



2017/18

ANNUAL PERFORMANCE PLAN

APP

DEPARTMENT OF LABOUR



labour

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ACRONYMS

ACRONYM	DESCRIPTION
AFS	Annual Financial Statements
AIA	Accredited Inspection Authorities
APP	Annual Performance Plan
APSO	Association for Professional Service Organisation
ARLAC	African Regional Labour Administration Centre
AU LSAC	African Union Labour and Social Affairs Commissions
BCEA	Basic Conditions of Employment Act
CAPES	Confederation of Associations of Personnel Employment Agencies
CCMA	Commission for Conciliation, Mediation and Arbitration
CD: PO	Chief Director: Provincial Operations
CF	Compensation Fund
CFO	Chief Financial Officer
CIO	Chief Information Officer
COIDA	Compensation for Occupational Injuries and Diseases
COO	Chief Operations Officer
COSATU	Congress of South African Trade Unions
CRP	Contract Review Panel
CS	Corporate Services
DDG	Deputy Director-General
DEXCOM	Departmental Executive Committee
DG	Director-General
DHA	Department of Home Affairs
DIRCO	Department of International Relations and Cooperator
DITSELA	Development Institute for Training, Support and Education for Labour
DPSA	Department of Public Services and Administration
DWCP	Decent Work Country Programme
EAP	Economic Active Population
EC	Eastern Cape
ECC	Employment Conditions Commission
EEA	Employment Equity Act
EEC	Employment Equity Commission
ES	Employment Services
ESA/B	Employment Services Act or Bill
ESSA	Employment Services for South Africa
FEDUSA	Federation of Unions of South Africa
FS	Free State
GCIS	Government Communication and Information Services
GP	Gauteng
HO	Head Office
HRM	Human Resource Management
ICD	Integrated Client Database
ICT	Information and Communication Technology
IES	Inspection and Enforcement Services
IFS	Interim Financial Statements


ACRONYM**DESCRIPTION**

ILO	International Labour Organisation
IT	Information Technology
JSE	Johannesburg Stock Exchange
KRA	Key Result Area
KZN	KwaZulu-Natal
LP	Limpopo
LP and IR	Labour Policy and Industrial Relations
LRA	Labour Relations Act
M and E	Monitoring and Evaluation
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MP	Mpumalanga
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NACTU	National Council of Trade Unions
NC	Northern Cape
NDP	National Development Plan
NEDLAC	National Economic Development and Labour Council
NT	National Treasury
NW	North West
OHS	Occupational Health and Safety
OHSA	Occupational Health and Safety Act
PDP	Personal Development Plan
PEA	Private Employment Agencies
PES	Public Employment Services
PFMA	Public Finance Management Act
PPP	Public Private Partnership
PSA	Productivity South Africa
PwD	People with disabilities
RAMP	Renovation and Maintenance Project
RME	Research Monitoring and Evaluation
SADC	Southern African Development Community
SADC - ELS	Southern African Development Community - Employment and Labour Sector
SD	Sectoral determinations
SDIP	Service Delivery Improvement Plan
SEE	Supported Employment Enterprises
SMME	Small Medium Macro Enterprises
SMS	Senior Management Service
SP	Strategic Plan
TES	Temporary Employment Services
UIA	Unemployment Insurance Act
UIF	Unemployment Insurance Fund
WSP	Workplace Skills Plan
WSS	Work-Seeker Services

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

Was developed by the management of the Department of Labour under the guidance of Honourable MN Oliphant, MP, Takes into account all the relevant policies, legislation and other mandates for Department of Labour, accurately reflects the strategic outcome oriented goals and objectives which the Department of Labour will endeavour to achieve over the period 2015 to 2020.



M Bronkhorst
Chief Operations Officer



DE Kyle
Acting Chief Financial Officer



T Lamati
Director-General



SP Holomisa, MP
Deputy Minister of Labour



MN Oliphant, MP
Minister of Labour



FOREWORD BY THE MINISTER

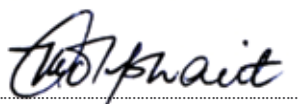
The labour market policy space has become even more dynamic and challenging in recent years. Workers are confronted with employment insecurity and uncertainty; many are being forced to develop ongoing portfolios of project-based assignments and/or moonlighting with a variety of employers to eek out a living.

What will jobs look like in 2030? What skills will be in greatest demand? These are upper-most questions in many people's minds these days. Gazing into the future may seem whimsical, because experience tells us that predictions about what the world will look like years from now are likely to be inaccurate. But what if, backed with robust research, better analysis of the data at our disposal, an assessment of the labour market of the future could serve as a basis for a debate around the challenges and opportunities individuals and businesses are likely to face? Studies have shown that automation is the industrial revolution phenomenon of our times; human labour is being replaced by machinery and robotics. Some say automation can be positive for businesses in that it tends to increase labour productivity, reduces wage costs, increase profit margins and also fill labour shortages, as has happened in China. On the other hand, it could also increase structural unemployment, which may erode consumer confidence and disposable income levels, and ultimately reduce demand for consumer goods.

This has changed how companies think about talent. With the proliferation of so-called "people analytics" - behavioural and intelligence tests, digital performance scorecards and better human resource information systems, companies know their people like never before. Technology is already transforming our homes in ways that never existed in the past. The technologies are also re-shaping the workplace and how we work and interact. This will have major implications for underlying business models and the way in which work is organised. It is in this context that individuals and employers, as part of their career and business development, will make decisions about investment in skills. As digitalisation grows, we can expect a significant impact on employment and skills in the decades ahead. In Japan they are already talking about the existence a robot that does all the basic domestic chores, which will replace a human domestic worker as we know today. In the construction sector, increasingly sophisticated building technologies, such as home automation, will demand new installation, maintenance and repair skills, while architects and building managers use cradle-to-grave digital modelling in their projects.

Our APP and strategic plans are alive to these realities as we continuously make efforts to understand and anticipate the key drivers in the labour market space. Our key priorities take into account that we are indeed halfway in pursuit of the 2014-2019 Medium-Term Strategic Framework deliverables. Those areas that promise greater impact within a short space of time are deliberately being targeted going forward. The active labour market interventions that we pursue, also take into account the ever changing skills dimension in the labour market.

I must emphasise however, that to full-fill these noble goals, we need to marshal the support of all our social partners and the society behind us. Together we can overcome any challenge that the labour market throws at us.



MN Oliphant, MP
Minister of Labour



FOREWORD BY THE DEPUTY MINISTER

The legislative mandate of the Department of Labour emanates from Chapter Two of the Constitution - the Bill of Rights. Sections 9, 10, 23, 24 and 27 enjoin us to endeavour to achieve the following:

- Equal access to opportunities
- Promotion of labour standards and fundamental rights at work
- Sound labour relations
- An environment that is not harmful to the health and well-being of those in the workplace
- Adequate social security nets to protect vulnerable workers.

These are just a few of the Constitutional imperatives that we are seized with as a contribution of our Department to the socio-economic development and the re-integration of previously marginalised communities in our society. As we approach the mid-term of the mandate of our government, we recognise that significant and notable strides have been made in our quest to redefine the labour market, in order to promote equal access to opportunities and to entrench the rights of workers, particularly vulnerable workers.

Whilst some progress has been made in reshaping institutional platforms and sharpening the legislative and policy instruments, in line with our strategic posture and outlook, it is equally true that we have had varying degrees of success in making the necessary impact when it comes to implementation.

As such, the Annual Performance Plan of 2017/18 seeks to zoom into those areas where there has been minimal

impact and a need for a revolutionary approach to doing business. Hence the Director-General's recognition of the need for a paradigm shift in how we measure performance. Beyond striving to attain targets that have been set, the question we want to answer is what impact have we made, given the basket of services we provide.

Similarly, our value system as a Department is premised on the need to promote client centred services, accountability, integrity, ethical behaviour, as well as learning and development. Again, plans are afoot to bolster the front-line staff that interface with the public. This is aimed at improving our efficiencies on the ground, demonstrating the resolve to provide speedy and effective solutions to the people's needs.

In the 2017/18 financial year the Minister has tasked me to follow up on and closely monitor the Auditor-General's findings for the past financial year with a view to improve our performance in this area. This will help us improve our values of accountability, integrity and ethical behaviour.

Learning and development are the focal points in what is termed today the knowledge economy, where digitisation and automation have a profound effect on how government and social partners may re-invent the wheel in order for us to be responsive to the diverse and dynamic changes in the world of work globally.

As we enter the 2017/18 financial year, we are buoyed by the progressive team spirit and collective wisdom that straddles the political and administrative divide. We appreciate the exemplary leadership of the Minister in this regard, in engendering a unity of purpose in the organisation, with the support of the Director-General, and all staff of the Department of Labour.

It is also pleasing to note the progress being made in strengthening communication and accountability with the establishment of the Management Committee. We also value the role played by the Entities that report to us.

Finally, the importance of the oversight roles played by the Auditor-General and the parliamentary committees keeping us in check, cannot be overemphasised. We aim to interact more frequently as our executive and parliamentary schedules permit.



SP Holomisa, MP
Deputy Minister of Labour

OVERVIEW OF THE ACCOUNTING OFFICER

The challenges facing our economy and labour market continue to exist; therefore it is imperative as we march into the new financial year to be mindful of such challenges; because of the direct and indirect effect they have on some of our policy mandates and strategic objectives. It is on this basis that our Strategic Plan and Annual Performance Plan for 2017/18 are carefully crafted so that we can navigate through the 2017/18 financial year with less difficulty.

The process of crafting our Strategic Plan and Annual Performance Plan, took into consideration a number of factors such as the resources at our disposal, service delivery demands and expectations that the society has. In order to ensure that we do not compromise the quality of service expected of us, we had to cautiously rationalise our indicators and our targets.

This Strategic Plan and Annual Performance Plan are aimed at guaranteeing our clients with an improved service experience. As part of ensuring that we improve operational efficiency and customer experience, we are improving the capacity of our officials at the frontline and thus increasing the number of client service officers. As a Department we are alive to the fact that clients are demanding a professional service across our service offerings. Professionalisation of our customer service is therefore a logical and necessary step to achieve customer satisfaction.

Our Government's fight to eradicate unemployment, poverty and inequality is well documented. In 2017/2018 our Department aims to ensure that the national minimum wage legislation is enacted to further contribute towards eradication of poverty and inequality. For any legal instrument to be effective it must be enforced. As a Department we intend to use all legal means to ensure that employers comply. To this end, we will publish a list of non-complying employers on a quarterly basis.

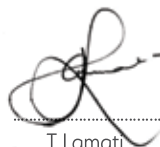
The National Minimum Wage; Amended Unemployment Insurance Act and Adjusted Turn Around Solutions and other active and passive labour market policies will assist in raising the living standards of many South Africans to the minimum level proposed in the National Development Plan 2030. Therefore the Department through its Strategic Plan and Annual Performance Plan strives to increase employment opportunities and ensure higher incomes through productivity growth. Of course, this presupposes that there will be improvement in labour stability as we have observed in 2016/2017. We will work with our social partners to ensure that workplace conflicts are moderated.

We therefore strongly believe that our strategic contribution in social security; decent employment creation and inclusive economic growth can lead to higher employment opportunities especially for the youth of our country. We are confident that through our service delivery initiatives such as the Labour Activation Programme; Turnaround Solutions and Training Layoff Scheme we will achieve our strategic objectives and planned targets for 2017/18 financial year.

We therefore undertake to provide strong leadership and monitoring processes through out the financial year to ensure that we impact positively on the lives of many South Africans. In this regard we will continue to bank on the support of the Minister, Deputy-Minister, parliamentary oversight committees, government departments, external stakeholders, senior executives and most importantly our staff of the Department.

In conclusion, the Department of Labour leadership once again wishes to extend a word of appreciation to the Minister, Deputy-Minister and the Chairpersons of the oversight committees for their unconditional support, leadership, political and strategic guidance provided to the team during the development of this Strategic Plan into a well-defined Annual Performance Plan. Furthermore we would like to express our sincere appreciation to the office of the Auditor-General for their continued support and cooperation as we march towards the 2017/18 financial year.

"We say to one another: I cannot be without you, without you this South African community is an incomplete community; without one single person, without one single group, without the region or the continent, we are not the best that we can be" (National Development Plan 2030).



T Lamati

Director-General of Labour

