Stages and Sustaining Stages

3.8.4.1a *Orientation*

When a team is forming, its member's wonder why they are here, what their potential fit is, and whether others will accept them. People need some kind of answer to continue

3.8.4.1 b *Trust building*

Next, people want to know who they will work with – their expectations, agendas, and competencies. Sharing builds trust and free exchange among team members

3.8.4.1 c *Goal / Role Clarification*

The more concrete work of the team begins with clarity about team goals and each member's role. Terms and definitions come to the forefront. What are the priorities?

3.8.4.1 d *Commitment*

At some point discussions need to end and decisions must be made about how resources, time, and staff –all bottom line constrains – will be managed

3.8.4.1.e *Implementation*

A team turns the corner when its members begin to sequence work and settle on who does what, when and where in action. Timing and scheduling dominate this stage.

3.8.4.1 f *High Performance*

When methods are mastered, a team can begin to change its goals and flexibility respond to the environment.

3.8.4.1 g *Renewal*

A team is dynamic. People get tired; members change. People wonder. "Why continue?" It is time to harvest learning and prepare for a new cycle of action. A Departmental task team (DTT) was established for the department of Gauteng Sports, Arts, Culture and Recreation and it consisted of representatives from the department and union representatives who will oversee the implementation of the matching and placement process. The HOD appointed the chairperson nominated by the DTT to chair all DTT meetings and also act as facilitator of the matching and placement process within the Department of Gauteng Sports, Arts, Culture and Recreation. The Chairperson drew up and submitted reports, and submits the written reports to the Departmental Task Team before each meeting. The Department of Gauteng Sports, Arts, Culture and Recreation provided secretary and technical support to the Departmental Task Team and the records of the Departmental Task Team were lodged within the Director Human Resource Management and Administration. The Departmental Task team was further established to monitor the coordination and the implementation of the matching and placement process within the revised organizational structure. The Departmental task team makes recommendations to the Head of Department on the matching and placement process (Gauteng Department of Sports Arts, Culture and Recreation Change Management: Revised Record of Understanding, 2004).

The scanning of environment helps to view how the organization can align organizational culture with the overall strategy. This is also supported broadly by Louw and Venter (2006: 433) stating that "culture which successfully facilitates and drives strategy is key factors in an organization's success. Such culture share common principles, which includes the following:

- Culture needs to create a shared identity for employees. In so doing, a sense of commitment and loyalty to organization is engendered, and employees are motivated to perform. Employees need to understand and share in what the

organization seeks to achieve. At the same time, the shared identity helps regulates behavior through a sharing beliefs, norms and values.

- Cultures which focus on high performance, output, quality, and superior service are necessary. Rewarding desired strategic outcomes is a good way of entrenching such culture.
- Culture should legitimize the role of management in an organization through folklore, heroes and the like.
- Culture should serve to guide 'how things are done' through shaping work processes, working environments, employees and the organizational culture.
- Fit between new employees and the organizational culture.
- Ethical business practices and strong values should infuse the organization's culture. 'Doing the right thing' should be an important part of the way an organization does business. However, care must be taken not merely to pay lip service to values and ethics. These should be incorporated in policies, procedures, system and processes, and be reflected in employee and managerial behaviour".

The environmental scanning stresses the involvement of old and new staff to understand the organizational culture. Studying the environmental needs, efforts, commitment, and motivation of all employees is important in organizational transformation. The Department created a task team to lead this process and monitor the implementation of restructuring and placing of employees. Understanding the environment will be easy to place individual employees to relevant strategic posts. The team would know what is expected to deliver regarding a particular service, qualities and expectation of the posts within the new organizational structure.

3.9 CONCLUSION

The GDSACR has consulted the three unions, NEHAWU, PSA and PAWUSA representing the workers within the Department. These unions monitor the process of the restructuring and alignment of the Department and consider the appeals by aggrieved employees regarding the process of placement and matching.

Much of the philosophy can be attributed to McKnight (Louw and Venter, 422-423), who stated that “as our business grow, it becomes increasingly necessary to delegate responsibility and encourage men and woman to exercise their initiative. This requires considerable tolerance. Those men and women, to whom we delegate authority and responsibility, if they are good people, are going to want to do their job in their own way. Mistakes will be made. But if a person is essentially right the mistakes he or she makes are not as serious in the long run as the mistakes management will make if it undertakes to tell those in authorities exactly how they must do their job’. Management that is destructively critical when mistakes are made kills initiative. It’s essential that we have many people with initiatives if we are to continue to grow”.

The implications of restructuring and alignment as transformational means are to bring change. This organizational transformation of the GDSACR was conceived to develop organizational vision and strategy to fulfill the provincial strategic priorities.

The Department worked towards the organizational change but lacked some relevant processes of implementation due to oversight on policies and procedures. The policy-makers were therefore unable to evaluate the process and were not successful to achieve all the set mandates by the provincial legislature.

The organizational structure and design may result in a key strategic benefit for an organization through absolute achievement of set outcomes of improved effectiveness and efficiency. The next chapter explores the impact of restructuring and alignment of Human Resource Management Strategic Planning.

CHAPTER FOUR

EMPIRICAL STUDY: THE IMPACT OF RESTRUCTURING AND ALIGNMENT OF HUMAN RESOURCE MANAGEMENT STRATEGIC PLANNING

4.1 INTRODUCTION

This chapter is focusing on the empirical research within the Gauteng Department of Sports, Arts, Culture and Recreation (GDSACR). Conducted information was also obtained through observation by the researcher who is professionally engaged as an employee at GDSACR. When the process of restructuring and alignment started at GDSACR the researcher was a NEHAWU Union Shop steward for Vaal Region. The researcher has gained a lot of experience as a member of skills development committee within the Department. This assisted the researcher to provide valuable input to the study.

The chapter explains the different concepts of research viz. the data compilation, variables, sampling, interviews and questionnaire. It will be covering the different questions asked from different staff members, stakeholders, councilors, union representatives, consultants, political office-bearers, senior to junior management. Furthermore, the research will explore the analyses, interpretation and responses that will form the significant portion of this chapter.

4.2. EMPIRICAL RESEARCH AND DESIGN

Research design is testing of hypothesis; it is a specification of the most adequate operations to be performed in order to test hypothesis under given conditions. Importantly note is that what steps to be taken in order to demonstrate that a particular hypothesis is true and that all other possible hypotheses must be rejected (Louw *et al*, 1993:837).

The importance of research design is that it helps a lot in a social research for scientists to carefully think a strategy or ways to consult a good research design by answering different questions about research like the focus, the unit of analysis and time dimension of the problem at hand. No research can be accepted if not convincing or based on scientific proof therefore design planning of research is vital (Louw *et al*, 1993:701). Survey research design is a questionnaire or interview to a group of people to get information about characteristics, attitude and opinion of group not individual. A questionnaire opinion is a poll to determine the degree of political party support in South Africa (Louw *et al* 1993:838).

The scope of empirical investigation was the evaluation of the Gauteng Department of Sports, Arts, Culture and Recreation and the research included the following strategies:

The semi-structured interview was conducted with the political leadership, stakeholders, consultants, Officials, union's representatives and middle to senior management. The sample based on convenience of the 22 positions in the Department and stakeholders (MEC Gauteng SRAC) (HOD: RSAC), (Chief Operational Officer) (Chief Director: Corporate Services), (Chief Director: Sports & Recreation), (Director: Arts and Culture), (Director: MPP), (Deputy Director: School Sports), (Deputy Director: Arts and Culture MPP), (Director: HRM), (Deputy Director: Personnel Development), (Assistant Director: EAP), (Nehawu Union Rep.), (PSA Union Rep.), (Former unionist), (Director: Libraries), (West Cluster Manager), (Hub Manager), to determine the role that the change management strategy of the Department has done and the impact to change of the departmental programmes, (IDP Manager Sedibeng), (Senior Sports Officer Sedibeng), (Carnival CICI Consultant), (Gauteng Dance Manyano) to determine the impact of the restructuring and alignment of the Gauteng SRAC, regarding the operation and programme relations of the Department.

4.2.1 Permission

The Gauteng Department Sports, Arts, Culture and Recreation (GDSACR) is a provincial department independent from national and local government, but have close intergovernmental relation with other spheres of government. Due to its state of affairs, it affects direct or indirect to other government department and stakeholders.

The Director and Deputy Director: Human Resource Development, and the Chief Director: Cooperate Management were approached regarding the research subject. Permission was granted for the research (Appendix A).

After receiving such permission and support the researcher obtained data through interviews and questionnaires relevant to the field of study.

4.2.2 Variable population

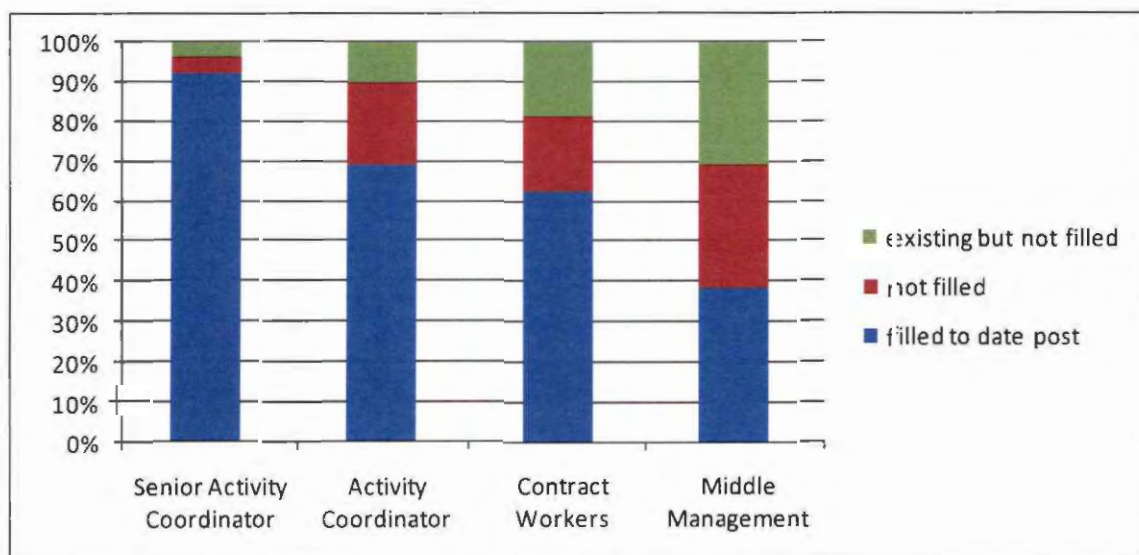
According to de Vos (2002:216) prospective researcher can determine the variability of a population by means of a pilot study. He can, for instance, determine the highest and lowest academic qualification in the research group and then collect this information during the main investigation by means of a close question.

Bless & Smith (2000: 85) defined population as a “target population”, it is the set of elements that the research focuses upon and to which the results obtained by testing the sample should be generalized. It is absolutely essential to describe accurately the target population. This can effectively be done by clearly defining the properties to be analysed, using an operational definition. Once this is done, it should be possible to compile a list of all elements of this population or, at least, to determine whether or not an element belongs to the population under investigation. In this sense, the population will be well defined.

The research consisted of selection of 25 respondents within the department and six stakeholders (total to 31 respondents out of 600 permanent staff members). Ten contract workers were interviewed (out of 300 contract workers) from different hubs.

The following graph in figure 4.1 shows the population research which was done mainly on the number of employees benefited in the process of restructuring and alignment of human resource management process in particular within the Hub since its inception. It was discovered that by the time the population research was done, only three Deputy Directors post were advertised and not filled; there was only one Director appointed for the Mass Participation; about 50 post for Seniors Activity Coordinator were filled; about 60% positions regarding Activity Coordinator were filled; and also about 40 % Contract workers were appointed. This simply shows that the restructuring and alignment of the human resource management at the Gauteng Department Sports, Arts, Culture and Recreation has benefited quite a large number of people but there are some counter challenges that need improvement.

Figure 4.1: Population research on number of employees benefited on restructuring and alignment



4.3 RESEARCH METHODOLOGY

Research methodology in a broader sense, according to Bless and Smith (2000: 17) is the search for truth. It can therefore be defined as gathering, recording and analysis of facts about problem relating to final household consumer.

The researcher mixed the aspects of the qualitative and quantitative paradigm at all or many methodological steps in the design. The paradigm might be mixed in the introduction, in the literature review, use of theory, in the statement of purpose and also the research questions. This approach adds complexity to design and uses the advantage of both qualitative and the quantitative paradigms. Moreover, the overall design perhaps best mirrors the research process of working to and fro between inductive and deductive models of thinking in a research paradigms, necessitates the linking of paradigms that may be unacceptable to some authors, and requires that the writer convey a combination of paradigms unfamiliar to many researchers (Bless and Smith, 2000:13).

4.3.1 Qualitative and quantitative research

There are several ways of classifying research studies. One of method is the quantitative research which relies on the measurements to compare and analyse different variables. The qualitative research according to Reid and Smith (1981:178) the researcher attempts to gain a first-hand, holistic understanding of phenomena of interests by means of flexible strategy of problem formulation and data collection. This take shape as the investigation proceeds. Methods such as participant observation and unstructured interviews are used to acquire an in-depth knowledge used to guide further study. Qualitative methodology thus rests on the assumption that valid understanding can be gained through accumulated knowledge acquired at first hand by a single researcher, (de Vos *et.al*, 2002: 80).

The qualitative research strategy differs inherently from the quantitative research design in that it does not usually provide the researcher with a step-by-step plan or a fixed approach to follow. In quantitative research the design determines the researcher's

choice and action, while in qualitative research the researcher's choice and action will determine the design or strategy. Put more simply, qualitative researcher will, during the research process, create research project around the strategy selected. (de Vos et al, 2002: 272).

It is sometimes the case that poor thought and non-systematic research is referred to as "qualitative research", merely because the scientific method has not been adequately adhered to. True qualitative research is a special area of study and beyond the scope of this volume. (Bless & Smith, 2000: 38).

The researcher's role in quantitative is objective observation, focusing the study on relatively specific questions or hypotheses, questions and hypotheses remain constant throughout the investigation. Data collection procedures and types of measurements are constructed in advance of the study and applied in a standardised manner. Data collectors are to avoid adding their own impressions or interpretation, and the measurement is focused on specific variables that are quantified through rating scales, frequently counts and other means. Analysis proceeds by obtaining the statistical breakdown of the distribution of variables. Statistical methods are used to determine associations (or differences) between variables (de Vos, 2002: 80). Bless & Smith (2000: 38) further mentioned the advantages and disadvantages to both qualitative and quantitative research method. The skilled social researcher carefully chooses the most appropriate approach to a particular problem. In nearly all cases the line between quantitative and qualitative method is somewhat blurred. In fact a comprehensive study will use both methods and thus cannot strictly be called either quantitative or qualitative.

4.4 DATA COMPILATION

Data collecting is the collection of the measurements as a result of scientific observation. When the researchers collect own data for the purpose of a particular study, the data is called primary data. That data is appropriate to the aim of the research, since the data gathering is directed towards answering precisely the questions raised by researcher.

Very often however, researchers must use data collected by other investigators in connection with other research problems, or as part of the usual gathering of social data as in the case of a population census. Such data constitutes secondary data. The adequacy of such data for a particular research problem may not be good, since the purpose of its collection might have been slightly different to that of the present research (Bless and Smith, 2000: 97).

4.4.1 Data analysis

The proposed study is based on qualitative research, the data are analysed by comparing the acquired information. This study tries to find any patterns or inconsistencies in the academic literature that examines measures to link alignment and restructuring of Human Resource Management to a departmental strategy. After mentioning and explaining these possible ways, research results regarding this topic are presented to explore if any pattern could be found. Where inconsistencies are found, further research will be required to find possible solutions in the field of study.

The elaboration and implementation of business strategies can be possible through individual functions such as service delivery, budgeting and programming. These are concerned with developing and nurturing a distinctive competence to provide departmental units a competitive advantage. They are primarily the responsibility of the functional departments. These three levels mentioned, depicted in figure 4.1, are strategic functions suggested by the researcher after observing the process of restructuring. It is obvious that in very small department, there is no distinction between these different management levels. The departments that only operate in one business (so-called *single-business strategy*), no distinction is made between the corporate and business strategy, but they mostly do have additional operational function strategies. The senior management should look into the creation of cooperate image and strategy of the Department, while the middle management create the business plans and strategise how the Department will meet the set objectives and priorities. The hubs and other units

should look into the implementation and run the operations of the projects for effective and efficient service delivery.

Figure 4.2: Levels of Management



Source: Researcher

Figure 4.2 shows the percentage of consultation as envisaged by the researcher through responses from different departmental units like Sports and Recreation, Arts and Culture, Corporate Services, and Communication Directorates.

4.4.2 Considerations on the Data Collection Process

The research on restructuring and alignment was based on a fundamental belief that in order for restructuring and alignment of human resource management to provide optimal value for establishing the veracity of any particular objectives, the emphasis must be on the collection and analysis of measurable data, (both qualitative and quantitative), in a form that provides a sound indication of how the restructuring and alignment process has brought change in GDSACR.

In undertaking the implementation of the restructuring and alignment process, a multi-faceted framework, encapsulating both the specific and broader objectives of the department, was used. The specific objectives related directly to the activities undertaken at an implementation level. Broader objectives are related to the outcomes of these activities on the beneficiaries, in particular, the Gauteng Government principles. To ensure that the process was informing departmental objectives, it was critical to systematically align the data collected during the restructuring and alignment process to the departmental objectives, so that the outcomes being measured can be attributable, as far as possible, to these objectives.

This required the components of the departmental programme to be analysed with respect to its internal logic i.e. how do the components logically fit together to inform the structural design. Such logic was analysed according to the following elements (Denis Molaba Case for Change Management Study, 2004: 10):

- Objectives (what has the project achieved?)
- Inputs (what resources were used to achieve the objectives?),
- Process (how were the resources utilized to achieve the project's objective?),
- Outputs (what did the project deliver through its implementation?),
- Outcomes (what were the immediate benefits of the deliverables for the beneficiaries and the Department?), and
- Impact (what were the broader benefits of the project?).

Through ongoing data collection, the research was initiated to establish whether the manner in which the departmental restructuring and alignment had been operationalised was optimal for achieving the original objectives of GDSACR.

The research focused primarily on a qualitative assessment of the human resource management development, its role to capacitate the departmental programmes, and objective attainment. Qualitative data were sourced through three primary research methods: observation, interviews and review of documentation. In this evaluation, two main instruments were adopted for data-collection: documentation review and structured interviews (face-to-face and by telephone, utilizing a structured interview schedule).

The specific evaluation techniques that were adopted included the following:

- Records - Records and reports were reviewed. These records provided information on the programme and the activities undertaken. Reports of the change management and progress reports were also reviewed.
- Key-Informant Interviews - Key informants included representatives from within department at all different spheres of government, representatives from civil society organizations, representatives of unions and other significant independent individuals. Structured interviews/questionnaires enabled the team to capture the views of the interviewees.

This clearly shows that the Management Task Team for restructuring and alignment of the Department had a good plan on paper, but the implementation was not planned according to plan. The problems regarding Service Level Agreement, buy-in of Federation, Sports Council and Arts Organisation and provincial structures were witnessed. Furthermore the confusion regarding change in other government spheres, differences between unions and management regarding the departmental operations, mandates and structural arrangements, post and benefits and resolutions in the labour forum, caused more challenges in the Department that require improvement.

4.5 SAMPLE

Although a subject of population, the sample must have properties which make it representative of the whole. To follow up the example of the students, selecting a sample of very dull, brilliant or mature students would be wrong because they would not represent the whole of the student body. Thus, one of the major issues in sampling is to determine samples that best represent a population so as to allow an accurate generalization of results. Such a group is called representative sample (Bless & Smith, 2000: 86).

Arkava and Lane (1983: 27) stated that a sample “compromises the elements of the population considered for inclusion in the study”. It can be viewed as subject of measurement drawn from a population in which we are interested. We study the sample in an effort to understand the population from which it is drawn. As such we are interested in describing the sample nor primarily as an end in itself, but rather as a means of helping us to explain some facets of population (Power *et al*, 1985: 235). Alternatively, a sample is a small portion of the total set of objects, event or persons that together compromise the subject of our study (Seaberg, 1988: 240).

According to de Vos (2002: 302) sampling is also utilised in qualitative research, albeit less structured, less quantitative and less strictly applied than in the case of quantitative research. The reason for this can be linked, to a considerable degree, to the methods of qualitative data collection, i.e. observation and interviewing (Sarantakos, 2000:154). Observation, for instance, is applied as widely as possible in order to collect the richest possible data, but this in fact often implies an unstructured element.

De Vos (2002: 334) further says in qualitative research, sampling occurs subsequent to establishing the circumstances of the study clearly and directly. Thus sampling is undertaken after the actual investigation has commenced. Saratakos (2002: 156) describes sampling in qualitative research as relatively limited, based on saturation, not being time-

consuming, it can thus be inferred that in qualitative investigations non probability sampling is used almost without exception (de Vos, 2002: 334).

4.5.1 Probability sampling

Probability or random sampling occurs when the probability of including each element of the population can be on the sample are likely to differ from what would have been found by studying the whole population. In other words, the researcher can estimate the accuracy of the generalisation from sample to population. Although it is difficult to determine extent to which non-probability samples are representative of population, they have some practical advantages. When the necessary population lists are not available non-probability samples remains a possibility, (Bless & Smith, 2000:86).

4.5.2 Non Probability

It is the case where probability of including elements of the population in a sample is unknown. It is not possible to determine the likelihood of the inclusion of all representatives' elements of the population into the sample. Some elements are not included in a sample which makes it difficult for estimating the representation of population. Probability sample are a higher quality when properly constructed, they represent population. Non probability sampling is difficult to be determined as representative of population, but have the same practical example. They are possibilities for the researcher and the cheaper faster and adequate for homogeneous population. Non probability is frequently used in a social science (Bess and Smith, 2000:86).

The researcher utilized the non-probability sampling in order to obtain data from respondents. Under non-probability, the convenient sampling was utilized. The convenient sampling “ is a method that is most rudimental and consist of taking cases on hand until sample reaches the desired size like a researcher who will go to a busy place where he will reach many people like bar, shopping complex and bus-stop. Though this

may be bias because it might not be a true reflection of the entire population but it is cheap and convenient for the researcher” (Bess and Smith, 2000: 86).

4.6 RESEARCH TECHNIQUES

4.6.1 Interviews

Interview is another method of getting information direct from the individual involved. The interview involves the direct personal contact with the participant who is asked to answer questions relating to the research problem. They can take place in two ways which is non- scheduled interview that consist of asking the respondent to comment on broadly defined. Those interviewed are free to expand on the topic as they see fit, to focus on particular aspects, to relate their own experiences, and so on. The interviewer can intervene by asking for clarification, but not to give directives or to confront the interviewee with probing question (Bless and Smith, 2000:105).

The researcher utilized the semi-structure interviews to obtain information from the respondents. The semi-structured interviews “generally last for a considerable amount of time and can become intense and involved, depending on the particular topic. After the participant is made to feel comfortable and at ease, facilitate and guide him instead of dictating the encounter. If the researcher has learned the schedule in advance, then he will be able to concentrate on what the participant is saying during the interview and also occasionally monitor the coverage of the schedule topic” (de Vos et al, 2002: 303).

Semi-structured interview was held with the following employees:

- Dennis Molaba:(Chief Director: Corporate Services) who gave an overview of what inspired the process of restructuring and alignment of the department, though noting that there were challenges of the process of implementing the strategy which led to the several changes of the structure.

- Stanley Mthiyane: (Senior Activity Coordinator: Etwatwa Hub who by the time of interview was with the Arts and Culture unit). His input was more of comparison of structure via programme arrangement especially good programmes that were abandoned because of change management system, department strategy and priorities.
- Matlakala Mafale: (Cluster Manager in the South Cluster former NEHAWU Shop Steward). She was commenting more on the staff development challenges especially the on the level progression, and the structure that place employees on a ceiling level and create possible future challenges of not growing within department.
- Thabo Sebokodi: (Deputy Director: Human Resource Development Management).
- Elliot Koboe: (Operational Manager: Region G City of Joburg).
- Nevel Smith: (Operational Manager: Region G City of Joburg) who was then an Office Manager in the Regional Managers Office.
- Maradona Tshabangu: (Chairperson: Orange Farm Sports Council and President of Gauteng Sports Council). He strongly states that there was a need for restructuring and change management on programmes. He assisted the Department regarding structuring the federations, sports council, but the process was not transparent enough to accommodate input from stakeholders. It was a bottom-down approach with sealed decisions that came late when the MEC had to leave the Department. He further anticipated other changes from the same structure and realized that restructuring and alignment process still need to be implemented effectively.
- Julian Seleke Mokoto: Chairperson: Gauteng Theatre Practitioners Committee.

All these respondents were contacted and interviewed strategically as participants and stakeholders as they were involved in the process of restructuring and alignment of the Department.

The other interview was conducted with Councillor Dan Bovu, and Councillor Sontshantshi and Winnie Mpambane. These councillors manage to bring the political interpretation of the process of restructuring and the purpose of fulfilling the mandate of the African National Congress on service delivery that is close to the people. They provided their valuable suggestions for improvement.

According to the response of Councillor Moepadira and Dan Manzi Manager Department of Sports Recreation Arts and Culture at Emfuleni Municipality, they see the need for restructuring in Gauteng Department of Sports, Arts, Culture and Recreation but also have challenge of alignment of structure with other programmes. They find it confusing a lot especially the linkage and senage of all the programmes in the hub being more confusing local government on the purpose of existence of the hub. They believe there is a lot of duplication, there are no service level agreements in place, and consultation was not proper from the political heads to accommodate any change management.

4.6.2 Participative Observation

The researcher was personally involved as a participant in the restructuring and alignment of human resource management process of the GDSACR. It was therefore convenient for the researcher to gather required information and data. Events and activities of this process were easily available. The researcher was able to interact with other participants regarding their views on restructuring and alignment at the GDSACR.

Bless and Smith (2000: 22) explain that sometimes people may be unwilling or unable to give answers to questions they consider to be invasion of their privacy. In such cases the observation method may be the only technique that can be used to collect the accurate

information. Casual observation differ from the scientific observation to the extent that it serves a specifically formulated research purpose, is planned and recorded systematically and is subject to checks and controls on its total accuracy. Bless and Smith (2000: 22) further explains that observation can be applied under the following conditions.

- Data must be accessible to observation; and
- Data must be repetitive, frequent, predictable and the event must cover a reasonably short time-span.

According to de Vos *et al* (2002: 278), participant observation is a typical qualitative approach to data, which implies that data cannot really reduce to figures. Singleton et al. (1988: 300) discuss the terms participants and non-participant's observation and mention that these two are sometimes used in collaboration with each other and represent the extreme points on the continuum of roles to be assumed by the researcher. Tedlock (1991: 69) suggests that one should rather speak of observation of participation than of participant's observation, and adds the following: "During participation observation ethnographers' attempts to be both emotionally engaged participants and coolly dispassionate observer of lives of others.

Participation observation is suggested to be described as a qualitative research procedure that studies the natural and everyday set up in a particular community or situation. As mentioned before the researcher should decide beforehand on the role he intends to take in the situation of a participant observer to complete participant with a variety of degree of involvement in-between. Whatever role the researcher takes, certain advantages and disadvantages will be part of it. While doing the research, the researcher should make field notes that should be written up in well formulated reports at the first available opportunity. These should be included in the final and formal report on the study (de Vos *et al.*, 2002: 280).

The researcher utilized the participative observation in order to observe and analyze the processes, loopholes, and flaws of the restructuring and alignment with the aim of

monitoring and evaluating the proceedings. The researcher collected relevant data that will assist the Human Resource Management Team dealing with restructuring and alignment for improving the challenges. This research may be considered in future as a resource tool for feasibility study.

4.6.3 Literature Review

The theoretical approach of the research was sourced from the literature obtained from the books, legislatures, news, papers, and electronic data available on DPSA, Provincial Human Resource Management Strategy, Change Management, Budget speeches, annual reports, and commission's reports.

4.6.4 Questionnaire

Questionnaire must be presented to each respondent in a same way to avoid influence of the interviewer and check the analyses and compare the results. All questionnaires must satisfy a range of criteria for them to be reliable and useful (Bless and Smith, 2000:105).

The questionnaire can also be used without direct personal contact with respondents. These are self-administered questionnaires, and are completed by respondent themselves, without the assistance of the interviewer. This is done by means of distribution of a questionnaire and collecting it or be send back by respondent. This was most commonly used method to collect data information particularly for comparing data through structured questions based on the understanding and interpretation of restructuring and alignment of the Department of Sports Arts, Culture and Recreation, in particular the Hub as the main focus component of the departmental service delivery.

Bless & Smith (2000:107) mentioned some "basic conditions in gathering information through questioning and not observing people' behavior to the situation in question. Firstly the respondents must be willing to co-operate. That is they must be willing and motivated to share their knowledge. Secondly, the respondents must express what they

perceive as their reality rather than what they wish reality to be, what they think it ought to be, or what they believe to be the best answer to the researcher. Thirdly the respondent must be aware of what they feel and think and be able to express it in order to communicate the information”.

The example was the question asked to the participants “Do they think it was economic to develop the hubs for both community and government?”. Most respondents said no because many offices had to be created and that proved impossible to resource them and that resulted in lack of service delivery in the Hubs. It further made the exercise of restructuring and alignment pathetic when compared with the set departmental objectives and provincial priorities of conducive environment where Gauteng Department of Sports, Arts, Culture and Recreation needs to focus on building an effective and caring government, by improving the department’s ability to render services efficiently, working to align the department’s work with other spheres of government, and promoting cooperative governance in all spheres of work (Appendix B).

Questionnaire is defined by de Vos (2002: 172) by quoting the New Dictionary of Social Work (1995: 51) defining a questionnaire as “a set of questions on a form which is completed by the respondent in respect of a research project.” He further explain that questionnaires can be applied in various ways, but must not be confused with the research interviews (as data-gathering method within the qualitative approach), for which interview schedule are necessary.

4.6.4.1 Design of Questionnaire

Before the researcher can decide on the nature of the questionnaire, there must be clarity on precisely what information is to be obtained. On the other hand, the questionnaire must be brief, including only those questions that are obviously necessary for collecting all the relevant information. On the other hand, it must be long enough to incorporate all the questions, so that a situation does not arise later where information is lacking. It is

also to work according to an economic principle, so that respondents can communicate as much information as possible in the briefest possible (de Vos *et al.*, 2002:175).

4.6.4.2 Structure of Questionnaire

A logical sequence of question which exhausts one topic before shifting to the next is the most meaningful approach. Often an even more structured method called the funnel questionnaire is used. One starts with very general questions and proceeds, by successively narrowing the scope, to the focus of the problem under study. Before asking for the opinion of respondents on a particular event involving, for example, a politician, one could investigate the general interests and hobbies of the respondents, their political views and affiliation, and their source of information (Bless and Smith, 2000:115).

4.6.4.3 Administration of Questionnaire

According to de Vos *et al.* (2002: 174) the respondent who are in a group complete a questionnaire or questionnaires on their own. Preferably, each respondent should receive the same stimulus and complete his own questionnaire without discussing with the other members of the group. Sometimes the fieldworker conduct a discussion with the whole group and then, after the discussion, completes the questionnaire himself according to the indications of the group, or lets one of the group members complete it for the whole group. The latter method must be reserved for exceptional situations, since it is possible that a highly verbal member of the group views himself as spokesman for the group and expresses opinion that may not reflect those of the group. This can cause obvious bias.

4.7 ETHICAL CONSIDERATION

Obtaining informed consent implies that all possible or adequate information on the goal of investigation, the procedures that will be followed during the investigation, the possible advantages, disadvantages and dangers to which the respondents may be

exposed, as well as credibility of the researcher, be rendered to potential subjects or legal representatives (Williams *et al.* 1995: 30).

Participants must be legally and psychologically competent to give consent and they must be aware that they would be at liberty to withdraw from the investigation at any time.

The researcher started considering the topic as an advantage to assist the Department in evaluating and reconsidering the processes of restructuring at GDSACR. This was done by informing the Chief Director Corporate Services (Mr. Dennis Molaba) who was dealing with the change management process in the Department. He supported the initiative and showed interest to the subject hence ferry the researcher with necessary documents regarding restructuring and alignment of the GDSACR. A further consultation was done with the Human Resource Director (Maggie Thakhuli), Deputy Director of Human Resource, and Development Management Thabo Sebogodi. They all supported the researcher in order to complete the study with valuable suggestions.

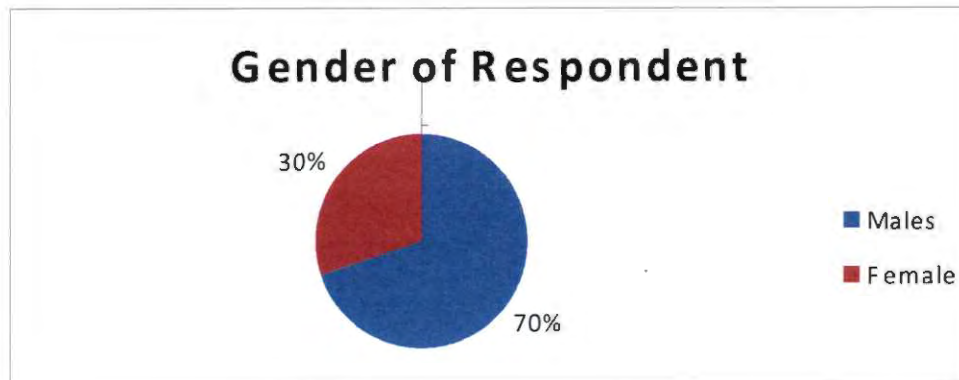
The office of the MEC Babara Crecy was formally approached and the researcher received significant suggestions relevant to the field of study.

The other employees, as participants in the research process, were informed of the ethical implication for participation. They were informed that they all will have access to the final work related to the research. The stakeholders and union representatives also were guaranteed of the right to withdraw their participation if deem not necessary for them to be part of this research. All participants voluntarily participated because of the subject-matter affecting or them directly or indirectly.

4.8 SECTION A: DEMOGRAPHIC INFORMATION

4.8.1 Gender of Respondent

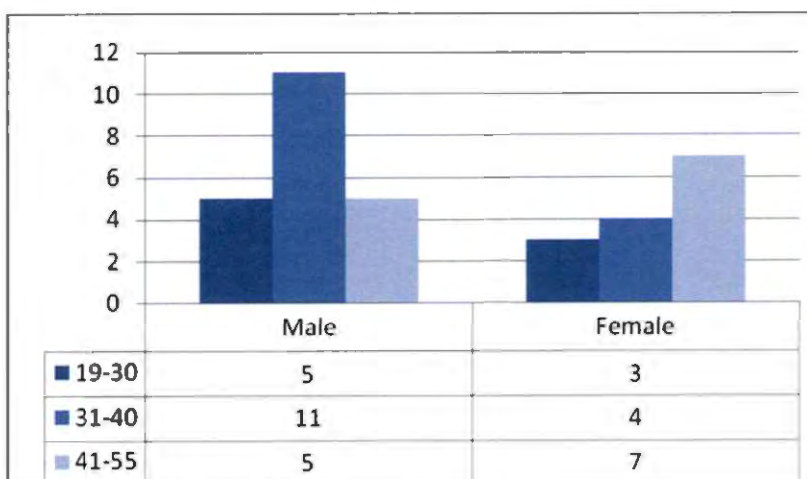
Figure 4.3: Gender of Respondent



The figure 4.3 shows that males dominated by 70% over female 30% across the whole department and stakeholders. This is because more men participated in the process of restructuring.

4.8.2 Age of the Respondent

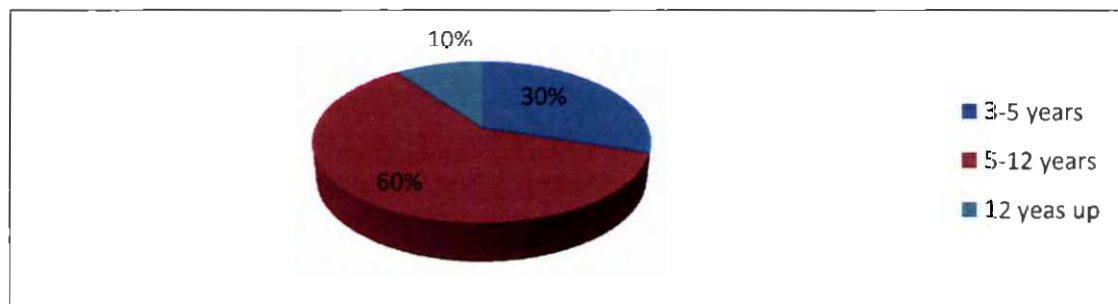
Figure 4.4: Age of the Respondent



The respondents were selected strategically especially because of the subject-matter which requires full understanding and analyses. The age of participants in the hubs varies from the ages of 19-30 years (45%), and about 15% participation between the ages 31-40. Whereas the 41-50 years are senior management, about 20% of the stakeholders are at the ages of 41-55 and 20% Unions representatives are between the ages of 31-40 years. The age was compared to number of years of experience within the department considering the fact that experience dominates the age at the workplace.

4.8.3 Number of years in Service

Figure 4.5: Number of years in Service



The figure 4.5 shows that 30% respondents are serving the Department for 3-5 years, 60% got service experience of 5-12 years, and 10% are working for more than 12 years within the Department. This shows that the majority of staff members are more experienced in terms of service of the Department. The senior management that participated in this research is having few years of service. This posed a challenge to the process of restructuring and alignment as management does not have a clear understanding regarding the kind of experience the staff members have when approving placements within the new structure.

4.8.4 Position Held in the SRAC

Figure 4.6: Position Held in the SRAC

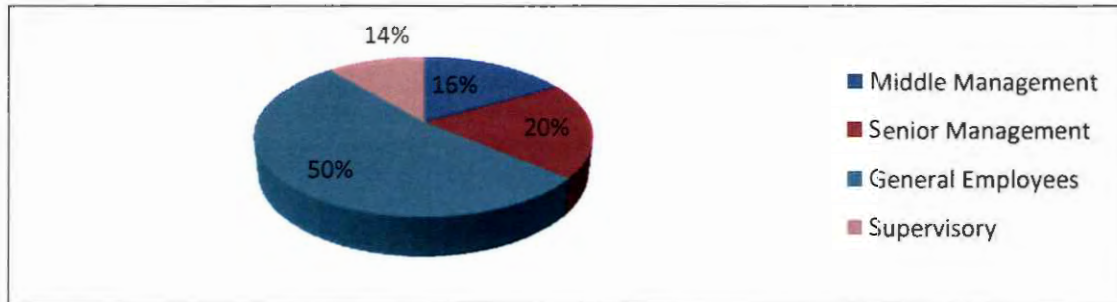


Figure 4.6 shows that about 20% respondents are holding senior management position, 16% are on middle management level, 14% are on supervisory level, and the rest of 50% are general employees in the hubs and head office staff. This gives a clear balance of participation of the entire staff within the Department. The participation also shows the level of concern regarding the restructuring and alignment at the Department of Gauteng Sports, Arts, Culture and Recreation.

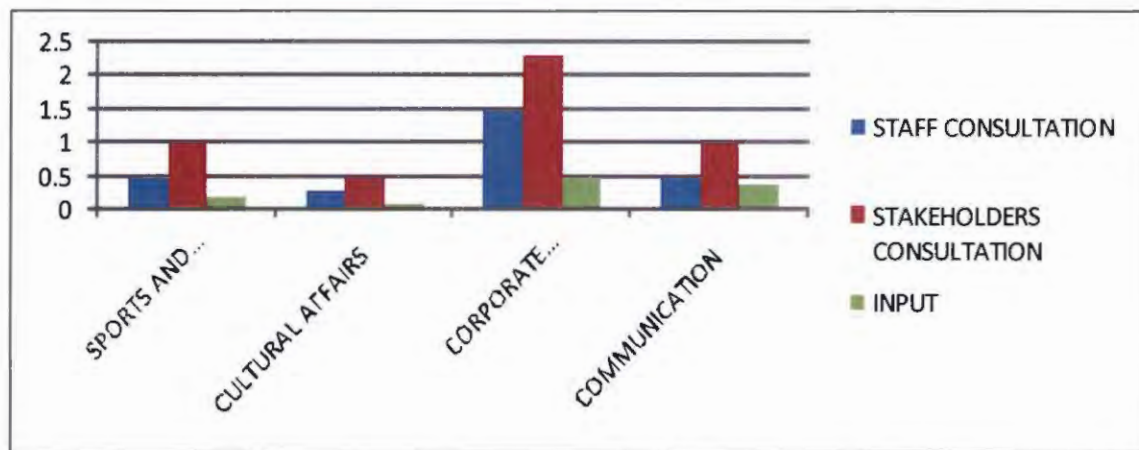
4.9 SECTION B: QUESTIONNAIRE TO MEC

The MEC has responded enthusiastically to question like “Do you think you had enough time to implement restructuring process given the demand for productivity and service delivery”. The MEC responded to this question stating “Yes”. The other questions were also fairly answered by the MEC. She has a clear understanding regarding significance of alignment of the organizational structure in line with the vision and mission of the Department. The MEC therefore has established the Management Team and Appeal Committee for effective implementation of the process.

The MEC responses were clear, but the execution created a skewed implementation plan that changed the plan and processes. The MEC therefore responded to this question “Does strategic document on restructuring process developed by Department have any effect on enhancing their motivation to deliver and understand restructuring?” as “the process of revising the strategy was intended to be very participative in nature and this meant to ensure inclusion rather than exclusion people to deal with tears”.

The restructuring and alignment process was conceived for good cause. There are some challenges that need improvement for effective transformation in the Department.

Figure 4.7: Consultation process on restructuring and change management

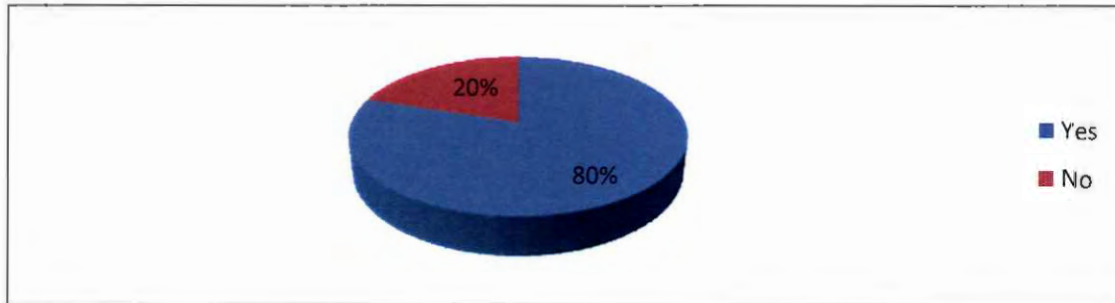


The figure 4.7 shows the level of internal consultation by MEC regarding the process of restructuring and alignment, input of the unit and the relevant stakeholders. This clearly shows that the process was not consulted enough and the engagement of stakeholders was limited. The kind of approach shows top-down approach where the higher authority dominates the final decisions.

4.10 SECTION C: QUESTIONNAIRE TO MANAGERS

4.10.1 Does Department Sports, Arts, Culture, and Recreation explains and clarifies the restructuring process?

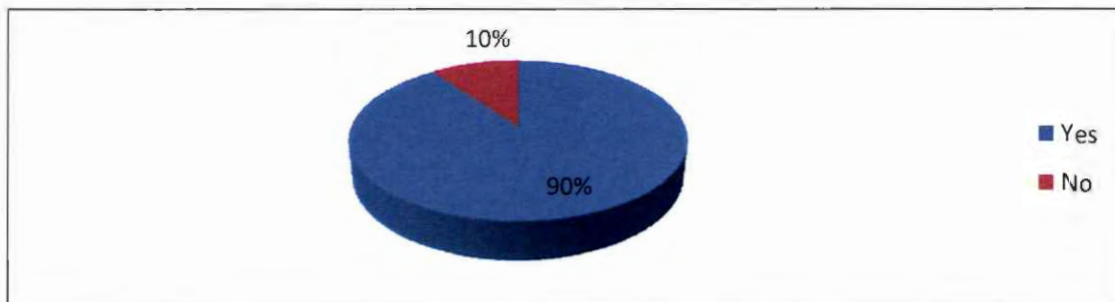
Figure 4.8: Does Department Sports, Arts, Culture, and Recreation explains and clarifies the restructuring process?



The respondents (80%) stated "Yes" and 20% respondents (managers) said "No". On the other hand 80% employees said "No" and 20% said "Yes". This question was a simple but sensitive in terms of responses. 90% stakeholders and Union stated on the same question as "No" and only 10% said "Yes".

4.10.2 Is the implementation of restructuring contributing to their work situation?

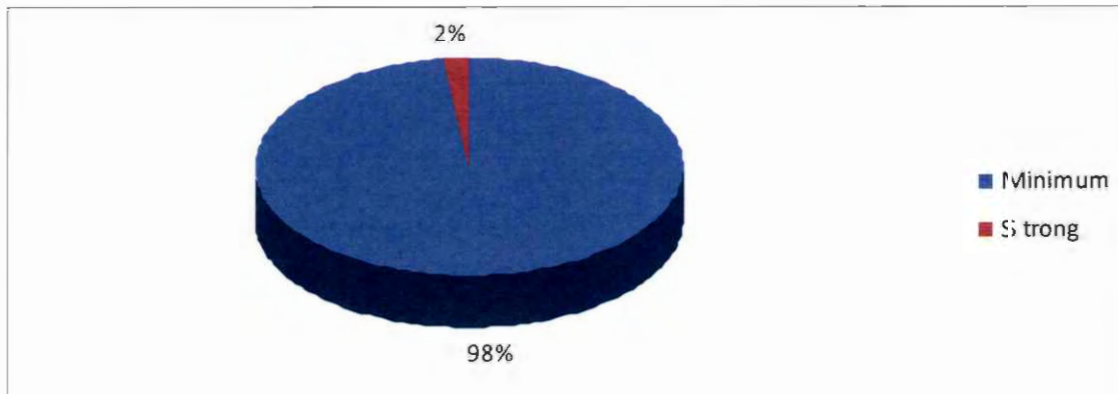
Figure 4.9: Is the implementation of restructuring contributing to their work situation?



The respondents (90%) said “Yes”. Respondents (10%) said “No” because they feel restructuring contributes to the individual development of top and middle management only and frustrates the lower staff members especially in the Hub level.

4.10.3 Who was responsible for the implementation of the restructuring process?

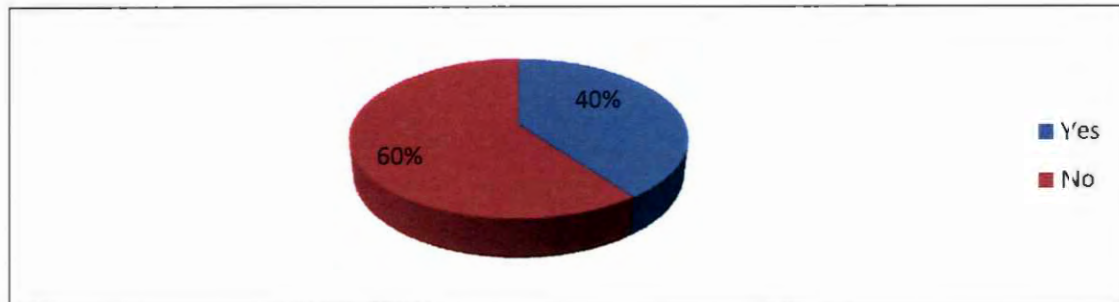
Figure 4.10: Who was responsible for the implementation of the restructuring process?



Respondents (98%) said it was Human Resource Management Unit but only 2% stated strongly that the Human Resource had minimum participation in the process of restructuring and alignment.

4.10.4 Does restructuring and alignment improve the performance of staff?

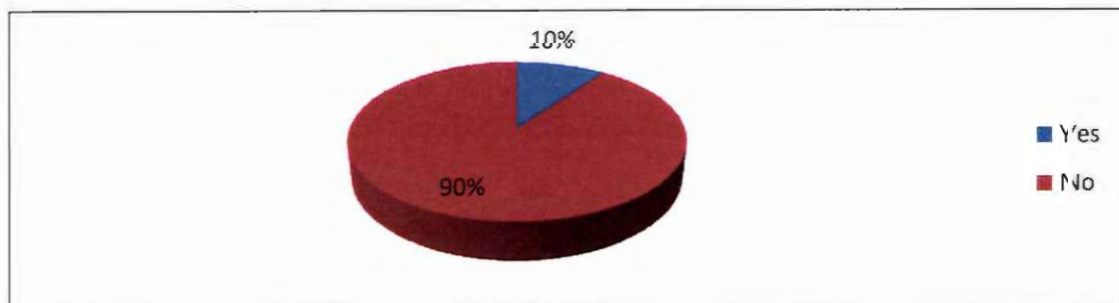
Figure 4.11: Does restructuring and alignment improve the performance of staff?



The respondents (40%) said “Yes” and 60% said “No”. This question looked into the main reason of restructuring and alignment to develop performance standard of the Department. The rating as the researcher rates is that the majority is not agreeing that performance does not improve by restructuring and alignment process.

4.10.5 Do you think employees understand why it was implemented?

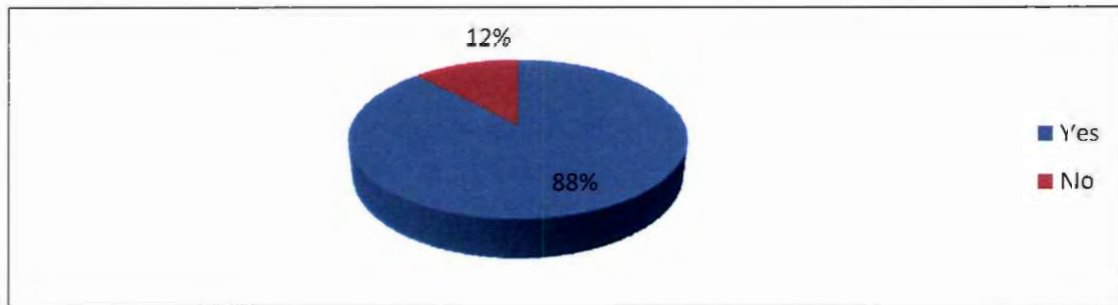
Figure 4.12: Do you think employees understand why it was implemented?



Respondents (10%) said “Yes” to the question. Respondents (90%) said “No” as they developed non-favourable attitude to any efforts done by management regarding restructuring and alignment process.

4.10.6 Do you think restructuring and alignment had effect on performance of staff?

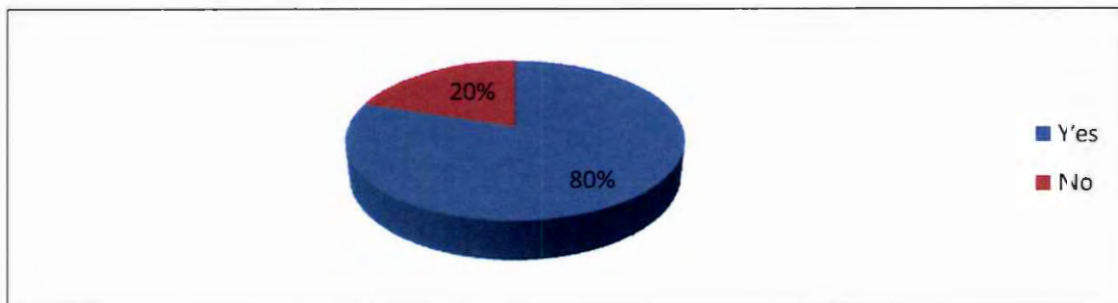
Figure 4.13: Do you think restructuring and alignment had effect on performance of staff?



Respondents (12%) said “No” to the question. Respondents (88%) said “Yes” as a matter of seeing the demoralisation amongst the staff, low turnover, absenteeism,

4.10.7 Do you think it was necessary?

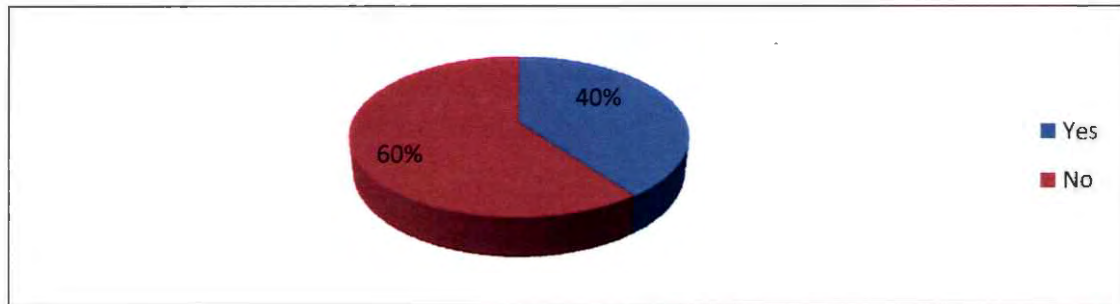
Figure 4.14: Do you think it was necessary?



This question looked into the feasibility study where most of the respondents (80%) agreed stating “Yes” to the question. They further indicated that there is no need for another restructuring. Respondents (20%) disagreed to the question stating that there was no need for restructuring at all.

4.10.8 Do you think there has to be another restructuring?

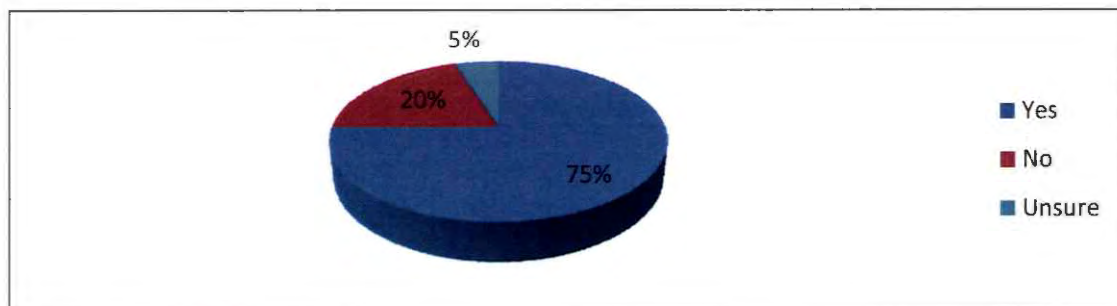
Figure 4.15: Do you think there has to be another restructuring?



60% of the respondents think there is no need for another restructuring, and 40 % hope that challenges in the Department can be improved by another restructuring.

4.10.9 Do you think the identified hubs are suitable for service delivery?

Figure 4.16: Do you think the identified hubs are suitable for service delivery?

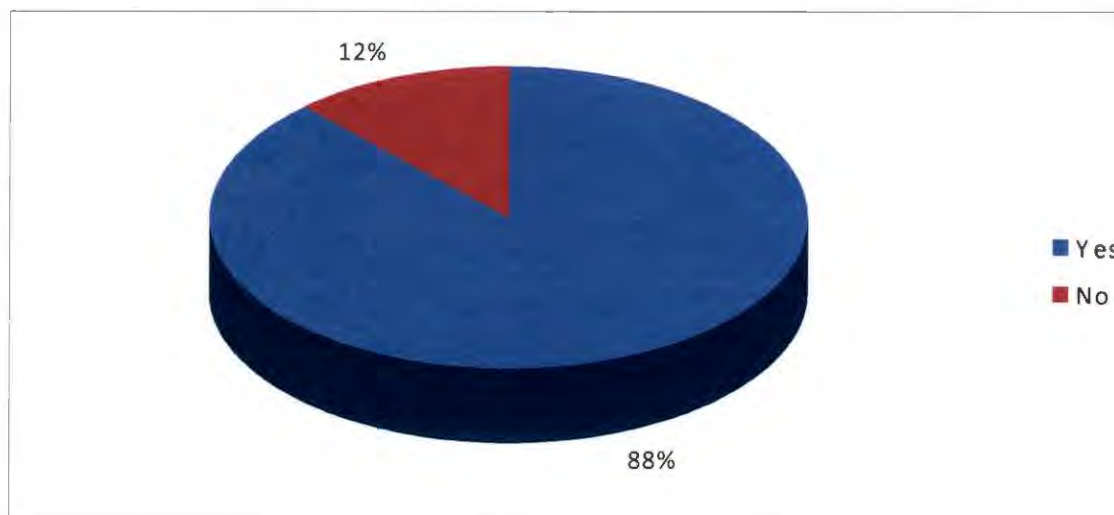


The responses explored the fact that most managers do not have a clear understanding and information regarding Hubs. The respondents (75%) said “Yes” to the question and 20% disagreed to the concern. Five percent respondents did not answer as they do not

have any sort of knowledge regarding the state of the Hub and the associated aspect of service delivery.

4.10.10 Do you think the budgeting system on new restructuring and alignment is colliding or merging in the process?

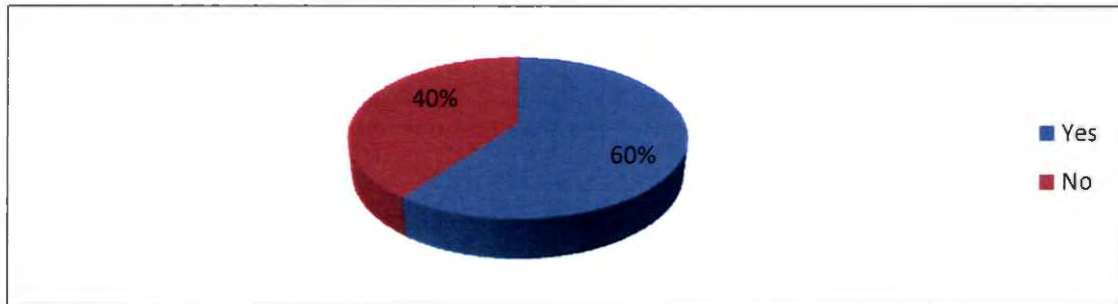
Figure 4.17: Do you think the budgeting system on new restructuring and alignment is colliding or merging in the process?



The response shows that 88% stated “Yes” to the question. The budgeting process is colliding and not necessarily in line with the project priorities in terms of service delivery to communities and the value they add. Respondents (12%) disagreed and stated that the new establishment of the Hubs influenced the increase of the Department’s budget for the implementation of the mass participation programme. The funds from the National Sports and Recreation also increased to implement the sports strategy.

4.10.11 Do you think the budget you have at the moment should be increased and why?

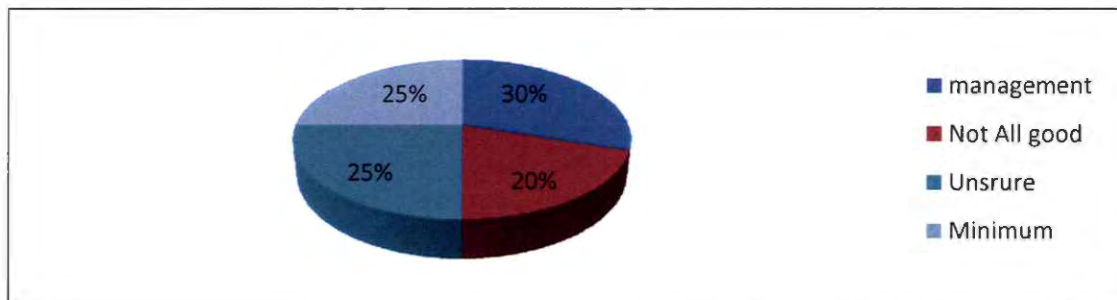
Figure 4.18: Do you think the budget you have at the moment should be increased and why?



The response shows that 60% respondents answered “Yes” to the concern. The budget is not sufficient and should be increased to meet at least the minimum service delivery objectives. The current budget reduces participation numbers as well as the projects that require implementation. Respondents (40%) said “No” as they think that the budget is sufficient to carry out the mandate.

4.10.12 How do you rate the input of the HR for SACR in this process?

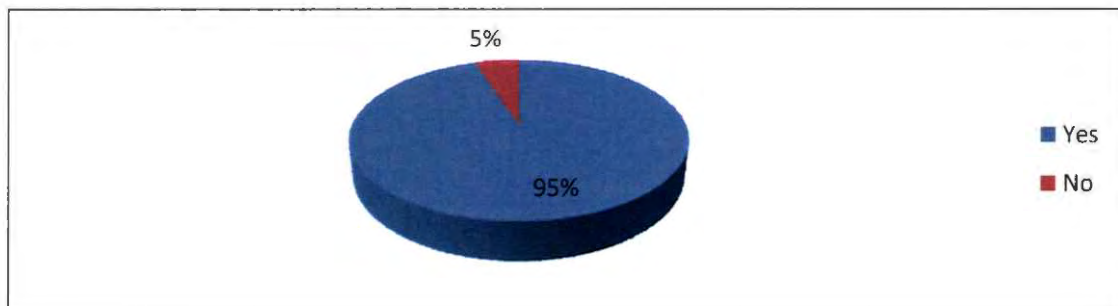
Figure 4.19: How do you rate the input of the HR for SACR in this process?



The question was framed to rate the standard of the human resource. The management rated as follows: 30% average, 20% not good at all, 25% unsure and 25% added a column of minimum. The human resource management needs to consider the challenges affecting the performance and prepare adequate strategies for improvement.

4.10.13 I believe staffs needs to be trained and ready to deliver in the hubs?

Figure 4.20: I believe staffs needs to be trained and ready to deliver in the hubs?



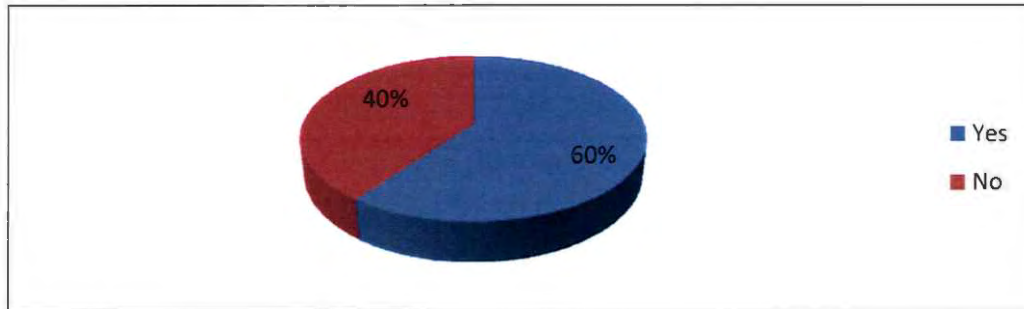
Regarding the question of staff development, the respondents mostly believe that staff needs to be trained and ready to deliver in the Hubs. It was confirmed by the responses as only 5% responded negatively but 95% agreed stating “Yes” to the question emphasizing the strong need of training for staff development.

4.10.14 Do you think employees need to be consulted in the process of restructuring and alignment?

The respondents (100%) showed positive response to the question. The management should be passionate about their employees; respect the presence of its employees; and value them as significant asset for the Department.

4.10.15 Do you think there is career development opportunity in the new restructuring and alignment process?

Figure 4.21: Do you think there is career development opportunity in the new restructuring and alignment process?



The respondents (60%) stated “Yes” and 40% stated “No” to the question. The restructuring and alignment has created number of opportunities for staff members who are doing the same job at the same level for number of years. The restructuring therefore has opened new career path and environment for staff members.

4.10.16 Do the public appreciate the services rendered in the new hubs system

All respondents (100%) showed the positive response to the question. The Hubs brought services closer to the community and overcome the geographical challenge. Hubs are therefore appreciated by the communities.

4.10.17 What is your understanding of the hub service delivery?

The restructuring and alignment process was meant to create Hubs. It was therefore imperative for the management to understand the philosophy of the process for absolute outcome. Respondents (100%) showed the positive attitude towards the question. It is important to communicate the department’s objectives to communities; partner with local government with regard to service delivery; create an enabling environment for communities and stakeholders to participate in recreational and sporting activities;

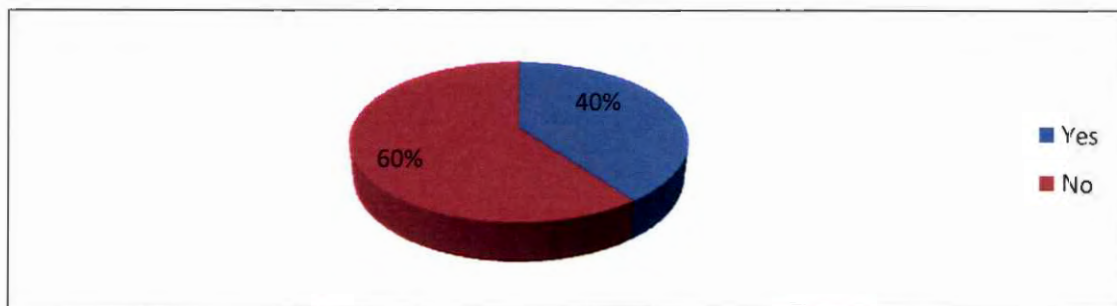
coordinate and facilitate the implementation of sporting and recreational activities; and provide capacity to stakeholders for proper sporting and recreational activities implementation.

4.10.18 What is meant by efficiency, and effectiveness in the service delivery in the hubs?

Respondents (100%) showed positive response to the question. They have full understanding regarding the utilization of limited resources for maximum results.

4.10.19 What are the monitoring systems in place for the identified hubs?

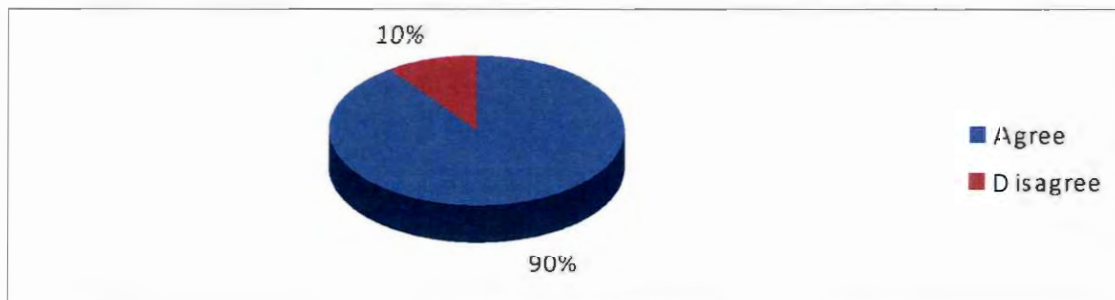
Figure 4.22: What are the monitoring systems in place for the identified hubs?



The restructuring and alignment process created an opportunity for implementation and monitoring in the Department. The responses are: 40% respondents stated that the Cluster Managers (ASD's) and the Deputy Directors (DD's) should be the first line of monitoring in the Hubs. They need to have frequent visits to the Hubs, at least once per week. The senior managers are also supposed to have frequent visits to the Hubs at least once per quarter. They can do a blitz to ensure support. Respondents (60%) said that no systems are in place at the moment.

4.10.20 What effect does the organogram has on the reporting system in order to improve the system?

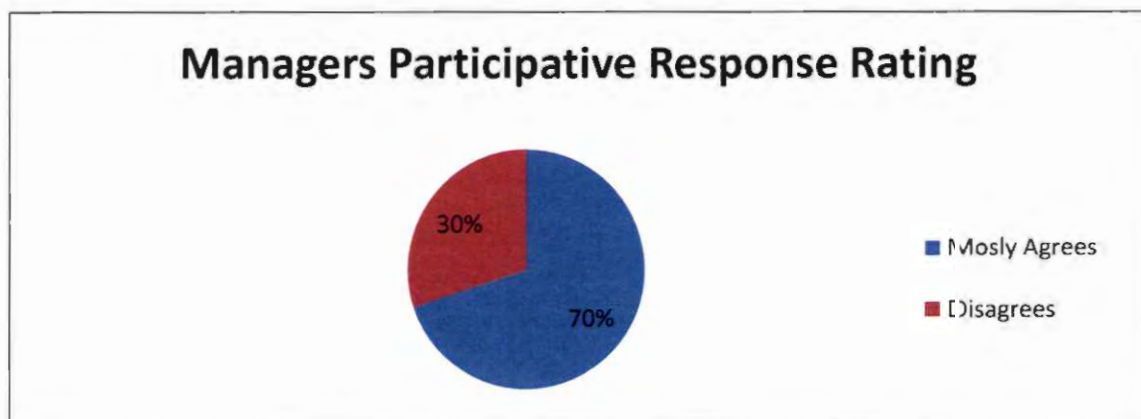
Figure 4.23: What effect does the organogram has on the reporting system in order to improve the system?



Respondents (90%) feel that the system is too bureaucratic with minimal delegation of powers. The Hubs are managed by the Hub managers who have less decision-making powers and this affect service delivery. In order to improve service delivery, there should be a further delegation of powers to the Hub managers, especially financial delegations. Respondents (10%) said there is a confusing system of reporting in Hubs.

4.10.21 Managers Participative Response Rating

Figure 4.24 Managers Participative Response Rating



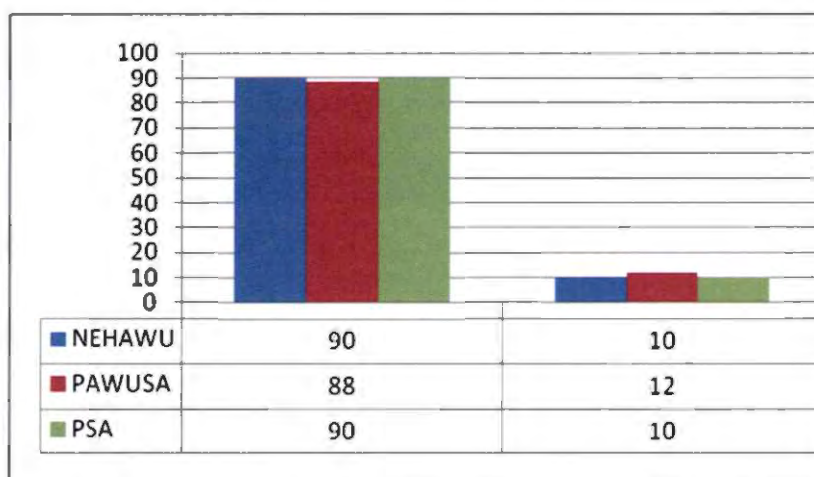
The research on managers' participative responses (Fig. 4.24) has shown that only 70% of the managers have a clear understanding of the restructuring and alignment process. They can also interpret the process, understand the Hub situation, and therefore agree to most of the questions. 30% managers showed disagreement to the relevant concern and most of the questions. They do not have understanding regarding the Hubs, restructuring and alignment process, and are against the process that took place.

4.11 SECTION D: QUESTIONNAIRE TO UNIONS PARTICIPATION / UNIONS / NEHAWU / PAWUSA / PSA

The researcher utilized the same questionnaire for all the Unions. The responses therefore are combined and compared through percentages.

4.11.1 Do you think the Department explains and clarifies the restructuring process?

Figure 4.25: Do you think the Department explains and clarifies the restructuring process?

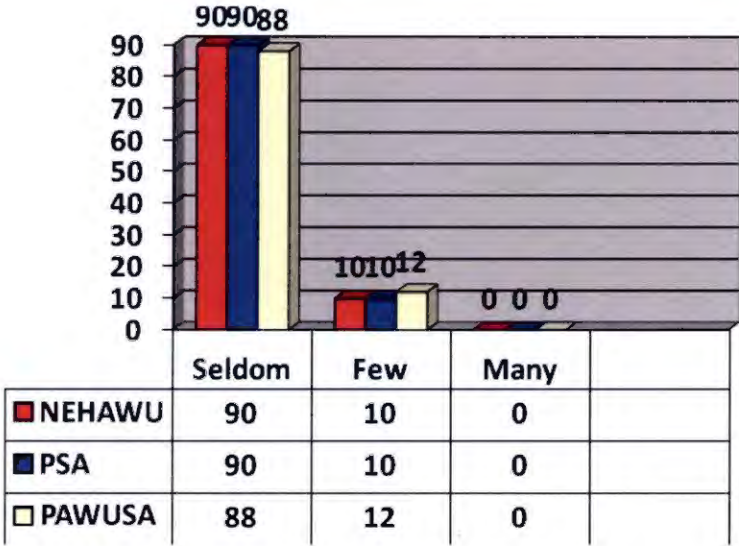


NEHAWU and PSA (90%) responded as “No” and 10% said “Yes” to the question. On the other side PAWUSA responded differently. Respondents (88%) said “No” and 12 % said “Yes” to the question.

This clearly shows that the Department never explained and clarified the restructuring and alignment process to relevant parties. The PAWUSA representative and members were falling within middle management and had an opportunity to get information beforehand. They were though unable to give clear answer regarding the restructuring and alignment process to unions.

4.11.2 If yes how often did that take place?

Figure 4.26: If yes how often did that take place?

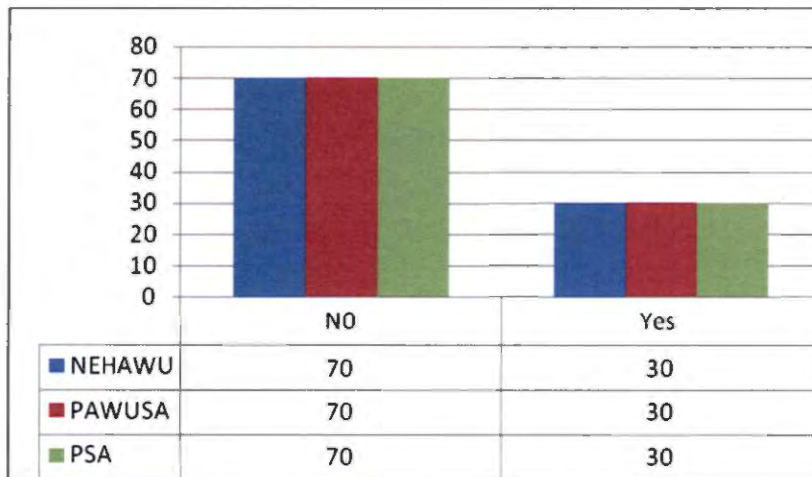


The Nehawu and PSA (90%) said “Seldom” and 10% said “Few”. The PAWUSA (88%) said “Seldom” and 12% said “Few”. The reason for such response is that the department management has underestimated the employees for not undermining their competency in

the process of restructuring. The management must clarify the processes and ensure that employees fully understand the process for absolute acceptance.

4.11.3 Is the implementation of restructuring contributing to their work situation?

Figure 4.27: Is the implementation of restructuring contributing to their work situation?

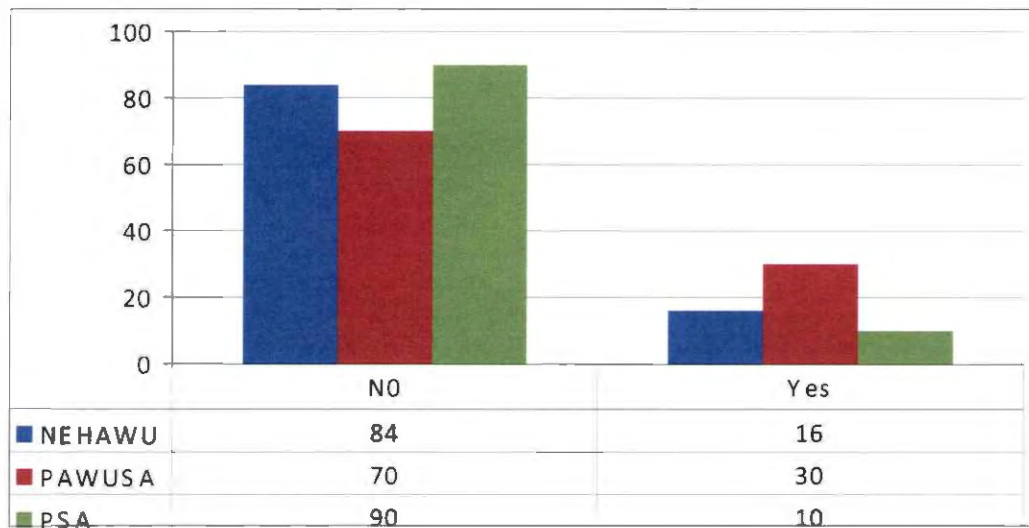


All the three unions unanimously responded as “No” (70%). The process has caused confusion and maladministration with no guidance and assistance from the senior management. It has also caused non-conducive environment for effective working. It has further created animosity between spheres of government due to the fact that the Service Level Agreement is still not signed. Respondents (30%) said “Yes” as the process assists them in their programme implementation.

The implementation of restructuring is in fact done with the purpose to bring change to the whole structure to improve the performance of the Department. For some it only serves few individuals’ work progresses, especially middle to senior management. For the staff in the Hubs, it is more confusing and negatively affects the level of participation and performance.

4.11.4 Were you consulted as the union, employees, and stakeholders and being part of the process?

Figure 4.28: Were you consulted as the union, employees, and stakeholders and being part of the process?



The response of unions to the question was as follows: 84 % of NEHAWU representatives said “No” and 16 % said “Yes”; 70% of PAWUSA representatives said “No” and 30% said “Yes”, and 90% of PSA representatives said “No” and 10% said “Yes” to the question.

The reason for such differences is that the consultation was done only at the final phase of the process. The decision was therefore as a way forward for the change to take place. It is recommended that the consultation is important to take place with all relevant stakeholders internally so that they embrace whatever changes.

4.11.5 Who was responsible for the implementation of the restructuring process?

All respondents (100%) agreed that Human Resource Department implemented the restructuring process that works under the direction of Mr. Molaba (Chief Director of Corporate Services).

4.11.6 Do you think as employees you need to be consulted in the process of restructuring and alignment?

All unions agreed unanimously (100%) stating “Yes” to the question. The employees are important human resource asset for the Department. They are therefore needs to be considered in decision-making processes especially regarding changes of the organizational structure as it affects them directly.

4.11.7 Do you think employees understand why it was implemented?

All the unions agreed unanimously (100 %) stating “Yes” to the question. The process of restructuring and alignment took place immediately after the performance evaluation. Most of the employees therefore anticipated the change of level and salary progression as well.

4.11.8 Do you think the rights of the employees were considered?

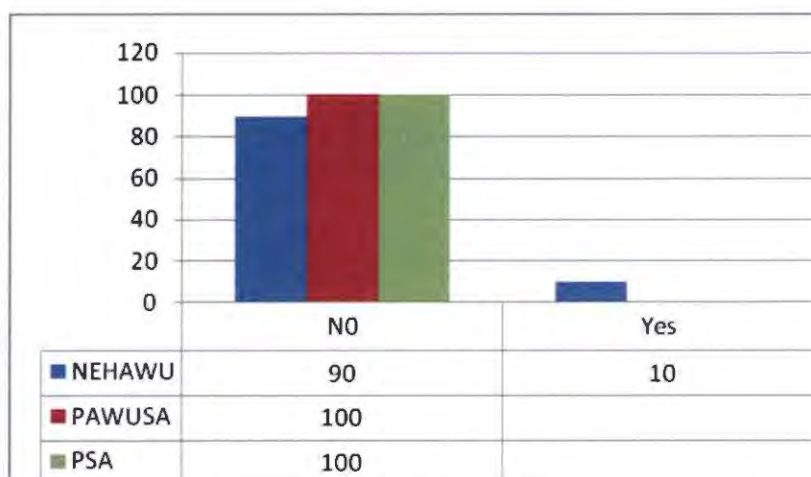
Figure 4.29: Do you think the rights of the employees were considered?



The NEHAWU representative responded (100%) as “NO”, PAWUSA (80%) stated “No” and 20% stated “Yes”, while PSA representatives (90%) said “No” and 10% said “Yes” to the question. The reason for this is that the department has failed to include the unions from the begging of the process. The employees feel they were undermined and infringed of their right to have influence on the process. It is recommended that before any restructuring and alignment can take place, the process should include all relevant parties for absolute discussion.

4.11.9 Do you think it was necessary to have this restructuring process?

Figure 4.30: Do you think it was necessary to have this restructuring process?



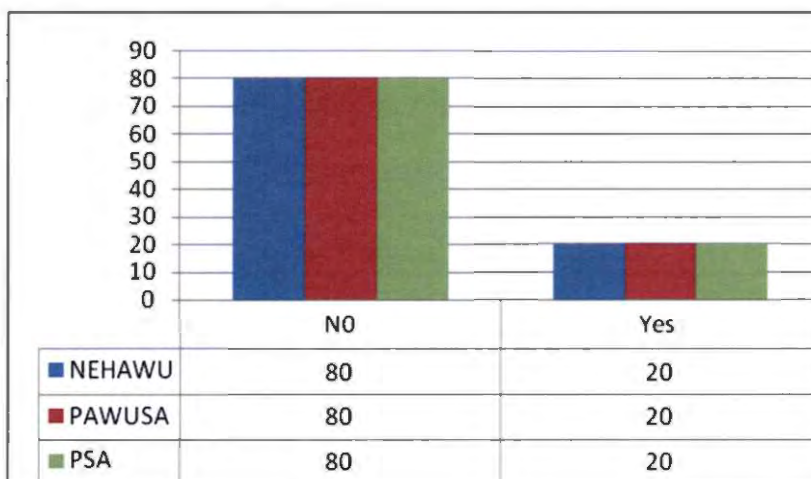
NEHAWU (90 %) said “No” and 10% said “Yes”, and PAWUSA and PSA (100%) said “No”. For the respondents the process does not serve any purpose. The restructuring process should fulfill departmental objectives and be able to provide staff development for enhanced performance.

4.11.10 Do you think there has to be another restructuring?

All unions have agreed unanimously (100%) indicating the need of another restructuring. The reason perhaps is that some of the processes were not followed accordingly, and if they can be part of the new restructuring it will be accepted. The other point is that they don't identify themselves with the present structural arrangement and feels the structure of regionalisation will work better than the Hub system (as working relations in the hubs and local government is not effective).

4.11.11 Do you think the identified Hubs are suitable for service delivery?

Figure 4.31: Do you think the identified Hubs are suitable for service delivery?

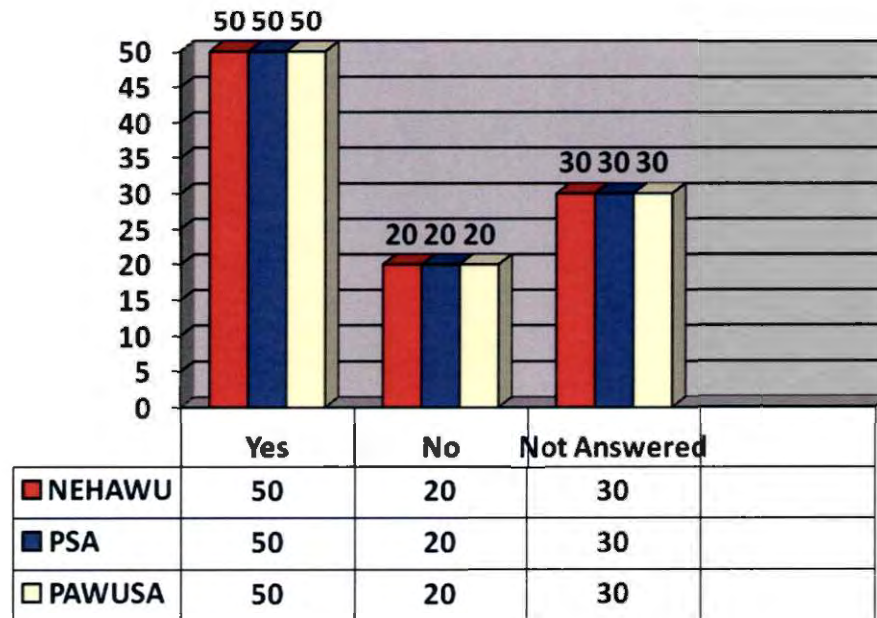


All the unions (80%) said “Yes” and 20% said “No” to the question. The purpose of Hubs is to make service delivery convenient for the community. If well resourced, Hubs are suitable for service delivery as the community rely on delivery of required services.

4.11.12 Do you think the placing and matching was covering economic changes for employees? How?

This was the economic question, remained unanswered (30%), and 20% respondents said “No” because many offices had to be created and that proved impossible to resource them resulting in lack of service delivery in the Hubs. Respondents (50%) said “Yes” stating that only salary aspect is improved but the value and quality of work is hampered.

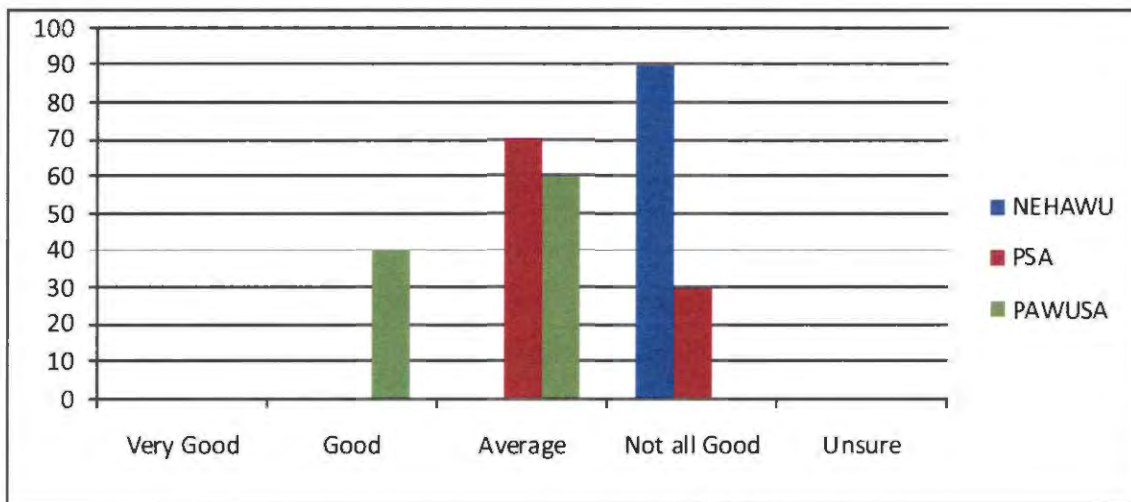
Figure 4.32: Do you think the placing and matching was covering economic changes for employees? How?



According to the finding shown in figure 4.5 regarding the participation of the employees, unions and stakeholders, it can be summarised that the stakeholders (70%) were not fully informed and accepted the change easily due to the associated benefits. Unions (10%) were not in favour of the implementation process of restructuring and alignment, and the employees (20%) were not in support but also have divided feelings of the processes of restructuring as some benefited to the processes of restructuring and alignment.

4.11. 14: How do you rate the input of the HR in this process?

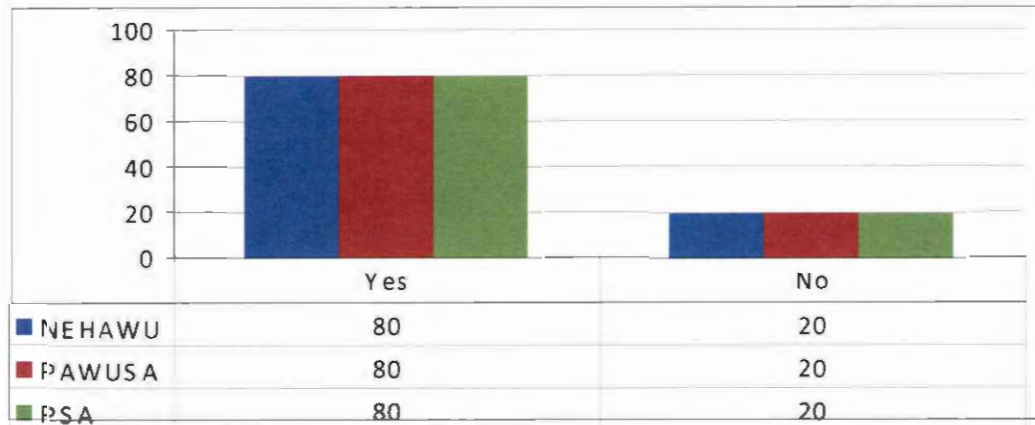
Figure 4.33: How do you rate the input of the HR in this process?



The response from NEHAWU (90%) was “Not good at all”, PAWUSA (60%) responded “Average” and 40% “Good” and PSA (70%) rated “Average” and 30% said “Not good at all”. These responses vary due to diverse perceptions of different people.

4.11.15 I believe staffs needs to be trained and ready to deliver in the Hubs

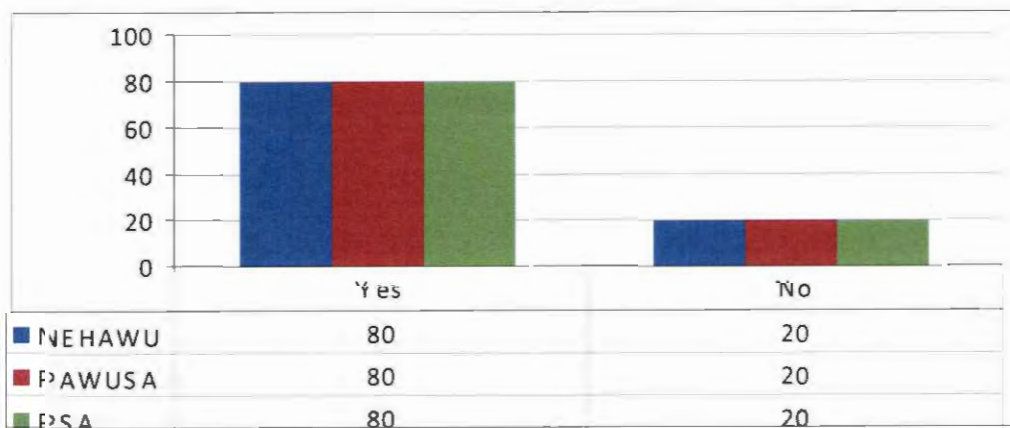
Figure 4.34: I believe staffs needs to be trained and ready to deliver in the Hubs



The unions responded (80%) “Yes” and 20% “No” to the question. The recommendation is that a lot of training should capacitate the employees in the Hubs as they are the reflection of the Department. The principles of Batho Pele require that all government employees must fully understand how to deal with their community.

4.11.16 Do you think there is a career development opportunity in the new restructuring process?

Figure 4.35: Do you think there is a career development opportunity in the new restructuring process?



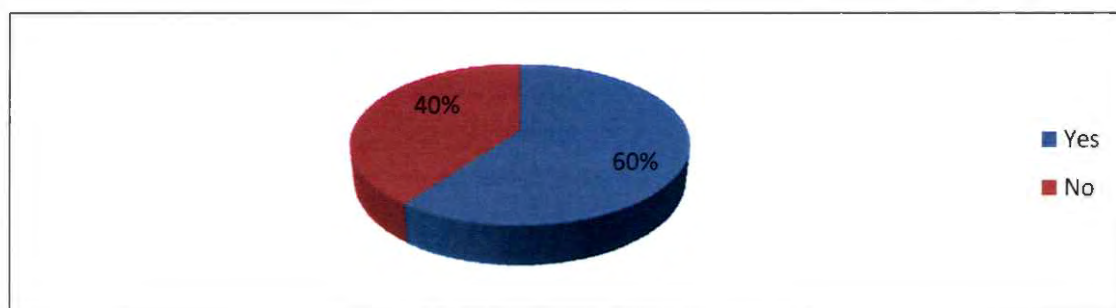
The unions responded (80%) “Yes” and 20% “No” to the question. There are a lot of career opportunities for the employees in the Hubs since the new structure was introduced and they all are benefited through the process.

4.11.17 Do you think employees need to be consulted in the process of restructuring and alignment?

All respondents (100%) showed positive response to the question. The labour movements are passionate about the consultation, small or big, and management therefore consults employees in the decision-making process.

4.11.18 Do you think there is career development opportunity in the new restructuring and alignment process?

Figure 4.36: Do you think there is career development opportunity in the new restructuring and alignment process?



The NEHAWU and PSA (60%) responded as “Yes” while the PAWUSA (40%) responded as “No” to the question. The restructuring and alignment has created number of opportunities for staff members who are doing same job at the same level for number of years. The restructuring has opened new career path and development environment for staff members.

4.11.19 Do the public appreciate the services rendered in the new Hub system

All respondents (100%) showed positive response to the question. The Hubs brought services closer to the community and therefore appreciated by the communities.

4.11.20 What is meant by efficiency and effectiveness in the service delivery in the Hubs?

All respondents stated that the effectiveness and efficiency is about best means of delivering services utilizing limited resource with maximum results.

4.11.21 What are the monitoring systems in place for the identified hubs?

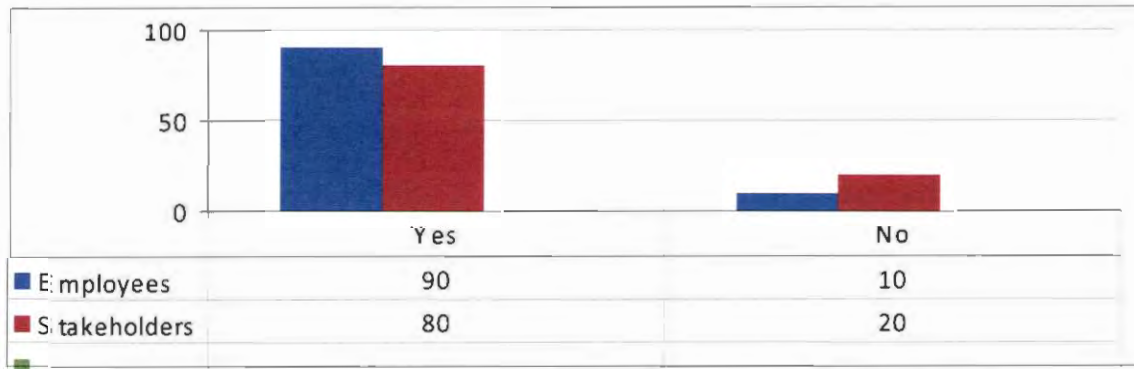
All the unions (100%) responded that there are no monitoring systems in place. The Hubs are not independent and the managers who are managing the clusters are not getting enough support from the department management to monitor the performance of Hubs.

4.12 SECTION E: QUESTIONNAIRE TO EMPLOYEES/ STAKEHOLDERS

The researcher utilized the same nature of questions to obtain responses from employees and stakeholders. Due to the same nature of answers, the responses are combined and compared through percentages.

4.12.1: Do you think the Department explains and clarifies the restructuring process?

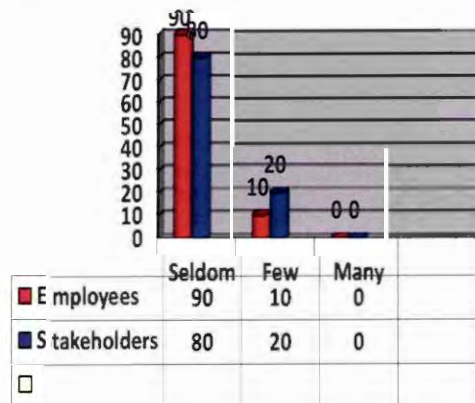
Figure 4.37: Do you think the Department explains and clarifies the restructuring process?



Employees (90%) responded as “No” and 20% as “Yes”. On the other side stakeholders responses differed from the employees with 80% saying “No” and about 20 % “Yes” to the question. This clearly shows that the Department never explained and clarified the restructuring process. The employees can accept the changes if they are part of the change processes. The stakeholders also need to get more clarity regarding implementation of restructuring process.

4.12.2 If yes how often did that take place?

Figure 4.38: If yes how often did that take place?

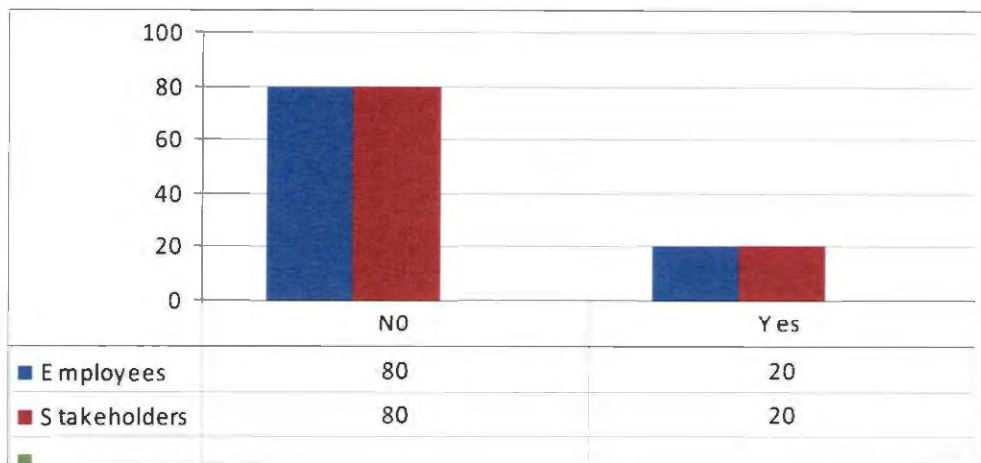


The employees (90%) said “Seldom” and 10% said “Few”; while the stakeholders 80%

said “Seldom” and 20% said “Few”. The reason for such response is that the Department management has failed the employees and stakeholders. The recommendation is that the management must clarify the processes and ensure that the employees and stakeholders fully understand and accept the process.

4.12.3 Is the implementation of restructuring contributing to their work situation?

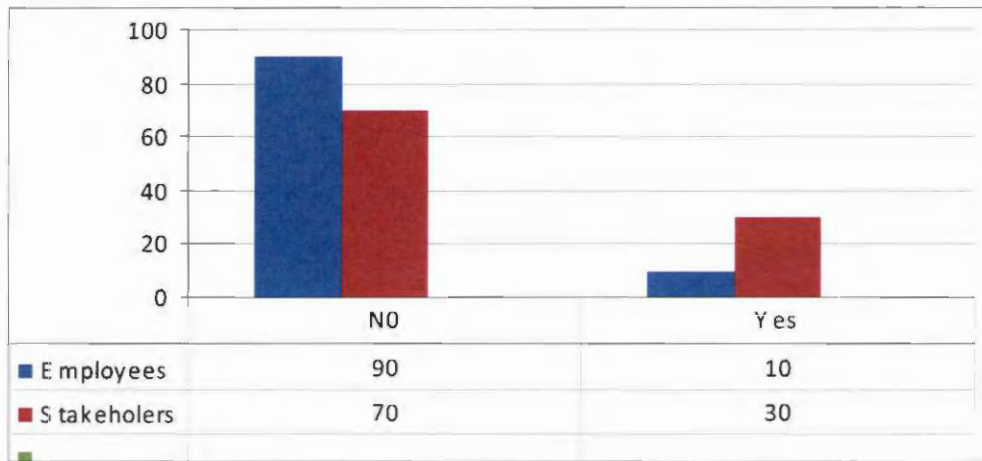
Figure 4.39: Is the implementation of restructuring contributing to their work situation?



Both, employees and stakeholders (80%) said “No” and 20% said “Yes” to the question. This is because the restructuring process was not absolutely clear to the parties. It therefore had the negative impact on the working relations of both employees and stakeholders. It also caused challenges regarding effective service delivery.

4.12.4 Were you consulted as the union, employees, and stakeholders and being part of the process?

Figure 4.40: Were you consulted as the union, employees, and stakeholders and being part of the process?



90% employees said “No” and 10% “Yes”, while stakeholders (70%) said “No” and 30 “Yes” to the question. It is recommended that the consultation is important with all relevant stakeholders and employees, no matter how small or big, for absolute decision-making. Management must consult and inform staff regarding changes that will be implemented in the Department.

4.12.5 Who was responsible for the implementation of the restructuring process?

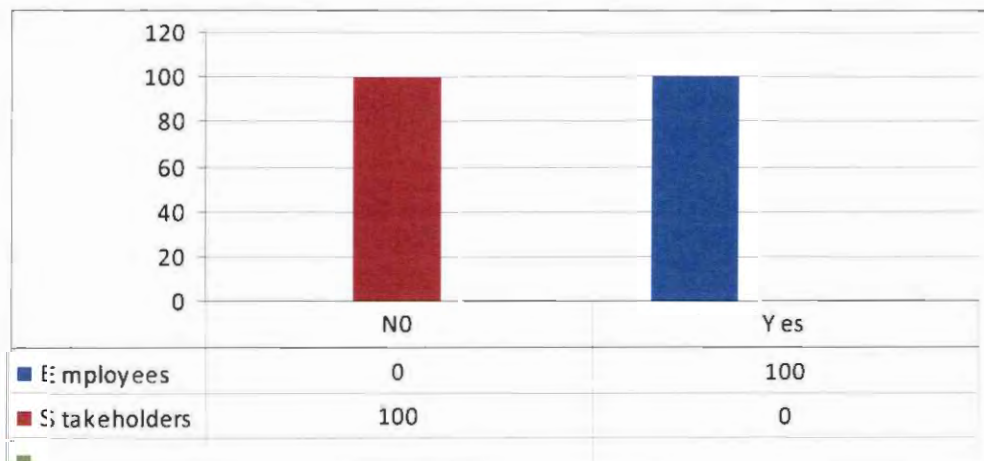
The employees (100%) agreed that Human Resource Department under the direction of Mr. Molaba: Chief Director of Corporate Services is responsible for implementation of the restructuring process.

4.12.6 Do you think as employees/stakeholders you need to be consulted in the process of restructuring and alignment?

Employees and stakeholders (100%) agreed unanimously stating “Yes” to the question. The employees and stakeholders are important human resource assets for the Department. They need to be considered in any decision making especially regarding the structural changes of the Department.

4.12.7 Do you think employees/stakeholders understand why it was implemented?

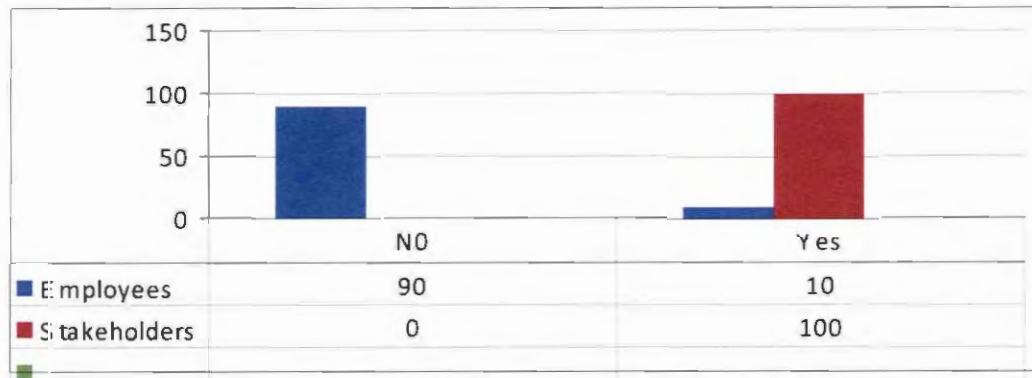
Figure 4.41: Do you think employees/stakeholders understand why it was implemented?



Employees agreed unanimously (100 %) stating “Yes”, while stakeholders (100%) said “No” to the question. The reason is that the employees feel it was time for change. The changes took place immediately after the performance evaluation and most of the employees anticipated the change of level and salary progression. The stakeholders did not understand the reason and process of change and felt threatened.

4.12.8 Do you think the rights of the employees/stakeholders were considered?

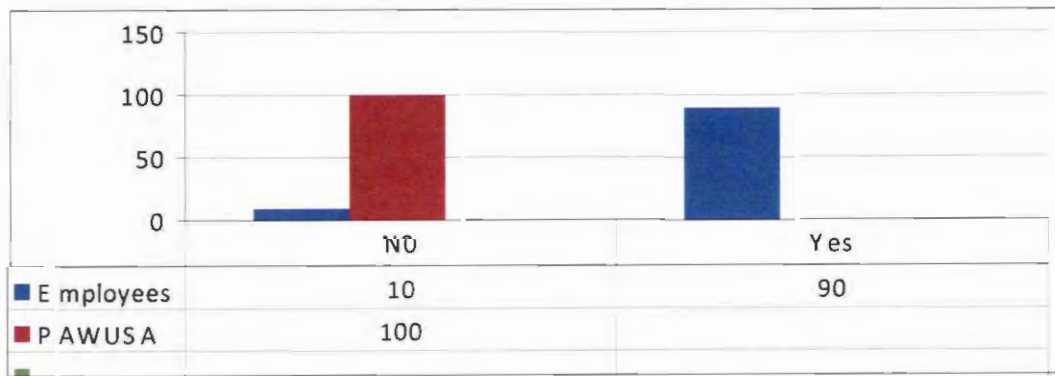
Figure 4.42: Do you think the rights of the employees/stakeholders were considered?



The employees (90%) responded stating “No” and 10% said “Yes”; while stakeholders (100%) said “No” to the question. The reason for this is that the Department has failed to include the stakeholders and prepare them for the changes. They were not consulted regarding and the new restructuring and alignment was imposed on them. They were further expected to follow the change. There is therefore a resistance in finalising Service Level Agreements. The recommendation is that any restructuring and alignment process must include employees and stakeholders from the beginning, so they can understand and accept the change.

4.12.9 Do you think it was necessary to have this restructuring process?

Figure 4.43: Do you think it was necessary to have this restructuring process?



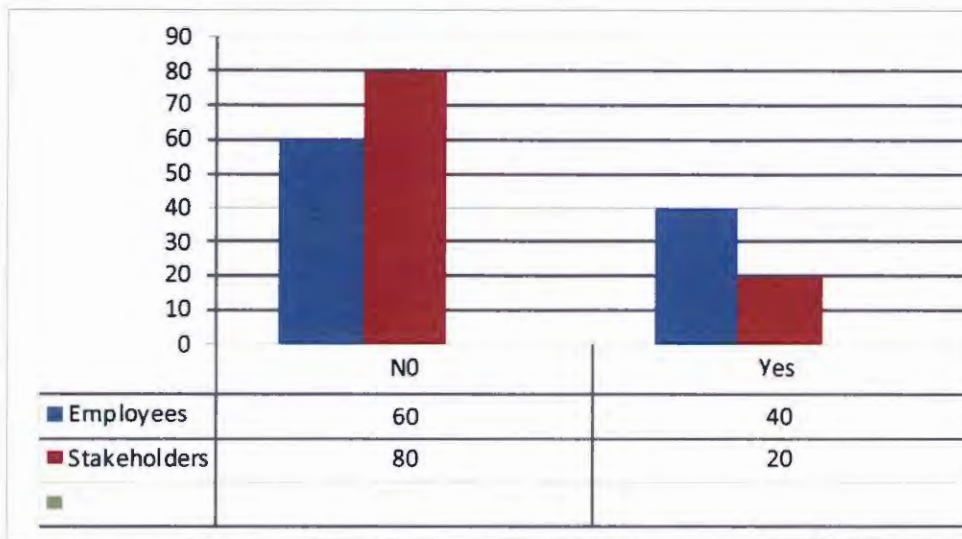
Employees (90%) said “Yes” and 10% said “No”; while stakeholders (100%) said “No” to the question. The restructuring was necessary, but it needed to happen in a collective manner. The change is necessary if it is meant to achieve the departmental objectives and to enhance the performance of employees.

4.12.10 Do you think there has to be another restructuring?

Both employees and stakeholders unanimously (100%) agreed on the concern that there has to be another restructuring in order to improve the challenges.

4.12.11 Do you think the identified hubs are suitable for service delivery?

Figure 4.44: Do you think the identified hubs are suitable for service delivery?

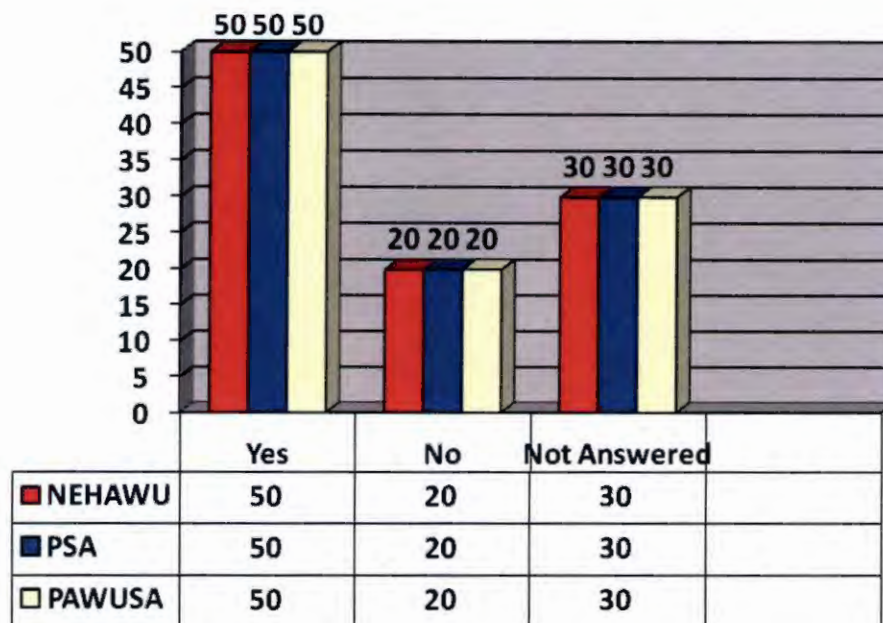


Employees (40%) said “Yes” and 60% said “No”; while stakeholders (80%) said “No” and 20% said “Yes” to the question. The aim or purpose of hubs is to make service delivery convenient for the community.

4.12.12 Do you think the placing and matching was covering economic changes for employees? How?

Respondents (30%) remained unanswered, and 20% said “No” because many offices had to be created and that proved impossible to resource them resulting in lack of service delivery in the Hubs. Respondents (50%) said “Yes” stating that only salary is improved but had negative impact as far as value and quality of work are concerned.

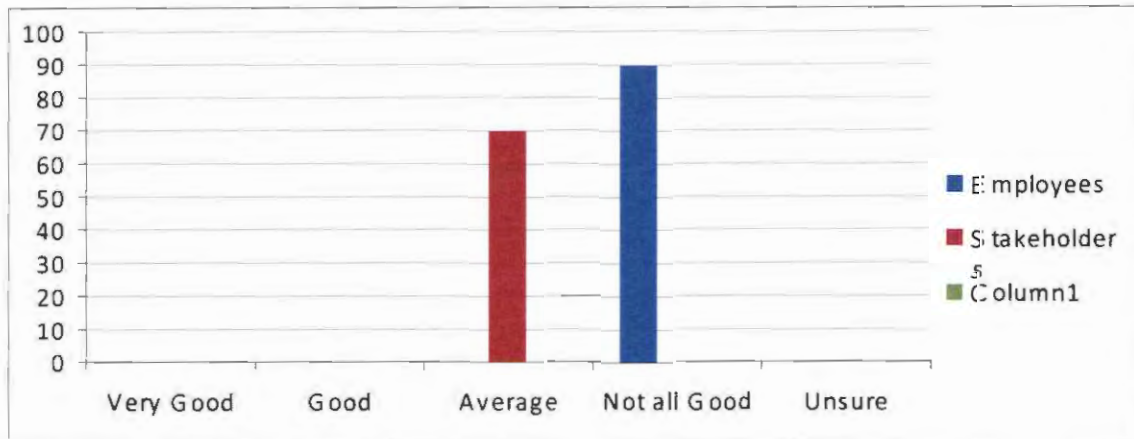
Figure 4.45: Do you think the placing and matching was covering economic changes for employees? How?



The Nehawu, PSA, PAWUSA representatives (50%) said “Yes”, 20% said “No”, and 30% did not answer. This was rather a double-barrel or tricky question as it was not only looking at monetary issues only but level of improvement within the work place which will have impact to the economic factor of employees.

4.12.13 How do you rate the input of the HR in this process?

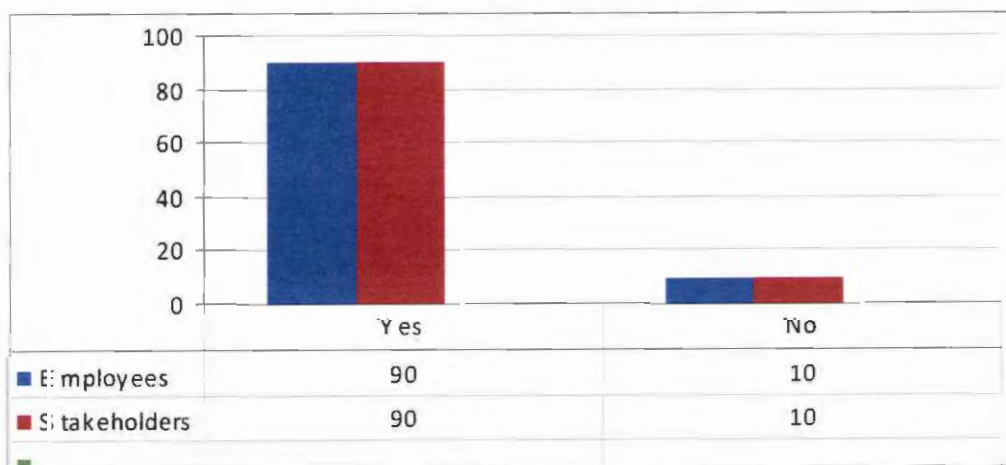
Figure 4.46: How do you rate the input of the HR in this process?



The employees (90%) rated as “Not good at all”, and stakeholders (70%) rated as “Average”. Few responses showed the positive participation of HR in the process. If the Human Resource Department provided a significant input, few mistakes would have been avoided.

4.12.14 I believe staff needs to be trained and ready to deliver in the hubs

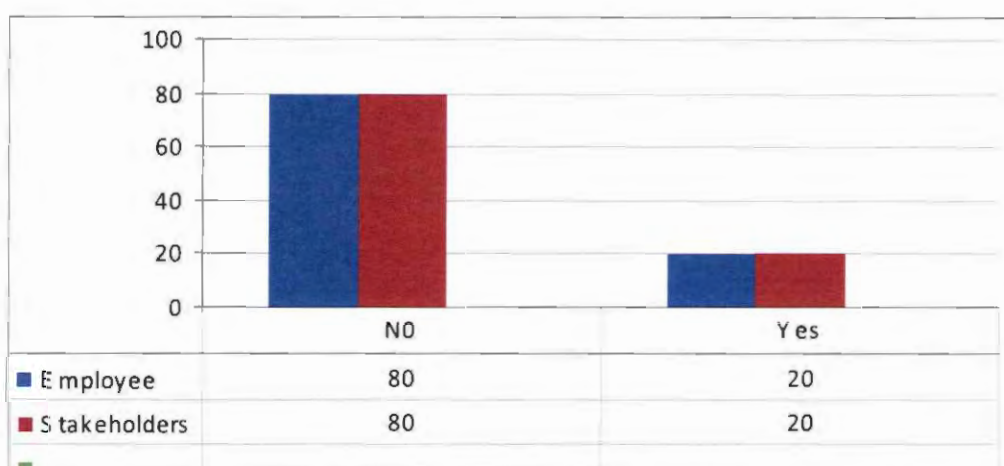
Figure 4.47: I believe staffs needs to be trained and ready to deliver in the hubs



The employees and stakeholders (90%) said “Yes” and 10% said “No” to the question. The employees are not absolutely trained on sports codes training (especially the Contract Workers in the hubs), customer care, conflict management, and other management services. The lack of adequate training has a negative impact on service delivery.

4.12.15 Do you think there is a career development opportunity in the new restructuring process?

Figure 4. 48: Do you think there is a career development opportunity in the new restructuring process?



The employees and stakeholders (80%) said “Yes” and 20% said “No” to the question. This clearly means that employees have gained experience and proper training for development. They have developed new career path since the restructuring process is implemented. It is believed that any restructuring comes with development and new career path.

4.12.16 Do you think employees/stakeholders need to be consulted in the process of restructuring and alignment?

The response for the question was 100% positive and the recommendation is that employees and stakeholders need to be consulted for absolute decision-making.

4.12.17 Do the public appreciate the services rendered in the new hubs system?

The responses were 100% positive. The reason for this is that the hubs brought services closer to the community. The public does not have to travel distances and spend lot of money like before. Therefore hubs are appreciated by the communities.

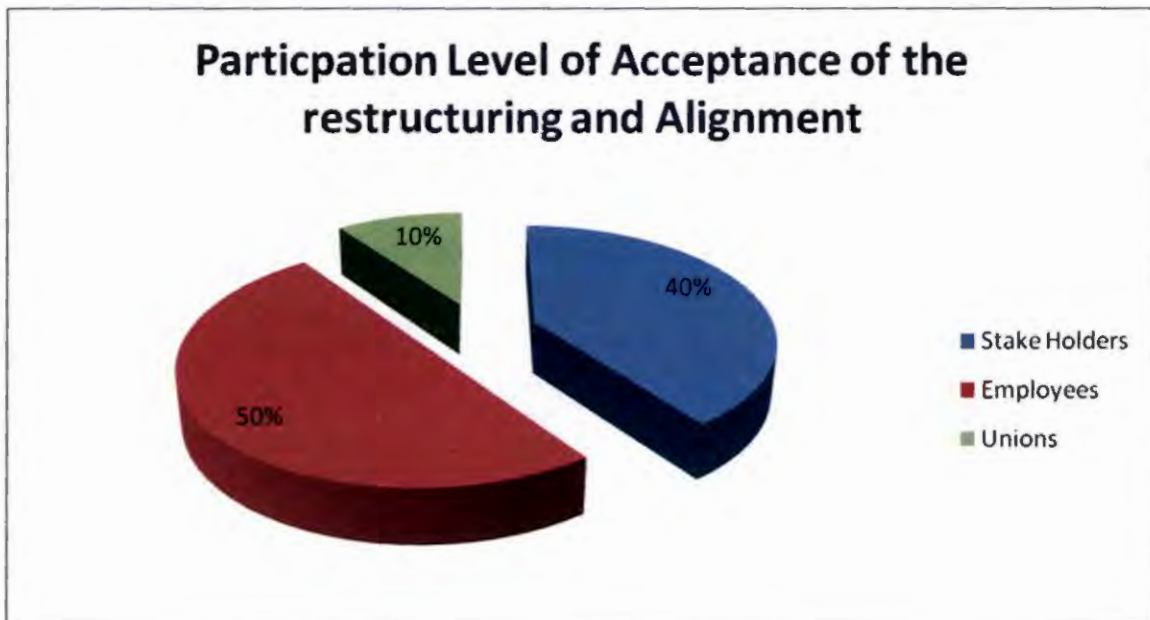
4.12.18 What is meant by efficiency and effectiveness in the service delivery in the hubs?

The responses state that the efficiency and effectiveness is about best means of delivering services with limited resources and maximum results.

4.12.19 What are the monitoring systems in place for the identified hubs?

Both the employees and stakeholders (100%) responded that there are no monitoring systems in place. This is because the hubs are not monitored regularly. Nothing is being done to improve the situation. The employees take their own decisions because they cannot be penalised for their actions in the absence of monitoring mechanisms.

Figure 4.49: What are the monitoring systems in place for the identified hubs?



According to the researcher's finding as shown in figure 4.49 regarding the participation of the employees, unions and stakeholders, it can be summarised that stakeholders (70%) are the ones who were not fully informed and accepted the change easily as it benefited them directly from this restructuring; the unions (10%) were not in favour of the implementation processes of restructuring and alignment; and the employees (20%) responses were not in support of the change.

4.13 CONCLUSION

This chapter focused on the scope of empirical investigation that evaluated the Gauteng Department of Sports, Arts, Culture and Recreation by applying the strategies viz. research methodology, interviews conducted with the political leadership, stakeholders, consultants, officials, union's representatives and middle to senior management. The sample based on convenience of the officials in the department and stakeholders like former MEC Gauteng SRAC Babara Crecy, Chief Director Corporate Services, Director Arts and Culture), former Director MPP, Deputy Director School Sports, (Deputy

Director Arts and Culture MPP, Director HRM, Deputy Director Personnel development, Assistant Director EAP, NEHAWU Union Representative, PSA Union Representative, Former unionist, West Cluster Manager, Hub Manager, to determine the role that the change management strategy of the department has done and the impact to change of the departmental programmes, and also the local government, Senior Sports Official in Sedibeng Municipality and City Of Joburg officials, to determine the impact of the restructuring and alignment of the Gauteng SRAC, in regard to their operation and programme relations to the Department. The responses were analyzed and interpreted in order to obtain the insight regarding the challenges that need improvement.

The next chapter will provide summary of the study, offer suggestions and recommendations for improvement.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The aim of this chapter is to re-examine, interrogate and reposition the Department of Sports, Arts, Culture and Recreation through restructuring and alignment of the Human Resource Strategic Planning to meet with the perceived goals. The recommendations are provided to improve the present processes and procedures on the restructuring and alignment of Department. The recommendations may assist the Department in attaining its strategic objectives in an inclusive manner.

5.2 RESEARCH QUESTIONS

The research considered the following key questions for this study:

- What is meant by restructuring and alignment of human resource management strategic planning?
- What processes and systems are employed in the Gauteng Department of Sports, Arts, Culture and Recreation in dealing with restructuring and aligning Human resource management strategy to the organizational strategy?
- What are the performance indicators for successes and failures for implementation and reaching set objectives of Gauteng Department of Sports, Arts, Culture and Recreation?
- What recommendations can be offered to add value to the restructuring and alignment of human resource management strategic planning?

5.3 RESEARCH OBJECTIVES

The research outlined the following objectives:

- To give a theoretical exposition of the concepts restructuring and alignment of human resource management strategic planning.
- To describe an overview of processes and systems that are employed in the Gauteng Department of Sports, Arts, Culture and Recreation in dealing with restructuring and alignment of Human resource management strategy to the organizational strategy.
- To conduct a research into the performance indicators for successes and failures for implementation and reaching set objectives of Gauteng Department of Sports, Arts, Culture and Recreation.
- To provide a set of recommendation can be offered to add value to the restructuring and alignment of human resource management strategic planning.

The first objective was to provide a theoretical exposition of the concepts restructuring and alignment of human resource management strategic planning. The study shows that there was a full understanding to conceptualize the restructuring and alignment theory for human resource management strategic planning.

The second objective was to describe an overview of processes and systems that are employed in the Gauteng Department of Sports, Arts, Culture and Recreation in dealing with restructuring and alignment of human resource management strategy to the organizational strategy. The evidence was realized through secondary sources and policy documents developed during the restructuring and alignment of the Department. The research highlighted that everybody understood that the process was developed by HR Department and had little understanding regarding the implementation of the process. This objective was not attained as employees, unions and stakeholders did not understand the process on basis hence did not embrace the process.

The third objective was to conduct a research into the performance indicators for successes and failures for implementation and reaching set objectives of Gauteng Department of Sports, Arts, Culture and Recreation. The research has shown that the set performance indicators to reach the set objectives of Department are not fully been met. There are challenges regarding Service Level Agreement with local municipalities that hamper the performance of the Department.

The fourth objective was to provide a set of recommendations that can be offered to add value to the restructuring and alignment of human resource management strategic planning. The research has shown that there are a lot of flaws with the undertaken restructuring and alignment process. The recommendations are provided regarding future restructuring and alignment within the Department in order to rectify the challenges.

5.4 SUMMARY

Chapter one outlined the overview of the restructuring processes within the Gauteng Department of Sports, Arts, Culture and Recreation which was neither inclusive nor researched thoroughly to accommodate every input of sub-directorate. The staff capacity to meet the set objectives and programme of the Department was discussed. Some of the problematic areas shortsighted by the restructuring process were the fact that there is a lack of alignment of programmes due to the inappropriate alignment and integration of internal programmes, and poor human resources strategic planning and implementation.

Chapter two focused on the theoretical exposition of the concepts restructuring and alignment of the human resource management strategies for the Department of Sports, Arts, Culture and Recreation. Issues for policies engulfing the employment and development of human resource management within the public sector were raised. The strategic human resource management looks at the development and implementation of the activities and programmes by looking at the number of staff and possible reduction to take place in the near future. This is done through an integrated approach such as creation of human resource sub-systems that include all members or representative of sub directorates of the Department. The researcher tried to outline the strategic human

resource management by emphasizing the commitment of senior management and allocation of resources as the absolute success tool for the Department.

Chapter three focused on overview of restructuring and alignment of human resource management of Gauteng Department of Sports, Arts, Culture and Recreation. Restructuring and alignment are part of an overall, integrated strategy of organization transformation. It involved a comprehensive addressing of staffing, strategy, style, systems, skills, structure, and shared values. The chapter focused on the restructuring and alignment process in the Gauteng Department Sports, Arts Culture and Recreation emphasizing on the rationale behind this transformation. The chapter further elaborated on project management for bringing change, and explores the challenges associated with restructuring and alignment of the human resource management.

Chapter four focused on the empirical research within the Gauteng Department of Sports, Arts, Culture and Recreation. The conducted information was also obtained through observation by the researcher who is professionally engaged as an employee in the Department. The chapter explained the different concepts of research viz. the data compilation, variables, sampling, interviews and questionnaire. The chapter covered different questions designed and responses from different staff members, stakeholders, councilors, union representatives, consultants, political office bearers, and senior to junior management. Furthermore, the research explored the analyses and interpretation of responses that formed the significant portion of this chapter.

5.5 FINDINGS

Findings will then reflect the respond analyses of all the interviews taken by the researcher.

5.5.1 Findings related to MEC

This was evident from the finding that the MEC responses were not informative but more general and concise in nature. The MEC is the main person behind the restructuring and alignment process of the Department. It was also found that the MEC had an effective

plan established regarding the change process, had understanding regarding the set goals and objectives. The ineffective implementation of the process created few challenges that lead to the failure to achieve all the set goals regarding the transformation of the Department.

5.5.2 Findings related to Managers

The findings show that the managers were not fully involved in the process. There is therefore a problem of accepting and enhancing the implementation of restructuring and alignment process within the Department. The managers are regarded as main pillars for dissemination of information regarding the restructuring and alignment process. The lack of the involvement of managers in the process has created some challenges gaps to improve.

5.5.3 Findings related to Employees

Research has shown that employees have not absolutely embraced the idea for restructuring and alignment of the Department. The findings reveal that they were not ready enough to take changes, and were not properly consulted regarding the change process.

5.5.4 Findings related to Stakeholders

The study shows that stakeholders were not informed and consulted regarding the restructuring and alignment process of the Department. There is therefore a problem regarding the Service Level Agreement that is not signed between the provincial and local governments. Local government is feeling threatened by the kind of arrangements the Department is embarking on programmes, interfering with their demarcation and line functions.

5.5.5 Findings related to Unions

The findings show that the Department has not regarded the labour unions as the main internal stakeholders. The unions were not consulted and the process was forced down to

employees to accept. There are therefore challenges regarding effectiveness and efficiency of employees that has negative impact on performance levels.

5.6 TESTING HYPOTHESIS

The main aim of this study was to test the following hypothesis:

The effective restructuring and alignment of Human Resource Management Strategic Planning may lead to efficient implementation of objectives of Gauteng Department of Sports, Arts, Culture and Recreation.

The overall responses of the findings show that if human resources can be effective in implementing their task as advisors, administrative support to political decision, and human resource policy implementers and monitors, the Department can have effective and efficient restructuring and alignment of human resource implementation strategies. This would have assisted the Department to achieve the set goals in its five year strategic plans.

5.7 SUGGESTIONS AND RECOMMENDATIONS

According to the empirical research taken, one can bravely recommend the following to improve the department strategy regarding restructuring and alignment:

- Department needs to consult its employees, unions, stakeholders for absolute decision-making regarding structural or organizational changes.
- Restructuring and alignment process should be implemented after reviewing the availability of adequate resources required for transformation. It is also important to regionalize Hubs and the services to minimize pressure of resources and required equipments.

- Make a checklist of the programme, link them to specific projects especially in the Hubs. Furthermore, effective monitoring mechanisms need to be implemented for enhanced performance of Hubs.
- Strengthen and implement the back-office support and monitor its task on continuous basis. Develop Policy for Mass Participation Programme and integration the policy with other units especially arts and culture. Furthermore, finalise the issue of Service Level Agreement with local government associations.
- There is a need to conduct skills audit, job description and performance reviews to balance the job. A continuous motivation is required to raise the staff morale and improve performance of the organization as a whole.

5.8 SCOPE FOR FURTHER RESEARCH

The research leads the way forward for future research in the related field of study. There is a need to conduct a feasibility study on the Hubs; enhance consultation process with stakeholders; explore the significance and measures to conduct skills audit for enhanced performance of employees at the Gauteng Department of Sports, Arts, Culture and Recreation.

5.9 CONCLUSION

This chapter focused on the summary of the entire research, and discussed the findings of research. The research objectives were measured and hypothesis was tested based on the research findings. The scope for further research paved a way forward to compatible feasibility studies in the future.

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APPENDICES

ANNEXTURE A: LETTER OF PERMISSION TO CONDUCT RESEARCH

	GAUTENG DEPARTMENT OF SPORTS, ARTS, CULTURE AND RECREATION	INTERNAL MEMORANDUM
Chief Directorate :	COORPORATE SERVICE	
Enquiries :	DENNIS MOLABA (CHIEF DIRECTOR)	
Telephone Number :	083 310 1840	
Date :	13 OCTOBER 2009	
File Reference No :	C/SL/01	

RE: CONFIRMATION FOR RESEARCH TOPIC ON RESTRUCTURING AND ALIGNMENT OF HRMS FOR DEPARTMENT SPORTS, ARTS, CULTURE AND RECREATION

PURPOSE

The purpose of this letter is to give confirmation that Mr. Mzwandile Skosana have been authorized as per request to do research on the above mentioned topic for his Masters Mini dissertation research.

BACKGROUND

Mr. Mzwandile Skosana is one of the colleagues who received bursary from the department for his studies, and he approached me as the Chief Director for Corporate Services to get authorization and information about the restructuring and alignment of the human resource management strategy for the Department Sports, arts, Culture and Recreation. He was given authorization to write and conduct his research with other identified staff members.

RECOMMENDATION

We therefore recommended that he must submit his final draft to the department for future assistance and reference in the subject.

I hope and trust that you will find this letter authentic and helpful.

Yours truly

Dennis Molaba
Chief Director Corporate Services



QUESTIONNAIRE

Title: **The restructuring and alignment of Human Resource Management strategic planning of Gauteng Department of Sports, Arts, Culture and Recreation**

Respondent: **MEC Sports, Arts, Culture, and Recreation**

Introduction

The student who authored this questionnaire is pursuing a Masters degree in Public Management and Development and will therefore appreciate your assistance in completing the questionnaire as frankly as you possibly can.

Please reread and answer carefully each question by making a cross in an appropriate block:

1. What is your understanding of restructuring and HR strategy in the Department?

2. How much efforts do your department committed in placing and matching of its employees?

3. Do you think you had enough time to implement restructuring process given the demand for productivity and service delivery?

4. Do you think the Department of Sports, Arts, Culture and Recreation objectives are realizable given the problems of restructuring process?

5. Do you think that other stakeholders are necessary in the process

Yes	No
-----	----

6. Do you think their role /existence is useful

Yes	No
-----	----

7. Can you briefly expand on their importance

8. Do you think that underperformance and non deliverance of other employees has to do with the restructuring take place?

9. Does strategic document on restructuring process developed by Department have any effect on enhancing their motivation to deliver and understand restructuring?

10. How can academic institutions like North-West University assist to help in the betterment of restructuring and alignment of department for improving service delivery?

QUESTIONNAIRE

Title: The restructuring and alignment of Human Resource Management strategic planning of Gauteng Department of Sports, Arts, Culture and Recreation

Respondent: Managers Sports, Arts, Culture, and Recreation

Introduction

The student who authored this questionnaire is pursuing a Masters degree in Public Management and Development and will therefore appreciate your assistance in completing the questionnaire as frankly as you possibly can.

Please reread and answer carefully each question by making a cross in an appropriate block:

1. Gender

Male	Female
------	--------

2. Position

Top Management	
Middle	
Other	

3. Does Department Sports, Arts, Culture, and Recreation explains and clarifies the restructuring process?

Yes	No
-----	----

4. If yes how often did that take place

Seldom	Many	Few
--------	------	-----

5. Is the implementation of restructuring contributing to their work situation

Yes	No
-----	----

6. Who was responsible for the implementation of the restructuring process

Consultant	Your HR	Both
------------	---------	------

7. Does restructuring and alignment improve the performance of staff?

Yes	No
-----	----

8. Do you think employees understand why it was implemented

Yes	No
-----	----

9. Do you think restructuring and alignment had effect on performance of staff

Yes	No
-----	----

10. Do you think it was necessary?

Yes	No
-----	----

11. Do you think there has to be another restructuring?

Yes	No
-----	----

12. Do you think the identified hubs are suitable for service delivery?

Yes	No
-----	----

13. Do you think the budgeting system on new restructuring and alignment is colliding or merging in the process

14. Do you think the budget you have at the moment should be increased and why?

15. How do you rate the input of the HR for SACR in this process?

Very Good	
Good	
Average	
Not all Good	
Unsure	

16. I believe staff need to be trained and ready to deliver in the hubs

Yes	No
-----	----

17. Do you think employees need to be consulted in the process of restructuring and alignment?

Yes	No
-----	----

18. Do you think there is career development opportunity in the new restructuring and alignment process?

Yes	No
-----	----

19. Do the public appreciate the services rendered in the new hubs system

Yes	No
-----	----

20. What is your understanding of the hub service delivery?

21. What is meant by efficiency, and effectiveness in the service delivery in the hubs?

22. What are the monitoring systems in place for the identified hubs?

23. What effect does the organogram has on the reporting systems in order to improve the system?

8. Do you think it was necessary to have this restructuring process?

Yes	No
-----	----

9. Do you think there has to be another restructuring?

Yes	No
-----	----

10. Do you think the identified hubs are suitable for service delivery?

Yes	No
-----	----

11. Do you think the placing and matching was covering economic changes for employees? How?

12. How do you rate the input of the HR for SACR in this process?

Very Good	
Good	
Average	
Not all Good	
Unsure	

13. I believe staff need to be trained and ready to deliver in the hubs

Yes	No
-----	----

14. Do you think employees need to be consulted in the process of restructuring?

Yes	No
-----	----

15. Do you think there is development opportunity in the new restructuring process?

Yes	No
-----	----

16. Do the public appreciate the services rendered in the new hubs system

Yes	No
-----	----

17. What is your understanding of the hub service delivery?

18. What is meant by efficiency, and effectiveness in the service delivery to the hubs?

19. What are the monitoring systems in place for the identified hubs?

20. What effect does the organogram has on the reporting systems in order to improve the system?

QUESTIONNAIRE

Title: **The restructuring and alignment of Human Resource Management strategic planning of Gauteng Department of Sports, Arts, Culture and Recreation**

Respondent: **Employees**

Introduction

The student who authored this questionnaire is pursuing a Masters degree in Public Management and Development and will therefore appreciate your assistance in completing the questionnaire as frankly as you possibly can.

Please reread and answer carefully each question by making a cross in an appropriate block:

1. Do you think the Department explains and clarifies the restructuring process?
2. If yes how often did that take place

Seldom	Many	Few
--------	------	-----

3. Is the implementation of restructuring and alignment contributing to your work situation

Yes	No
-----	----

4. Who was responsible for the implementation of the restructuring process

Consultant	The HR	Both
------------	--------	------

5. Were you consulted as the employees and being part of the process of restructuring and alignment?

Yes	No
-----	----

6. Do you think as employees you need to be consulted in the process of restructuring and alignment?

Yes	No
-----	----

7. Do you think as employees you understand why restructuring and alignment was implemented

Yes	No
-----	----

8. Do you think the rights of the employees were considered?

Yes	No
-----	----

9. Do you think it was necessary to have this restructuring and alignment process?

Yes	No
-----	----

10. Do you think there has to be another restructuring?

Yes	No
-----	----

11. Do you think the identified hubs are suitable for service delivery?

Yes	No
-----	----

12. Do you think the placing and matching was covering economic changes for employees? How?

13. How do you rate the input of the HR in this process?

Very Good	
Good	
Average	
Not all Good	
Unsure	

14. I believe staff need to be trained and ready to deliver in the hubs

Yes	No
-----	----

15. Do you think there is a career development opportunity in the new restructuring process?

Yes	No
-----	----

16. Do the public appreciate the services rendered in the new hubs system

Yes	No
-----	----

17. What is your understanding of the hub service delivery?

18. What is meant by efficiency, and effectiveness in the service delivery in the hubs?

19. How are you monitored in the identified hubs/ regional and head offices?

20. What effect does the organogram has on the reporting systems in order to improve the system?

QUESTIONNAIRE

Title: **The restructuring and alignment of Human Resource Management strategic planning of Gauteng Department of Sports, Arts, Culture and Recreation**

Respondent: **Stakeholders / NGOs / NPOs**

Introduction

The student who authored this questionnaire is pursuing a Masters degree in Public Management and Development and will therefore appreciate your assistance in completing the questionnaire as frankly as you possibly can.

Please reread and answer carefully each question by making a cross in an appropriate block:

1. Do you think the Department explains and clarifies the restructuring process?
2. If yes how often did that take place

Seldom	Many	Few
--------	------	-----

3. Is the implementation of restructuring and alignment contributing to the programmes and project you are running?

Yes	No
-----	----

4. Who was responsible for implementation of the restructuring and alignment process

Consultant	The HR	Both
------------	--------	------

5. Were you consulted as the NGO/NPOs/ Stakeholders and being part of the process and restructuring and alignment?

Yes	No
-----	----

6. Do you think stakeholders/NGO/NPOs need to be consulted in the process of restructuring and alignment?

--	--

Yes	No
-----	----

7. Do you think public and your colleagues understand why it was implemented

Yes	No
-----	----

8. Do you think it was necessary to have this restructuring and alignment process?

Yes	No
-----	----

9. Do you think there has to be another restructuring and alignment?

Yes	No
-----	----

10. Do you think the identified hubs are suitable for service delivery within your community?

Yes	No
-----	----

11. Do you think it was economic to develop the hubs for both community and government

12. I believe staff need to be trained and ready to deliver in the hubs

Yes	No
-----	----

13. Do you think there is career development opportunity in the new restructuring process especially for the community you service?

Yes	No
-----	----

14. Do the public appreciate the services rendered in the new hubs system

Yes	No
-----	----

15. What is meant by efficiency, and effectiveness in the service delivery in the hubs?

16. What is your understanding of the hub service delivery?

17. Do you think the community can monitor and evaluate the identified hubs?
And how?

18. Do you think you know and understand the protocol and organogram structure for the Department?

