INVESTIGATING THE ROLE OF HUMAN RESOURCES IN THE IMPLEMENTATION OF THE GOVERNMENT IMMOVABLE ASSET MANAGEMENT ACT AND ITS POLICY FRAMEWORK.

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Submitted in partial fulfilment of the requirements for the degree of

MASTER'S IN BUSINESS ADMINISTRATION (MBA)
in the Faculty of Business and Economic Sciences

at the

Nelson Mandela Metropolitan University

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November 2013
DECLARATION

“I, Lizo Archibald Ngwenze, of the Zibula clan from Transkei, hereby declare that:

- The work in this dissertation is my own original work;

- All sources used or referred to have been fully documented and acknowledged; and

- This dissertation has not been previously submitted in full, or in partial fulfilment, of the requirements for an equivalent or higher qualification at any other recognised higher education institution”.

________________________________________
LIZO ARCHIBALD NGWENZE

________________________
DATE
TO WHOM IT MAY CONCERN

We hereby certify that we have language-edited the second edition of the Master’s dissertation of Lizo Archibald Ngwenze entitled: INVESTIGATING THE ROLE OF HUMAN RESOURCES IN THE IMPLEMENTATION OF THE GOVERNMENT IMMOVABLE ASSET-MANAGEMENT ACT AND ITS POLICY FRAMEWORK IN THE PORT ELIZABETH REGIONAL OFFICE IN SOUTH AFRICA’S EASTERN CAPE PROVINCE.

We are satisfied that, provided the changes we have made are effected to the text, the language is of an acceptable standard, and is fit for publication.

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ABSTRACT

There is a strong belief amongst human resource specialists, professionals and academics that strategic human-resource management is critical to the success of the business and wellbeing of employees, and the organisation in which they work. There are two sides to human resources, as a strategic partner: Firstly, how it looks and portrays itself; and secondly, how the organisation views the importance of its human capital. Ulrich, Younger, Brockbank and Ulrich (2012) and the RBL Group (2012) identified six human-resource competencies for human resource (HR) practitioners. These not only identify the role they play in an organisation; but they also assist an organisation in achieving its objectives. These competencies, which apply to all HR practitioners, are: strategic positioner, change champion, credible activist, capability builder, technology proponent, innovator, and integrator.

The implementation of the Government Immovable Asset Management Act No.19 of 2007 (GIAMA), and its policy implementation, are critical to infrastructural developments, economic development, and skills development, redressing any imbalances from the past and current history, and also developing a public service that assists the country in being internationally competitive. An HR practitioner with a worldview is critical in facilitating one of the most important transformative pieces of legislation. The research problem in this study is to investigate the role of human resources in the implementation of GIAMA and its policy framework in the Eastern Cape Province’s Port Elizabeth Regional Office by the National Department of Public Works.

To achieve this objective, a quantitative study was undertaken on the role of human resources as a “strategic partner”. It involved an extensive literature review to assess the role of strategic human resources. An empirical study was later conducted to investigate the role of human resources in the Port Elizabeth Regional Office (from the National Department of Public Works); and how well this office succeeds in playing its assigned role.

The conducted survey was compared with the literature review, to determine whether the Port Elizabeth Regional Office’s human resources are in line with the objectives of being a “strategic partner”. The overall findings revealed that the role of human resources is not that of a “strategic partner”. It also revealed that of the six competencies identified by Ulrich et al. (2012) and the RBL Group (2012), none of them could really be viewed as strategic.
Notwithstanding the progressive pieces of legislation, it was appalling to receive the outcome, which indicated organisational failure for the past six years (see Figure 1.1). The conclusion of the study indicated that the Port Elizabeth Regional Office (from National Department of Public Works) must implement legislative recommendations as a starting point, and grow from there. The legislation and regulations are very supportive, and encourage innovative thinking – to achieve government goals – and to be on a par with the private sector.
ACKNOWLEDGEMENTS

• Prof. Paul Poisat, my supervisor, for his expert and constructive guidance and encouragement during my research.

• Special thanks to Mr Danie Venter for his support in the data analysis.

• Lecturers and staff of the MBA Unit, my fellow academic comrades, my colleagues, and friends, for their support and encouragement.

• My wife, Nobulali, my children, Sindiswa, Tandolwethu, Dini-Lempumelelo, Duma, and my grandson, Luxolo.

• The National Department of Public Works, especially the Port Elizabeth Regional Office.

• This intellectually intensive labour is dedicated to my dear parents, Mzwandile Gustavas and Thozama Glenrose Ngwenze, my eldest sister, Linda Rosemary Ngwenze, and my daughter, Xolelwa Msila.

• Special thanks must go to Mr Mnoneleli Gesha, for being a good younger brother, and for his excellent computer skills.

• Through this work I testify that the promise by the Almighty that “no evil lasts for ever” is indeed true. I thank Him for keeping His promise to me. There appears to be a direct relationship between the misfortunes of men and poor education.
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CHAPTER 1

INTRODUCTION, PROBLEM STATEMENT AND OUTLINE OF THE RESEARCH PROJECT

1.1 INTRODUCTION

The mandate of the National Department of Public Works is to offer suitable office accommodation to its clients. These comprise the other national departments. In line with this mandate, the Department has to provide expert opinion on the life cycle of immovable-asset management. There are eleven regional offices of the National Department of Public Works. In all these regions, the operational plans are supposed to be structured in such a way that the offices would be able to excel at their core business. To that end, legislation was passed that aimed at improving the competencies required for government real estate business.

The organisational challenges that have been observed in the Port Elizabeth Regional Office in the last few years with regard to the implementation of the GIAMA policy framework, have triggered the desire to conduct an investigation into the role of human-resource management in the policy implementation.

1.2 THE RESEARCH PROBLEM

The Port Elizabeth Region, which is part of the National Department of Public Works, is the implementing arm of all local policies. These were intended to deliver the goals, as desired by respective pieces of legislation. Since 1994, the Department has been tasked to ensure that it is capable of delivering suitable accommodation to its clients, as well as to act as an expert advisor to its client base. In essence, the core function of the National Department of Public Works is the same as that of the Old Mutual, Liberty Life, Sanlam and other giant property owners. Internationally, the National Department of Public Works is no different from other governments, who understand the importance of effective and efficient management of immovable assets in service delivery (Anon., 2011; Western Australian Local Government Association, 2009e).
Figure 1.1 Auditor-General’s Report for the last five years

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>DPW</th>
<th>PMTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007/2008</td>
<td>Unqualified</td>
<td>Unqualified</td>
</tr>
<tr>
<td>2008/2009</td>
<td>Qualified</td>
<td>Adverse</td>
</tr>
<tr>
<td>2009/2010</td>
<td>Qualified</td>
<td>Qualified</td>
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<tr>
<td>2010/2011</td>
<td>Disclaimed</td>
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<tr>
<td>2011/2012</td>
<td>Disclaimed</td>
<td>Disclaimed</td>
</tr>
</tbody>
</table>


Figure 1.1 paints an organisation that prides itself on world-class standards, hence its vision: “To be a world-class Public Works Department” (National Department of Public Works, 2010m). Its adage confirms this intention: “South Africa works because of Public Works”. At its 2012 year-end function, regional management indicated that this picture is the collective effort of all regions (National Department of Public Works, 2012).

The introduction of GIAMA and its Policy Framework in 2005 and 2007, respectively, was aimed at eliminating the problems depicted in Figure 1.1. This piece of legislation introduces a shift from Property-Management discipline to Asset Management. The Port Elizabeth Regional Office of the National Department of Public Works has not been able start making that shift to Asset Management; and this could be the reason for Figure 1.1. Figure 1.1 calls for the study to identify the role that human resources could or should play, in order to help the Port Elizabeth Regional Office to implement GIAMA and its Policy Framework successfully.

1.3 THE MAIN QUESTION

How can human-resource management (HRM) facilitate the implementation of GIAMA at the Port Elizabeth Regional Office in the Eastern Cape? This is the central question that is aimed at the objective of finding answers to the research problem.
1.3.1 Sub-questions

To answer the central question, the following sub-questions will be explored with regard to the role of human resources in the implementation of GIAMA and its Policy Framework.

1.3.1.1 Sub-Question One

What are the key fundamental principles of GIAMA that should be introduced to improve the situation?

1.3.1.2 Sub-Question Two

How can HRM assist in the implementation of GIAMA?

1.3.1.3 Sub-Question Three

How well is GIAMA being implemented in the Eastern Cape?

1.3.1.4 Sub-Question Four

How is HRM ensuring that performance is aligned to the principles of GIAMA?

1.3.1.5 Sub-Question Five

What is the role of HRM in the Port Elizabeth Region?

1.4 THE RESEARCH METHODOLOGY

To solve the main problem and its sub-problems, the following approach was utilised:

1.5 THE LITERATURE REVIEW

An investigation into the role of HR in the implementation of GIAMA and its Policy Framework was identified as a need – from the literature. The literature focused on three areas: legislation, immovable asset-management business, and the role of human resources in helping the business to achieve its strategic goals.
1.6 THE QUESTIONNAIRE

A comprehensive questionnaire was developed to establish the role of human resources in the implementation of GIAMA and its Policy Framework in the Port Elizabeth Regional Office.

1.7 SAMPLE

A sample size of forty-nine employees, out of one hundred and fifty, was drawn from the Port Elizabeth Regional Office.

1.8 PARADIGM OF THE STUDY

The researcher is part of the part of the community from which the sample will be drawn. In this regard, the researcher views the negative effects of any subjective bias seriously. Research scientists regard the positivistic paradigm as appropriate – where the researcher refuses to allow his/her feelings to influence the research process (Jill and Roger, 2009, pp52-53). Consequently, the study will be quantitative as regards the methodology utilised.

1.9 STATISTICAL ANALYSIS AND DATA

The statistical unit of NMMU was consulted after all questionnaires had been received. The data analysis and the interpretation thereof were performed.

1.10 ETHICAL CONSIDERATIONS

The rationale of ethical considerations is explained below, as follows:

- It is not acceptable to cause unnecessary or irreversible harm or injury to those being studied.
- Prior to carrying out the research study, the researcher must secure the voluntary consent of the participants.
- Humiliating or degrading information, or releasing such harmful information – on specific individuals – utilised for the purposes of the research, is unacceptable.
- It is not acceptable to cite someone’s work without properly sourcing it.
In line herewith, the researcher will seek to honour and comply with all the stipulated ethical considerations. All information collected will be treated as confidential. Participants will be informed that they are not obliged to participate; they must do so voluntarily.

1.11 FINDINGS OF THE STUDY

The findings of the literature study and the questionnaire were incorporated to evaluate the role of HR in the implementation of GIAMA and its Policy Framework in the Port Elizabeth Regional Office.

1.12 DELIMITATION OF THE STUDY

The National Department of Public Works has eleven regional offices throughout South Africa. However, the study is geographically limited to the Port Elizabeth Regional Office in the Eastern Cape. The Mandate of the Port Elizabeth Regional Office is the same as that of the National Office. It is twofold. Firstly, this is to provide office accommodation to all National governments. Secondly, it is to provide expert opinion on immovable asset management issues to the client base.

The Regional Office has five units, which are: Property Management, which is the main unit; and four support units: Human Resources, Project Management, Finance, Security, and Key Accounts Management. The study will mainly focus on Property Management, a unit which is responsible for leading the implementation of GIAMA and its Policy Framework. However, the study will also consider the support functions.

1.13 KEY CONCEPTS OF GIAMA AND ITS POLICY PRINCIPLES

1.13.1 GIAMA

Government Immovable Asset Management No 19 of 2007

1.13.2 PFMA

Public Finance Asset Management
1.13.3 PSR
Public Service Regulation (Act of 2001)

1.13.4 Asset Management

1.13.5 Asset Management Plans

1.14 BENEFITS OF THE STUDY
The benefit of the study is that by understanding the role that HRM is currently playing, recommendations based on HRM’s role would lead to better implementation of Head Office policies, specifically GIAMA.

1.15 GAPS IN THE LITERATURE
At the time of doing the research, there was no definite study within the public sector or the National Department of Public Works that had been focusing on the implementation of the GIAMA policy framework.

1.16 OUTLINE OF STUDY

Chapter 1:
Introduction, problem statement, and outline of the research project

Chapter 2:
A review of the literature pertaining to the study

Chapter 3:
A literature review on Asset Management and Human Resources

Chapter 4:
A detailed description of the research methodology used or applied
Chapter 5:

The interpretation of the data, a justification of the data as evidence, and a validation of the evidence as knowledge, as well as a statement of the researcher’s solution/theory

Chapter 6:

The conclusion, a summary of the findings, limitationa of the research, recommendations to the industry/employers
CHAPTER 2

LEGISLATIVE FRAMEWORK FOR THE IMPLEMENTATION OF THE
GOVERNMENT IMMOVABLE ASSET MANAGEMENT ACT AND ITS POLICY
FRAMEWORK

2.1 INTRODUCTION

In the context of the public sector, policy implementation is guided by legislation and regulations. Policies are thus established for the purpose of standardisation, and for creating consistency in the implementation of legislative requirements. Failure to implement legislation, as prescribed, is labelled as performance misconduct; and it has serious implications for service delivery (Auditor-General South Africa, 2013; National Treasury, 1999a; Department of Public Service and Administration, 1997; National Department of Public Works, 2005a).

This chapter addresses the main research question: To establish whether the policy framework, the Government Immovable Asset Management Act (GIAMA), and other supportive legislation, such as the Public Finance Management Act of 2006 (PFMA), Batho Pele Principles, the Service Regulations Act, and other similar regulations, have any influence on human resources (HR) and the implementation thereof. It will further be established whether there is any influence, how human resource (HR) is exercising that influence; and what impact this has on the region – to ensure that the principles of GIAMA are being fully and properly implemented.

2.2 THE ROLE OF LEGISLATION AND THE DEFINITION OF INTEGRATED IMMOVABLE ASSET MANAGEMENT

GIAMA intends to create an environment where integrated immovable asset management is finally achieved within the different spheres of government. It further wants to ensure that these assets are linked to service delivery (Department of Public Works, 2005a). To achieve that, four steps are very necessary: there has to be a policy, which covers broad issues, such as the background, the importance, the roles and responsibilities, as well as the principles for decision-making. Then there has to a strategy, which focuses on situation analysis, gap analysis, approaches to deal with gaps, current and future situations, as well as how to resource the strategy, in order to ensure its proper implementation.
The third is Asset Management plans; these are supposed to look at various aspects, such as maintenance, the utilisation of assets, service levels and financial forecasts. The last step is operations that facilitate the integrated approach, and which ensure that performance is measurable, that it promotes effectiveness and efficiency, and also that it reflects adherence to the asset-management plans. These defined steps are critical to all government spheres, in order to give meaning and effect to the integrated asset-management systems thinking (National Department of Public Works, 2007b; National Department of Public Works, 2005a; Western Australian Local Government Association, 2009e; Brown, Laue, Mahmood, Scherrer, and Keast, 2012b).

With regard to the National Department of Public Works (2007b), and the National Department of Public Works (2005a), the role is to facilitate the transition from Property Management to Asset Management: for the purpose of meeting the goals of the Department and its Port Elizabeth Regional Office. This legislation has further added transformational responsibilities, which are aimed at political corporate social responsibilities. Thus, this legislation intends that a region must not only be well managed, but also that its performance must have a positive impact on societal matters. The changes that are needed are both internal and external.

2.2.1 Legislation regulates behaviour and human conduct

Taking into consideration the general definition of the utilitarian rule, which suggests that the correctness of a rule is determined by the amount of good it yields when followed, it would seem that before legislation is considered, a situation should be studied carefully; and only thereafter, would its analytical inputs be considered as the basis for any further legislative development. The rationale in including this definition is because the introduction of GIAMA requires the region to apply asset-management principles, in order to ensure good asset management. In the context of GIAMA, this means using assets to deliver the essential services – and in that way, to improve the quality of the lives of all South Africans.

According to GIAMA, it is an international trend to use the performance of immovable State assets, to address the socio-economic challenges of a country (Kingston District Municipality, 2010; National Treasury, 2000f; National Department of Public Works, 2007b). The Act thus suggests that there is a kind of behaviour and conduct that can be expected to ensure that the operational objectives are aligned to the planning, and that the planning is aligned to the strategies, and that the strategies that implemented are linked to the policy framework (Department of Public
In the context of GIAMA, effectiveness and efficiency comprise what is required, in terms of behaviour and conduct. The policy frameworks suggest that these principles, pertinent in GIAMA, are important if the Department’s to be effective and efficient in its policy of immovable-asset management.

To assist in developing the required behaviours and conduct required of immovable asset-management practitioners, the principles of GIAMA are stated as a basis (National Department of Public Works, 2005a). The same will be noticed with respect to the PFMA, the Batho Pele Principles, the PSR, and other similar regulations. What this study seeks to understand is the kind of behaviour and conduct required by the HR, in order to ensure that the Port Elizabeth Regional Office is able to implement the principles of GIAMA, and that the Office’s knowledge and competencies in immovable asset-management gain momentum and have an impact on the policy framework.

The issues of behaviour and conduct are also mandated, given the Office’s adage and vision of being a “world-class public works”.

The introduction of this policy framework seeks to align the Department’s practices with those that are internationally renowned, thereby confirming its adage and vision of becoming a world-class Office. GIAMA is not alone in demanding such high performance standards. The introduction of the Batho Pele Principles to the public sector is another demonstration; and whilst these principles were never developed into legislation, they are nevertheless held in high regard within government, because they advocate total quality management as a critical element within service delivery (Public Service Administration, 1997; National Department of Public Works, 2005a; National Treasury, 1999a).

2.2.2 Constitutional imperatives

In defining the role of legislation, from an operational point of view, one must first determine what the piece of legislation intends to achieve, and what it intends to eliminate. It is vital that the point of departure and arrival should both be clear. South Africa’s Constitution states that when interpreting a piece of legislation, one must capture the spirit, meaning and objectives of the
specific legislation (Republic of South Africa, 1996). Legislation created after 1994 was aimed at meeting global standards, so that South Africa would be compatible and competitive with other internationally competitive countries.

With regard to the implementation of GIAMA, constitutional imperatives relate to effectively and efficiently using immovable assets to speedily deliver services to the population of South Africa, and hopefully thereby to improve their quality of life (Republic of South Africa, 1996; National Treasury, 1999a).

2.2.2.1 Spirit of GIAMA – inspiring a “cause-driven” human-resource management

The definition of the term spirit mentions the conscious inhabiting of principles (Anon., 2013). The National Department of Public Works, which is represented by the Port Elizabeth Regional Office, upholds principles it believes are important in the implementation GIAMA (National Council of Provinces, 2007; Republic of South Africa, 2007). The implementation of the principles of immovable assets constitutes the main objective of GIAMA. They provide the gateway for the Department, and the Port Elizabeth Regional Office, to become the “world-class material” that it should be. Dalio (2011), in his research work on principles, mentions that successful people become successful because of their principles.

He goes on to say that without principles, an organisation finds itself having to react to circumstance without considering what it values most, and without any option to choose how to get what it wants.

Dalio comments that principles are supposed to make individuals understand what they want and value. If people do not understand their values, their conduct and behaviour can never be consistent with the values of an organisation (Dalio, 2011). Thus, the researcher is arguing the importance of HR in capturing the spirit of legislation that has been passed by the South African government – for various reasons. Thus, to say that HR should capture the spirit of GIAMA; and it should help the Region to consistently implement the spirit of this piece of legislation and its policy.

In that way, asset management as a discipline would come to life, and the picture captured in Figure One, would be no more. GIAMA, which is asset management in essence, should be driving our activities.
2.2.3 The impact of legislation on the region

Regional offices are the implementing arm of government legislation; however, with such a multitude of legislation, the challenge lies in skilfully aligning all these pieces of legislation with one another. Booyzen and Fourie (2010), commenting on the complexity of the situation, suggest that because of the plethora of legislation and the complexity of the implementation thereof, it would seem to suggest that public sector managers need to resort to compliance steps – instead of managing their business – a sentiment that is shared by the researcher.

According to the National Treasury (2000f) part of what is required by this piece of legislation is managers who can manage and be held accountable. The document further suggests that managers must be free to take the necessary initiatives to meet legal and constitutional requirements within the established framework; but, that they are also given the necessary freedom, to go outside the framework, if this can be justified. The proper implementation of GIAMA in the region would influence certain policy requirements, if such requirements would improve the standard of service provided.

The private sector is equally burdened with regulations, but there is a strong perception that they manage those regulations better than do their public sector counterparts. The National Treasury, as a government unit, oversees the functioning of all State organs; and it provides guidelines on how Departments should be functioning. However, they also insist that any regional government unit has to propose policy frameworks that would add value to the region, on the assumption that they know their environment better than the national overarching branch does. The background of the policy framework offers an indication as to the importance and reasons for the implementation of the Act. The emphasis is on four points:

- Service delivery;
- Accountability;
- Risk management; and
- Financial efficiency.

Thus, when one observes that the impact of legislation since 1994 is much more than that in the era before, based on issues like effectiveness, efficiency and well-established best practices; and the failure to successfully implement this, is a serious transgression (as stated in section 21 of GIAMA, the National Department of Public Works, 2007b). This section informs that if found
guilty, a fine or an imprisonment not exceeding five years, could be imposed for the failure to comply with the Act.

2.3 GOVERNMENT IMMOVABLE ASSET MANAGEMENT ACT NO. 19 OF 2007

Before this Act, there was no piece of legislation, or policy positions that promoted integrated asset management, as clearly as did the Government Immovable Asset Management Act No. 19 of 2007. GIAMA, more importantly, emphasises the international immovable asset management best practices. The document addresses the full cycle of immovable assets. However, the difficulty with GIAMA, is how to integrate it with other existing pieces of legislation, such as the Batho Pele Principles, which embrace total quality management; the Public Finance Management Act, which emphasises sound financial management; and the Public Service Regulations’ best practices.

2.3.1 Purpose

This study is aimed at assisting, at an operational level, where valuable data can be found. It is believed that it could be valuable to the Eastern Cape regional management team and senior management. In this regard, the understanding of terms is of the utmost importance. Within this context, the study has to look at the objectives and the meaning of purpose. There is a common understanding amongst academics that purpose refers to the reason for existence. They agree that it symbolises the reasons for existence (Institute of Asset Management, 2008; Measuring Customer Satisfaction, 2011; National Department of Public Works, 2007b; Kingston District Municipality, 2010; Booyzen and Fourie, 2010).

Therefore, as the implementing arm of the policy, the reasons for the implementation of GIAMA need to be clearly stated. The policy framework offers the following critical reasons (National Department of Public Works, 2005a):

- To provide organs of State with guidance in respect of the management of immovable assets throughout their functional cycle.
- To establish uniformity, and to ensure the application of minimum requirements, in the management of immovable assets and their related service delivery.
- To enable the whole of government to ensure demonstrable links between service delivery and immovable asset-resource planning and co-ordination.
To ensure that decision-making by individual organs of State takes place within a government-wide framework.

The Department’s immovable asset-management actions should be clearly defined by the purpose of the Government-wide Immovable Asset-Management Policy. A particular municipality in Australia further defined its policy purpose as a means to guide the strategic management council’s infrastructure (Byron Shire Council, 2007). In the case of the Kingston District Municipality in South Wales (2010), their policy purpose is to ensure asset management-responsiveness that must be reliable; community needs must be well communicated; and the policy must comply with the regulation of funds and resources.

Whilst the wording seems different, these policies are all aimed at the strategic management of the infrastructure and human resources (National Department of Public Works, 2005a; National Treasury, 1999a; National Treasury, 1999a; Kingston District Municipality, 2010).

With respect to this study, the purpose (of the National Department of Public Works, 2007b; National Department of Public Works, 2005a) is to give the Port Elizabeth Regional Office an idea of future expected capabilities, which should define the Region; and hopefully from its purpose, clear performance objective can be set.

2.3.2 Objectives

Now that the true meaning of purpose has been established, it is equally important that given the fact that the Port Elizabeth Regional Office is the implementing arm of the Department, the study’s objectives need to be understood in that context. Booyzen and Fourie (2010) in their argument on the burden of legislation on management, briefly explain the importance of defined objectives in ensuring that policy goals are met. They further explain that the objectives are those specific results that one, or a system, aims to achieve within a timeframe, given the resources one has. It is said that these objectives are easier to measure.

Two other important fundamentals also need to be explained, as follows, (Business Dictionary 2013):

- They are the basic tools that inspire or motivate all planning and strategic activities.
- It is through objectives that governments are able to create policies and evaluate performance.
It closes by giving some examples thereof:

- Minimising expenses;
- Expanding internationally; and
- Making a profit.

Given the above, the policy has indicated; but it is not limited to the following, which it considers as objectives of the Government-wide Immovable Asset Management Policy. These are:

- Promoting accountability, fairness and transparency within government.
- Supporting government’s socio-economic objectives, including land reform, economic empowerment, poverty alleviation, job creation, and the redistribution of wealth.
- Realising the best value for money from the disposal of immovable assets, whilst promoting government’s socio-economic objectives.
- Increasing opportunities for partnering with the private sector, so as to benefit government and realise additional returns from immovable assets.
- Protecting the environment and South Africa’s diverse cultural and historic heritage.
- Improving health and safety in the working environment.
- Promoting effective, efficient and economic use of immovable assets.
- Reducing the demand for new immovable assets through:
  - The better integration of service delivery and immovable asset planning.
  - Improved alignment of immovable assets with service delivery objectives.
  - Maximising the service potential of existing immovable assets.
  - Improving utilisation of immovable assets.
  - Non-asset solutions to meet service-delivery demands.

- Reducing the overall cost of service delivery through:
  - The better allocation of limited government resources’ immovable assets.
  - The more effective use and efficient maintenance of existing immovable assets (both state-owned and leased).
The objectives are part of the body of knowledge that constitutes immovable asset management. This must be integrated with the intellectual capacity of the region to bring about competencies and capabilities to deliver them.

2.3.3 Requirements of the Act (GIAMA) and its Policy

Both National Treasury and the Department have very clear documents on what is paramount in the implementation of GIAMA and its Policy Framework with all the background they have given and what is expected in the future. What is difficult to conceive is what causes failure. How could HR facilitate the implementation of GIAMA at Port Elizabeth Regional office in the Eastern Cape? This is the main question; and this section will touch briefly on aspects that could possibly provide answers.

2.3.3.1 Planning

All pieces of legislation require proper planning. This is because in the public sector, funding can only be done after cabinet has approved the strategies of a particular South African government department. Government seeks to assist the heads of government, on how to move from the Exchequer Act to the Public Finance Management Act. This demonstrates the importance and purpose of planning, not only as a compliance measure, but as a way to demonstrate effectiveness and efficiency – by using best practices and professional-management practices (National Treasury, 2000f).
Figure 2.1: Framework for strategic plans and annual performance plans

Source: National Treasury, (2010e)

The above diagram is a guide by the National Treasury for strategic plans and annual performance plans, which National Treasury expects departments to use, with the full understanding that each department is different from the others.

2.3.3.2 Tools of the trade

There is no trade without its tools. Any performance presented is subject to questions. Some of the reasons for the results, as shown in Figure One, are as a result of information that is said to be unreliable for use by the Auditor-General, to formulate an opinion on performance information of the Department (National Department of Public Works, 2010). For instance, the use of scientific systems, such as statistical tools, HR analytics, and balanced score cards are used by the Port Elizabeth Regional Office. One of the questions requires some understanding on how well the Port Elizabeth Regional Office is doing in implementing GIAMA.
The use of such tools is highly recommended by various academics, professional and experts. When performance is being questioned, reliable, accurate, and up-to-date data are expected to give answers easily understood (Statistics South Africa, 2011; Institute of Asset Management, 2008; Burn, Marlow and Tran, 2010). Without the tools of trade, the Port Elizabeth Regional Office could find it difficult to convince other stakeholders on the implementation progress of GIAMA and its Policy Framework.

2.3.3.3 Implementation

The following are the steps in implementing GIAMA and its Policy Framework.

- The Act, which is GIAMA.
- The policy, which is the Policy Framework.
- The strategy, which the Port Elizabeth Regional does not yet have.
- The plans, which in actual fact, are the asset-management plans, as prescribed by GIAMA and its policies. These are also not yet being used.
- Operations: ours are not those required by the asset management discipline.

There is no need for the researcher to dwell on the above. However, the researcher is highlighting the critical aspects that could help with the facilitation of the implementation. It is important to highlight that of the five stages, only two stages are currently in existence. These are the first two; the rest do not exist in a way that complies with GIAMA, or its Policy Framework. The literature recommends the five steps, as being normative (Western Australian/ Local Government Association, 2009; Booyzen and Fourie, 2010).

2.3.3.4 Asset-management leadership

In discussing the role of legislation, the researcher explained how legislation is used. In the case of the implementation of GIAMA, it is about getting rid of unwanted practices and replacing them with new, internationally benchmarked practices. As indicated before, legislation plays different roles in different situations, and for different reasons. Whilst one piece of legislation is different from one another, there is a certain interconnectedness to ensure seamless transitions. In the context of GIAMA, the importance of quality management in asset management is guided by the Batho Pele Principles, which deal with the total quality of government services. In the case of
people-related functions, such as recruitment and performance management, the Public Service Regulation Act offers guidance.

In terms of financial management, the Public Finance Management Act (PFMA) guides the various departments.

This is possibly one of the areas that complicate management in the public sector. The then Minister for Public Service and Administration, Geraldine Fraser-Moleketi, highlighted the above as contributing to the complex organisational structure of the public sector (Public Service and Administration, 2006). National Treasury, whose function it is to oversee the working of all functions of government departments, in understanding the dilemma of the transition from an old to a new system, emphasises the need for important changes in behaviour, and suggests change-leadership skills, as enablers in facilitating the implementation of the new act, the PFMA (National Treasury, 2000f).

This guideline informs us that it is no longer desirable for a leader in the public sector to depend on National Treasury for the necessary changes. The responsible official must be able to report and justify his or her decisions. If the official cannot explain the decision made, then there are consequences, such as a fine and or a jail term. The guideline assumes that the official in question, as it suggests, has the necessary, proven qualities for the job he or she is in charge of (National Treasury, 2000f).

2.3.3.5 Compliance

National Treasury requires government officials to work within prescribed regulations. Where that is not possible; but it is necessary to advance the objectives of the Act, the National Treasury will not discourage anything proven to be a best practice. As discussed by Booyzen and Fourie (2010), there are many pieces of legislation to be implemented – so much, that managers find themselves having to comply instead of managing; and in their opinion, this affects the implementation. There could be a correlation between the argument by Booyzen and Fourie (2010) and the Auditor-General’s Reports for the last six years.

The Department has been compliant; but in that process, it would seem that it could not manage what it was mandated to do. The implementation of GIAMA requires that the Department comply
with all the legislation, whilst in the same process, successfully managing immovable asset-management functions, and other processes related to it.

2.4 WHY UNDERSTANDING THE PRINCIPLES OF IMPLEMENTATION IS SO IMPORTANT

To demonstrate the rationale of introducing immovable asset-management principles, one has to look at the supply and demand curve principle. The strong relation between the demand curve and the demand function goes a long way in ensuring the efficiency and the effectiveness of a company’s performance. The change in quantity demand has a direct effect on the price of the commodity, and vice versa (Hirschey, 2008). With regard to reasons as to why an understanding of this principle is so important, Lim (1999) refers to the importance of meaningfulness.

Both the policy framework and the Act are clear on the importance of implementing the principles, and an immovable asset-management framework in the process of immovable asset management.

2.5 IMPLICATIONS FOR THE PORT ELIZABETH REGION

According to GIAMA, the following are the implications for the Nelson Mandela Bay area (National Department of Public Works, 2012):

- Produce an immovable property asset-management plan, which must form part of strategic planning and budgeting processes.
- A custodian is needed to establish proper communication and service-level agreements with users, performance standards and costs for the management of assets.
- Users determine their service delivery goals and obligations.
- Users determine their:
  (a) Immovable asset requirements to meet their 12-month service delivery obligations; and
  (b) Three-year strategic immovable asset requirements.
- Users and custodians jointly conduct strategic planning processes;
- Custodians provide their users with salient information to inform the determination of users’ immovable asset requirements.
- Users prepare U-AMPS.

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Users submit U-AMPS to the relevant Treasury official and custodian by the determined dates.

As the new government has moved from an old, inefficient management system to a modern management system, which requires critical thinking, National Treasury has developed a guide of what can be expected from its accounting officers. The definition of accounting officers is not limited to the Director-General’s position or to chief executive officers; it refers to anyone tasked to do a government work. This guide articulates certain critical management thinking that reflects a new era. It refers to the following (National Treasury, 2000f):

- Firstly, it explains that the purpose of the Public Finance-Management Act is to decentralise power to areas where it is most needed; but it emphasises the importance of accountability.
- It clarifies accountability, as the ability to work within the required legal and legislative frameworks; but it also allows one to go beyond these legal boundaries, if the official can prove that his/her deeds/actions were to the benefit of constitutional goals.
- Before the Public Finance Management Act, managers were more compliant. They did not always manage their portfolios properly; hence, many people believe that government innovation and creativity should not necessarily be part of the new management culture.
- In this regard, the Act gives a mandate and the freedom to managers to manage, whilst complying.
- The Act also demonstrates that management has to be driven by something; hence, the mentioning of leadership skills as one of the key drivers for this transformation of the public sector.

Pieces of legislation are not connected to one another; but they do have commonalities, according to various legal practitioners. The above is a typical example of commonalities between PFMA and GIAMA, in terms of what is being required, and who is managing the assets. GIAMA is a new concept, which without being driven by good leadership cannot be successful. As in the PFMA, the implementation has serious implications in terms of compliance, skills training and development, integrating it with other pieces of legislation, and ensuring that the region has world-class knowledge of immovable asset management.
2.6 HUMAN RESOURCE MANAGEMENT REQUIREMENTS DERIVED FROM GIAMA

The Institute of Asset Management (2008) uses the diagram below in Figure 2.2 to address the question of human resource-management requirements in asset management. Asset management documents, both from National Treasury and the Department of Public Works, are not very clear on an asset-management competence framework that is appropriate for the Department and/or the Region. This is understandable, given the fact that Public Service Regulations comprise legislation that deals with the necessary competencies of the government departments in general. Furthermore, this piece of legislation does not go into details about the competence frameworks, but leave that to the respective Departments.

This is because no Department has the same mandate as another. The National Department of Public Works and the Port Elizabeth Regional Office’s main business is asset management. The Institute suggests that this model must be developed in the context of the circumstances of the organisation in question. But taken in detail, this gives HR an insight into the competencies required for those who claim to be asset-management practitioners.

Figure 2.2: Asset-Management Competence Framework

2.6.1 Mandate of the national Department of Public Works

The national Department of Public Works is constitutionally mandated to demonstrate that it is capable of offering suitable office accommodation to clients in a manner that is efficient and effective. GIAMA reveals that the Department is mandated to provide expert opinion on asset management to its clientele. By academic standards, this is what academics and the business fraternity understands, as something that differentiates the Department from its preferred competitors, such as the Old Mutual, Liberty Life, and Sanlam. That ability to be unique in the industry where one operates is called the competitive edge.

There is an undisputed understanding that such a situation is realised if the calibre of people employed by the company are matchless to the rest of the industry, and cannot be easily trumped or poached by competitors.

Academics agree that it is the responsibility of HR to lead processes that finally build a team of employees, which everybody wants, but cannot afford. The Department, through its vision, “To become a World-Class Public Works”, demands from HR to have employees who in executing the mandate of the Department, can be said to have unparalleled competencies with the rest of the industry. The Port Elizabeth Regional Office must determine how it can be seen to have employees with such a pedigree.

2.6.2 Mandate of the National Treasury

It is within the mandate of the National Treasury to ensure that the National Government Fiscal Policy is encouraged through spheres of government and parastatals, to co-ordinate macro-economic policies, intergovernmental fiscal and financial relations, to manage the preparation of the budget, and to ensure that revenue and expenditure, assets and liabilities, public and constitutional entities, are all managed in a transparent and effective manner (National Treasury 1999a). It is in this regard that the PFMA from National Treasury becomes an overarching policy throughout all the spheres of government.

Asset management is an integral part of finance; hence, the requirement by National Treasury that assets must be optimally and economically utilised.

In the context of government, the term accounting officer refers to any government official with delegated powers to do the work, and has those powers. Thus, in the case of the Port Elizabeth
Regional Office, the Regional Manager is an accounting officer with powers to delegate to all people within the approved organisational structures. The Guide for the Accounting Officer, which guides the implementation of the PFMA, uses terminology that is characteristic of these desired goals. It refers to the modernisation of financial management, which is aimed at reducing fraud, corruption and waste.

By implication, there is a need to review and ensure that financial processes are trusted and transparent. This may require people with skills to put up such processes, monitor and evaluate them, and to constantly communicate with the relevant people on matters of importance related thereto.

So, relative to GIAMA, the supply-chain processes must ensure that they are transparent and promoting the efficient and effective use of resources. Further, National Treasury encourages government departments to consider best-practice approaches, which it is hoped could see government departments on a par with their private sector counterparts. The essence of the PFMA is to transform the financial-management systems of government into modern systems using best practices.

2.6.3 The Batho Pele Principles promoting the culture of service-delivery awareness

This study hopes to change the culture of rendering services to the South African public. It speaks to the behaviours that are required. It requires the public service to be a caring, serving sector, which belongs to the community. Service to the South African public is based on constitutional rights and mandates.

In order to demonstrate that it is serving the public, governmental departments are required to establish service standards, by which they should be able to measure how effective and efficient they are. The South African public must experience world-class standards, which must be achieved through the following (Measuring Customer Satisfaction, 2011; Institute of Asset Management, 2008; National Treasury, 2000f; National Treasury, 1999a):

- Given their limited resources, they must strive to exceed expectations.
- Developing highly integrated systems to improve efficiency.
- Periodically, they should do customer surveys, with the view of staying abreast of customers’ needs.
• Always seek better ways to improve situations.
• Plan and communicate achievements.

Caring for the nation is suggested as the timeous provision of quality information to keep them informed. By listening to the problems of the customers and the public meaningfully, apologising where and when necessary, and serving willingly, the Act describes such a behaviour as courteous.

Belonging refers to the public feeling good and important because of how services are delivered to them. The Act believes that such a feeling is a source of patriotism, or good citizenship, which is good for any country. It says patriotism leads to the following:

• The culture, spirit and practice of collaborative collegiality amongst public servants.
  Collegiality is defined as a relationship between colleagues, who are united in a common purpose, and who respect each other’s abilities to work towards a common purpose (National Department of Public Works, 2007b).
• Batho Pele Principles are aimed at developing a “learning public service”
• The public service has to be responsive; and thus, it has to form partnerships with the beneficiaries of the services; in that way, the public service is likely to have an intrinsic understanding of the customers and their needs.

Batho Pele is looking for a culture that will not only result in high performance, but the impact it must have in achieving issues of national interest, such as patriotic South Africans. Batho Pele’s aims are compatible with the view and desire of the introduction of the PFMA, which encourages best practices – in order to achieve excellence.

2.6.4 Public Service Regulation Act

The Public Service Regulation Act is structured in such a way that it gives insights into the management of government employees on various aspects, especially human capital and organisational development. Like all other Acts, it allows management to develop data that could be useful in determining the need for legislative review and further planning. With regard to the research topic and the fact that the Department has been receiving bad audit reports in the last six years, the Act does give direction, provided the root causes of such poor performance have been correctly identified. For instance, Batho Pele seeks to establish a high-performance culture within the public sector – through total quality management (Public Service Regulations, 2010).
Regulation VIII A sets out the principles of performance management and development. It is suggested that performance-management processes should be linked to staff-development plans, and that such plans be linked to the strategic goals of the Department.

It goes further to suggest that, whilst the primary function of performance management is developmental, it must equally address any evidence of consistent performance adequacy; but it should also recognise outstanding performance. Regulation VIII F emphasises the importance of financial incentives; while regulation VIII G goes further, and suggests that employees should be comfortable in suggesting an improvement plan, or an intervention. The recognition can be two-fold: it could be money, as well as the application of that suggestion to the Department. It is these and many other regulations that seem to have developed as enablers in the implementation of government legislation.

With such support from legislation, how have we been able to sustain bad performance for so long? And how could HR help the Port Elizabeth Regional office to create an environment, by using PSR to improve its implementation of GIAMA and its Policy Framework?

2.7 CONCLUSION

In the context of government, legislation is the critical foundation in building purpose, as this is identified by a particular department. This chapter has discussed whether legislation is an enabler – or an impediment – to human-resource management functions in the implementation of an asset-management framework, as required by the Government Immovable Asset Management Act, its policy framework, and other relevant asset-management implementation guiding documents. As an Asset Management Framework is an international phenomenon, the South African legislation has been looked at in comparison with those of other countries, whose view is similar to that of South Africa.

The discovery is that asset-management purpose is very clear in terms of its purpose and benefits, and why it is important to the overall performance of the country.

Of particular importance, is the fact that after 1994, there was no evidence of any legislation that sought to restore the old order of managers – who were not managing – but just ensuring compliance with the acceptable guidelines. The implementation of the PFMA and its guidelines are very clear about the importance of management that applies its mind in making decisions.
GIAMA, its policy framework, and the PFMA and its guidelines have explicitly made an effort to indicate the state of government and the expected future. It has compared the private sector and the public sector; and it challenges the public sector to seek innovative means to achieve excellence.

Through legislation, government has created an atmosphere of invoking intellectual development capabilities. Understandably, the stakes are very high – socially, politically, economically, organisationally, and to the individual employee – if GIAMA is to be properly implemented.

The legislation opens a gateway on how it should be used by human-resource management to fulfil the legislative requirement of having effective, efficient, and transparent public service delivery.

This chapter is then in line with the research question that seeks to understand the role of human-resource management in the implementation of GIAMA and its policy framework. The main question is being addressed. This seeks to understand how human-resource management could help in the implementation of GIAMA and its policy framework. There seems to be a general view amongst academic and respectable leaders on the enabling nature of South African legislation; but they agree on the fact that its implementation remains a challenge.
CHAPTER 3

ASSET-MANAGEMENT DISCIPLINE AND HUMAN-RESOURCE MANAGEMENT

3.1 INTRODUCTION

Chapter Two established the influence of legislation on human-resource management in the implementation of GIAMA. It is clear that legislation is one of the key enablers in achieving high performance in the public sector.

Chapter Three is structured differently. Firstly, there is a brief literature review on the body of knowledge of asset management, followed by an in-depth literature review on human-resource management. Secondly, in the section on human-resource management; two models will be examined and contrasted. This will be followed by a conclusion. The significance of this approach is that it should assist the study in putting into context – not only what role should be played – but also how that role should be played. In order for human resources to play the role of a strategic business partner, human resources must understand the business of the organisation and its business surroundings (KPMG International, 2012; RBL Group, 2012; Fisher, Schoenfeldt and Shaw, 2006). The purpose, therefore, of moving from Property Management to Asset Management should consequently shed light on the dynamics of the business – both inside the Department, and in industry.

In doing this, the researcher is addressing the main question and its sub-questions, which seek to understand how HR can facilitate GIAMA and its policy framework in the region.

3.2 ASSET MANAGEMENT DEFINITIONS

Asset management definitions vary from one organisation to another, as guided by the business objectives. This is because organisations are not targeting the same market; their business structures are not the same; and the purpose and nature of their portfolios vary. The researcher will look at the definition of the Department – in line with other definitions. This is to highlight the way the Department views asset management; and whether it is in line with international norms.
The policy framework defines asset management as processes that must focus on the optimisation of value throughout the life-cycle processes by ensuring cost effectiveness (National Department of Public Works, 2005a; National Department of Public Works, 2007b).

3.2.1 Australia/South Africa Local Governance Partnership

Australia/South Africa Local Governance Partnership’s definition acknowledges the management of the life cycle of an immovable asset in its four phases. These comprise the choice to buy or build, maintain, manage, and finally, disposal. Throughout this process, cost efficiency is very important. The definition breaks down the life-cycle management into a practical picture – in the following manner (Australia South Africa/Local Governance Partnership, 2005a, p.7):

- The institution is required to identify all State-owned buildings, to attach value to each, to determine the maintenance requirements, to set up a maintenance programme, and once that is done, the definition insists that the work be done immediately.
- The definition also embraces the effective life-cycle costs, to keep costs low, and to ensure sustainable functionality to meet service demands.
- Sustainability forms part of the definition, which highlights the importance of introducing user changes, in order to grow and sustain the necessary funding for maintenance.

3.2.2 Institute of Asset Management

Similar to the above, the definition of the Institute acknowledges the importance of managing the full life-cycle costs, in order to ensure the delivery of services at low costs. In the Institute’s definition, there are other additional processes that are considered as being equally important, such as finance, information and competence. They assert that asset management is both a science and an art; and that these must be integrated and be visible in the decision-making throughout the processes. One of the companies with a good reputation in Asset Management also supports the importance of integrated-asset management, because of its benefits throughout the life cycle of an asset. The Institute of Asset Management (2008); the Australian Council of Local Government (2009d), and the Australian Council of Local Government (2009c) all unequivocally express their opinion on the importance of integrated asset
management: something which GIAMA sees as being critically important to achieve (National Department of Public Works, 2005a).

3.3 THE PURPOSE OF ASSET MANAGEMENT

One of the critical points in strategy implementation is increasing the level of employee commitment to the strategy (Right Management Consultant, 2005). GIAMA and its policy framework, as well as other asset-management documents articulate the purpose of the asset management discipline from a political, business and developmental point of view. The purpose of the policy is to ensure good asset-management practices, characterised by transparency, efficiency and effectiveness (National Treasury, 2004; Creecy, 2011; National Department of Public Works, 2008c). Generally, definitions of purpose are in agreement on the definition of purpose, which is: the purpose is the reason for doing, creating, or for the existence of something.

Figure 3.1 demonstrates that human resources might have failed to play a critical role in ensuring high employee commitment in the implementation of GIAMA and its policy framework.

3.4 OBJECTIVES OF ASSET MANAGEMENT

Management sciences clearly distinguish purpose from objectives. The former is said to be a general statement of intent written in broad terms, setting out what is hoped to be achieved. With respect to GIAMA and its policy framework, the objective is to have good asset management characterised by effectiveness, efficiency and transparency. Objectives are specific statements that should define measurable outcomes within a specified timeframe, given the resources available (Robinson and Pearce, 2000; Creecy, 2011). The policy framework (National Department of Public Works, 2005a) has nine objectives; these objectives, along with the role of human resources in the implementation of GIAMA, are critical in measuring the right objectives. The Department of Public Service and Administration (1997) produced a white paper that seeks to introduce a public-sector attitude that helps government to achieve high performance – by using “smart” principles.

The “smart” principles are a framework to measure the objectives. This white paper requires that objectives must be simple, measurable, achievable, reasonable, and have a timeframe.
Simple as it sounds, Figure 1.1 disputes that objectives are based on “smart” principles, because in the process of GIAMA, and its policy implementation, the Department and the Port Elizabeth Regional Office could not identify and measure the right objective; and eventually, the goals could not be met. Scholars that are proponents of human resources as a business partner, believe that such a role assists an organisation in achieving its objectives.

3.5 WHY IS GOOD ASSET MANAGEMENT IMPORTANT?

From Figure 1.1, the Port Elizabeth Regional Office is pressured to do the following:

- Respond efficiently and effectively;
- Comply with legislation;
- Obtain and retain all the relevant technical knowledge;
- Undertake financial accounting for all the expenditure.

Both the purpose and objectives of asset management serve to establish the importance of good asset management. By its nature, immovable asset management is a long-term investment: whether it is a public or a private investment. The National Treasury has over-emphasised all the aspects of critical planning around immovable asset management, in particular. The logic of the profession understands that if proper planning is done with greater care, long-term benefits, such as those obtained in Table 3.1 are guaranteed (National Department of Public Works, 2007b; National Treasury, 2000f; Creecy, 2011; Institute of Asset Management, 2008).

The table below, Table 3.1, summarises some of the Good Asset Management practices, as indicated by various documents of both the National Treasury and the National Department of Public Works.
Table 3.1 Critical points on reasons for good asset management

<table>
<thead>
<tr>
<th>Reason</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability of assets</td>
<td>HR must help the Region to acquire asset management planning skills, which must help the Region to understand the extent it is able to manage supply and demand.</td>
</tr>
<tr>
<td>Reduced costs</td>
<td>GIAMA and its policy framework insist on integrated asset management for the purpose of offering services at a lower cost.</td>
</tr>
<tr>
<td>Informed strategic planning and reporting</td>
<td>Various guidelines from National Treasury are clear on how to craft a strategy and on reporting formats, so that departments are capable of putting their business cases in a manner that helps them get the required funding for their strategic objectives.</td>
</tr>
<tr>
<td>Avoid a sense of failure</td>
<td>As late as 2010, the Department is still spending billions of Rands on private properties, notwithstanding the fact that it has a huge portfolio. It has been unable to turn this situation around.</td>
</tr>
<tr>
<td>Develop community support</td>
<td>Increasing the availability of services to the communities improves community support.</td>
</tr>
</tbody>
</table>

There is not, generally, enough knowledge to explain the importance of immovable asset management to the country. This type of management is important, since it can comprise income-generating assets, a service-delivery vehicle, economic drivers, and with respect to the South African political system, as assets for facilitating transformational programmes for
It is a general assumption that leaders in the organisation, when referring to clients, their employees do not fall within the category of such important people. On the contrary, human resources always know their clients, as well as their employees. It is the role of human resources to assist the Port Elizabeth Regional Office to understand the value that can be contributed by the internal clients and its employees. Happy employees have a direct effect on client satisfaction (Schneider and Barbera, 2011). The implementation of GIAMA and its policy framework has resulted in a high demand for the Port Elizabeth Regional Office to live up to the expectations of good Asset Management. Human resources should assist the Region to live up to these expectations.

3.6 BENEFITS OF ASSET MANAGEMENT

The literature reveals that there are various benefits of asset management. National Treasury is emphatic on the importance of planning; and it suggests various tools, such as asset-management planning and asset-management plans. The intention, as also suggested by the Australian Council of Local Government, is to improve decision-making and flexibility (Australian Council of Local Government, 2009c; National Treasury, 1998c; National Treasury, 2004i). GIAMA goes further and cites the inability to plan, as an impediment to proper funding, to good asset management, and to effective and efficient service-delivery (National Department of Public Works, 2007b).

Good asset management enables the collection of accurate data, which assist in the decision-making both in the short- and long-term. They are in agreement with both National Treasury and the National Department of Public Works that asset management also improves planning, accountability and efficiency (Bavan and Shamsuddin, 2007). Therefore, the implementation of GIAMA is challenging in terms of where and with what to start; hence, the importance of the role of human-resource management. However, human resources should assist the region by training the relevant individuals on the principles of GIAMA and its policy framework, and on how to implement legislation in a manner that best leads to the realisation of its benefits.
3.7 TOTAL ASSET-MANAGEMENT FRAMEWORK

The study has made an effort to indicate how the Department and National Treasury value the importance of asset-management purpose (National Department of Public Works, 2005a; National Department of Public Works, 2008c; National Department of Public Works, 2007b; Institute of Asset Management, 2008;). Various documents from the National Treasury and the National Department of Public Works are clear on the strategic approach to physical asset planning and management, where the departments are supposed to align their asset-planning timelines with service-delivery priorities and strategies – given the resources they have (National Department of Public Works, 2007b; National Treasury, 2000f; National Treasury, 2010e).

The national Department of Public Works and the National Treasury have been used to outline the total asset-management framework, which should be the gateway to good asset management – especially in bringing the much-needed service delivery to the clients.

Table 3.2 below summarises the areas of focus in targeting client satisfaction and service-delivery in a manner that demonstrates efficiency and effectiveness.

Table 3.2 Significance of Total Asset Management with regard to service challenges

<table>
<thead>
<tr>
<th>1) Service standards</th>
<th>Clients are refusing to use state properties, because they are said to be of poor standards; hence leasing budgets are escalating.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2) Regular consultation with clients</td>
<td>Change in asset management happens very fast with serious cost implications and pro-active approach. A structured consultation process is, therefore, critical.</td>
</tr>
<tr>
<td>3) Service-delivery strategies</td>
<td>GIAMA and its policy framework require that each asset must be linked to the service-delivery strategy. This ensures that each state asset is managed properly.</td>
</tr>
<tr>
<td>4) Increase access to services</td>
<td>The Department and regions must ensure that they have the means to manage supply and demand, so that it is possible to keep up with the pace of immovable asset demands.</td>
</tr>
</tbody>
</table>
3.8 COMPETENCIES REQUIRED

According to the Institute of Asset Management, the framework below is a reflection of the UK Qualification Regulators; and it is also based on their tested best practice (Institute of Asset Management, 2008). Human resources should assist in bringing in asset-management competencies that help the Region to have competencies that would assist the Region to achieve performance that is internationally recognised. The diagram below, Figure 3.1 appears to be compatible with the stated intentions of the National Treasury and the national Department of Public Works.

The National Treasury, in pursuing the successful implementation of the PFMA, strongly suggests the importance of behavioural changes. The Act sights change-leadership skills, as being but one of the critical areas (National Treasury, 2000f). The literature review on immovable-asset management reveals an enormous body of knowledge, which requires a special understanding of the discipline. Human Resources, in the Port Elizabeth Regional Office, should look at Figure 3.1, and given the conditions of the Region; should determine the most appropriate competencies that would enable the Region to improve its performance (Institute of Asset Management, 2008).

Having noted the international practices, from which the South African Government Immovable Asset-Management Act and its policy framework seem to have been drawn, it is clear that there is a difference. The national Department of Public Works and the Port Elizabeth Regional Office do not have any well thought-out and synergised system that outlines the know-how that is required, in order to optimise the delivery and performance of its physical assets. However, some of these competencies are well described by National Treasury, and in some documents from the National Department of Public Works.

This diagram, Figure 3.1 is very clear on what people in asset management should do, what they ought to know, and ought to understand, as indicated by the Institute of Asset Management and its Australian counterparts (Australian Council of Local Government, 2009c; Australian Council of Local Government, 2009d; Institute of Asset Management, 2008).

It is important to note that asset-management competencies are what the South African Immovable Asset-Management Act and its policy framework are also emphasising (National Department of Public Works, 2007b). Asset-management frameworks – regardless of their differences, embrace a body of knowledge that is critical in demonstrating the purpose, and the

Thus, whether it is a private or public sector-asset management, it is about good asset management; and for this to occur, it requires reliable human capital.

3.9 THE EVOLUTION OF THE ROLE OF HR

The figure below, which has relevance with respect to the study, seeks to understand the role of human resources in the implementation of GIAMA and its policy framework in the Port Elizabeth Regional Office. The results of the questionnaire and the study should enable the researcher to plot the role of human resources.

Figure 3.1: Evolution of HR work in waves

![Figure 3.1: Evolution of HR work in waves](image)


The interest of the research topic is strongly motivated by the work-environment experiences in the Port Elizabeth Regional Office and the National Department of Public Works in their entirety. Linked to that environment, is a constant passion in understanding how the Regional Office and Head Office define the role of HR. It is further interesting to understand how people view the role of human resources. How senior managers view the role of human resources might have an influence in terms of whether they get encouragement for a little meaningful
effort; or whether they are get criticised. On the other hand, it is also crucial for employees to know the extent to which their understanding of the role of human resource affects their performance.

The model above, Figure 3.2, identifies six human-resource competencies that define the meaning of human resources – as a strategic business partner.

The argument in their study, the human resource competencies, which look at the role of human resources, and at its implementation of business strategy with human resource officials at the centre of crafting and execution of the business strategy, using human resource strategies. These strategies must help both individuals and the organisation to deliver value to both the internal and external stakeholders. Storey (2007) indicates an overwhelming support for the work of Ulrich, Younger, Brockbank and Ulrich (2012) and his team. These individuals are being criticised, questioned, or probed about certain critical questions around operational issues and the division of powers between line managers and human resource officials, when implementing the model of six human-resource competencies.

Ulrich, Younger, Brockbank and Ulrich (2012) and the RBL Group (2012) are not the only ones who believe in the role of human resources in enabling individuals and the organisation to deliver value to their customers. Kearns (2009) developed a model called the HRM Maturity Scale, which characterises human-resource practices and investigates whether human resources should be recognised as a strategic partner, or just a traditional transactional human resource. The difference between these two models is that, whilst they canvas for human resources to be a strategic partner, in order to add value to the organisation, through people, one inspires HR officials to take their rightful places; and the other tries to convince companies not to undermine the role of human resources in an organisation.
Figure 3.2: Six human-resource competencies

Source: The RBL Group, (2011)

3.10 MODEL 1: SIX HUMAN-RESOURCE COMPETENCIES (ROLE FACTORS)

The policy framework was developed in 2005; and in 2007, the Act was promulgated. In the context of strategic human-resource management’s role, in particular the model above, Figure 3.2 (six human resource competencies), argues that human resources should be able to help the Region achieve the implementation goals of GIAMA and its policy framework by becoming a strategic partner (RBL Group, 2012; Ulrich, Younger, Brockbank and Urlich (2012). To achieve that, the model above, Figure 3.3 (six human-resource competencies), has been supported by other scholars; and they suggest the following:

3.10.1 Strategic Positioner

From the diagram above, Figure 3.3, the strategic positioner’s role lies between that of the organisation and the business context of the organisation. It would seem that there is a strong indication that the success of human-resource roles within an organisation depends directly on the strategic positioning role outside the organisation. That being the observation, one could further state that failed strategic positioning could result in the failure of all the human-resource roles in an organisation. In the context of the role of human resources in the implementation of GIAMA and its policy framework, the main question and its sub-questions, the role of human
resources as a strategic positioner can be defined as, the ability to identify and interpret drivers of internal activities within the business context (Ulrich, Younger, Brockbank and Ulrich (2012); Parry and Tyson, (2007).

However, this ability depends largely on what human resource experts believe is a requirement; and that is, human resource officials must understand the business of the Region, which is asset management; and they also need to understand the industry and its trends.

Landau, Segatti and Polzer (2010), in their paper discussing migration movements in and to South Africa, comment that the Eastern Cape Province is losing people to other provinces, which is very relevant to the implementation of GIAMA and its policy framework. This was further confirmed by Statistics South Africa in their latest census (Statistics South Africa, 2011). Whenever the Port Elizabeth Regional Office explains the reasons for Figure 1.1, one of the frequent reasons cited is the inability to get suitable, qualified individuals to fill these positions. In the context of the human-resource literature, that can unfortunately not be a reason; hence, the claim by human-resource specialists that for strategic positioning to help with the implementation of GIAMA and its policy framework, some understanding of the business and its environment is important for the implementation of internal strategies.

3.10.2 Change champion

The introduction of GIAMA requires that strategic-asset management decision-making and processes be based on the immovable asset-management principles, the immovable asset-management process, and implementation of the Government-wide Asset-Management Framework (National Department of Public Works, 2005a; National Department of Public Works, 2007b). A framework is defined as a set of beliefs, ideas and rules that can be used as a basis for making judgements and decisions (Oxford Advanced Learner's Dictionary, 2013).

The guide in the implementation of PFMA from National Treasury openly invites the initiation and sustaining of change, when it explicitly states that, the traditional system of micromanaging is being done away with. Instead, legislation with minimum requirements has been put in place. These requirements are based on tested experiences (National Treasury, 2000f; National Department of Public Works, 2008c; National Treasury, 2010e).
Ulrich, Younger, Brockbank and Ulrich (2012) and their colleagues talk about the need for change and the pace of change. They further discuss how outside forces should be the drivers of actions within an organisation. Figure 2.1, and all legislation that has been passed since 1994 articulates the best practice and innovation as typical drivers that should be influencing operational actions within the Port Elizabeth Office. Most of these legislations within the Department of Public Works are mindful of both external and internal forces; and they clearly reflect the expectations of the Department and the Region – in terms of how to respond.

The question is whether the Department responds reactively or pro-actively. Ulrich, Younger, Brockbank and Ulrich (2012) outline the implementation of change as follows:

- **HR must initiate change**
  This is about building a case for change, and making the Regional Office understand the importance of changing to asset-management thinking. The purpose of GIAMA is itself a case and reason for change. The Institute of Asset Management speaks of asset-management competencies, and various asset-management institutions understand the importance of skills audits in the process of the implementation of asset-management functions. A skills audit is one of the functions of HR. In the light of the study done by Ulrich and his team of experts, and in the context of literature review, a skills audit would be one of the starting points for HR. Initiating change is about making a difference, making things happen. HR individuals, who are seen as effective, are actually good at initiating a change; and they are respected, he concludes. HR academics and professionals do agree that to reach the peak, HR must start small.

- **HR must be able to sustain change**
  This is about how change is managed, or should be managed. Those HR individuals who are effective at using HR practices to drive business results are said to be good at sustaining change. The study indicates that, whilst initiating change is good, sustaining it is the real change; because when sustaining change that actually ensures that change happens, and that it delivers business results. The conditional grounds for sustaining change are claimed to be resource availability, the management of progress and feedback, and the ability to sustain change. The Region, as it is unique to its situation, must develop principles that would be able to help it to sustain change.
One of the important principles is the ability of senior managers to demonstrate that they can live with change; thus, it should be made simple, and change performance should be traceable.

In 2004, the National Department of Public Works initiated a change. There was no purpose, no clear strategy, no commitment, no communication, no accountability, and the whole process fell apart. The Port Elizabeth Regional Office, like other regions, also lost skilled people. Figure 1.1, summarises the consequences of failure to manage and sustain change. Already now in 2013, the implementation of GIAMA and its policy framework is yet to start.

One could now refer to the model by Ulrich, Younger, Brockbank and Urlich (2012), which differentiates the human-resource functions into specific roles. The only challenge is to get a human-resource visionary who would be able to ensure that the roles are aligned, both vertically and horizontally, while at the same time, being able to manage the encroachment of functions.

3.10.3 Credible Activist

In the context of the term activist, such a person would need to possess sound and respectable knowledge on that particular subject matter. He has the purpose, the passion and the vision; and is able to rally people around that. He would need to live for his purpose.

The human resource fraternity believes that human-resource officials should possess such a character to capture the minds of the employees. Without in-depth knowledge of human resources, asset management and its industry, as well as the ability to translate business context into internal business activities, such an official would not be able to win the minds of management and employees. Eventually, his credibility would become affected. Budzowski (2013) suggests that such a person must be able to analyse complex situations, ask intelligent questions, and arrive at good decisions.

She believes that when a credible activist makes decisions, he considers their impact on other affected stakeholders. The credible activist has to understand that he is part of the value chain; hence, he seeks opinions from others, who are being affected. This is possibly why he is comfortable at admitting and owning his mistakes, when they happen (Budzowski, 2013).
Whilst the activist concept in the context of management is seen as critical by the human-resource profession, given that it is normally aligned with trade unionism, the experiences in the Region seem to support such a role, and could just be the necessary dossier. The introduction of GIAMA and its policy framework, and eventually its implementation, is challenged thereby, given that it suggests a transition from the property-management profession to asset management. This is notwithstanding the fact that the region has not yet started practising property management; thus, it does not have any immovable asset-management skills.

Asset management is thus the umbrella for many immovable asset professions, such as property management, facilities management, property valuation, and project management. Against this background, the role of a credible activist in the implementation of GIAMA and its policy framework, could prove to be very valuable.

This role could inspire the championing of asset-management knowledge in its broader context. There is a need for a person who has a passion for asset management to rally – not only the Region, but also the Head Office – around a vision that would help with the implementation of GIAMA and its policy framework. In Chapter Two, section 2.2.2.1 refers to the spirit of GIAMA and its policy framework. The role of a credible activist could be very meaningful. One of the challenges of the Region is that it has no training unit, which could help employees with some intrinsic understanding of this important piece of legislation.

A credible activist would have to use his or her wisdom and knowledge of asset management, and the significance of legislation, to inspire the Region to be hungry for the implementation of GIAMA and its policy framework. To rally the Region around the principles of GIAMA and its policy framework, would go a long way to help and promote asset-management thinking and practice.

3.10.4 Capability Builder

The Port Elizabeth Regional Office needs a capability builder who could develop the capabilities that the Region needs. It is said that an organisation is not just a structure or a process; but it is an entity that distinguishes itself from others – through a distinct set of capabilities. The argument on human resources as a strategic partner that builds capabilities of
an organisation, goes on to state that capabilities are what the Region is supposed to be good at (RBL Group, 2011; Ulrich, Younger, Brockbank and Ulrich (2012). Figure 1.1 indicates that with regard to the implementation of GIAMA and its Policy Framework, the Department of Public Works and its Port Elizabeth Regional Office do not match this definition, or quite meet this challenge.

The fact that five years have passed since the proclamation of the Act and the approval of the policy, the Region has not been able to craft a capability-building strategy that has led the Region, indicates that it does not have the quality of personnel required to help with the implementation of GIAMA and policy framework; hence, they are sitting with dissatisfied clients and stakeholders (National Department of Public Works, 2007b; National Department of Public Works, 2005a); and they have failed to give any guidance to help with implementation. The tools needed are asset-management plans, which are supposed to possess asset-management information that is critical for asset and portfolio strategies. There are many reasons for this lack, but the main one is that no-one has been trained; and those who have been, are unable to get the desired results.

If knowledge is power, then it true that human resources must understand not only human-resource competencies, but also those asset management and business surroundings, if the implementation of GIAMA and its Policy Framework is to be successful, as suggested by Ulrich, Younger, Brockbank and Ulrich (2012).

3.10.5 HR Innovator and Integrator

The geographical position of the Region may be a threat to the implementation of GIAMA and its Policy Framework – given that talent is fleeing the province to others, such as the Cape Town and Johannesburg areas (Statistics South Africa, 2011). Figure 1.1 has painted the national picture of the Department to which the Port Elizabeth Regional Office has contributed. GIAMA and its Policy Framework pose huge demands, which without innovation, the status quo, cannot be changed (National Department of Public Works, 2007b).

The office of the Auditor-General has complained bitterly about the huge expenditure on consultants – for work that should have been done internally – but, because of the lack of skills and capacity, this has not yet been done (Auditor-General South Africa, 2013). The list is
almost endless! Public Service Administration has released a document aiming at developing the competencies within the Public Sector.

With GIAMA being the overarching legislation, the role of human resources as an Innovator and Integrator is enormous. There is a general agreement within the human-resource management fraternity that it is critical for human resources to fully integrate with the business, to adapt quickly, and to take the necessary steps in strategy formulation and implementation, as well as creating the necessary organisational support for the Region. From the literature in Chapter Two, there is no evidence in terms of what strategy is appropriate for this Region of the Department.

The challenges highlighted are said to be as a result of the long years of neglect of immovable assets, lack of a quality-asset portfolio; and consequently, there have been huge losses, and eventually high costs, (National Department of Public Works, 2008; National Department of Public Works, 2007b). Given this, innovation, reduced costs, or improved quality, any one, or all of these, could dictate the strategic directions the Region should take. This is the amount of work awaiting the role of human resources as Innovator and Integrator, to help with the implementation of GIAMA and its Policy Framework.

3.10.6 Technology Proponent

According to the National Treasury, without a proper asset register, the overseeing unit is not able to perform some of its functions fully, which in terms of section 4 of the Public Audit Act of South Africa, 2004 (Act No.25 of 2004) must be able to express an opinion on the financial statements (Department of Public Works Annual 2010m). The National Department of Public Works and the Port Elizabeth Regional Office do not seem to have been able to implement technological systems that add value to the implementation of GIAMA and its Policy Framework.

Employees of the Region have to write a memo to human resources if they are to get information pertaining to their personal life. To get a response within a day is sheer luck! Technology should be able to connect people (www.hrmagazine.co.uk, 2012). The implementation of (National Department of Public Works, 2005a; National Department of Public Works, 2007b) Legislation and its Framework insist on developing an integrated
strategy within the Region and Department, as well as with outside stakeholders. Currently, within the Region and with the stakeholders, there is always the accusation of not meeting deadline dates.

The Department and the Region do not have a technology that integrates asset-management systems within, and with those of our clients; hence, the complaints from the Auditor-General and other stakeholders (National Department of Public Works, 2010).

Consequently, we cannot track performance, nor protect the valuable information needed for management decisions. Technology Proponent could play a very big role in assisting with the implementation of GIAMA and its Policy Framework. Creecy (2011), in his paper discusses asset management in the context of “Matching Maintenance and Operating efforts to business needs”. In his conclusion he asserts that a right combination of asset-management enablers facilitates the kind of culture that meets business objectives. One of those enablers is technology. With the help of technology, the literature review suggests that critical information in the implementation of GIAMA and its Policy Framework could help the Region to make different and better decisions.

Knowledge of asset management and information technology is critical to human resources, in order to fulfil a strategic role in this regard.

3.11 THE HR MATURITY SCALE

The figure below is one of the tools that is similar in function to that in Figure 3.2; both are used to measure the organisation’s current value against its potential, that comprises the people the organisation has, and how they are helping the organisation to achieve and excel in its goals. These figures give answers on whether the organisation in question is able to use its human capital in a manner that procure it as much value from of its human capital as possible.
Figure 3.3: HR Maturity Scale

Source: HR Strategy (2009)

The National Department of Public Works, 2007b; and the National Department of Public Works (2005a) both refer to government-wide asset management, which effectively emphasises the critical point on integrated asset management in government.

3.11.1 Background of the model

The developer of this model believes that it suggests an improvement in the attitudes by organisations – in the way they expect people to work. Naude (2013), in his argument about human attitude and violence, says: “Mindsets become thoughts; thoughts are expressed in language; language shapes the attitude; and all of them together propel actions”. The fit of the statement into the discussion of this model is that in this model, Kearns (2009) has identified six stages, where he is able to relate outcomes to attitude; and Naude (2013) informs us that attitude comes from the mindset. And that is the point that this model is emphasising. This model is used as a metric system, whereby an organisation’s current value can be measured against the potential of the employees that it uses.
The author is discussing the organisation as a system. So, if the profit margins are high, and yet the value from human capital remains low, the score would then also be low. He makes an example of a call centre, which has a sophisticated modern technology, but has a low value from its human capital, because it believes that its performance is as the result of its technology, rather than its people. This is what this author is condemning. He concludes that such a situation reflects a low view on the role of human resources by the company in question. In this regard, human resources are treated as overheads. His argument is that an organisation should function as a system; and he qualifies this by saying that when it prides itself on its profitability, it should equally, pride itself on how well its human resource department has helped the organisation to get those results.

3.11.2 Brief details on the evolution of the stages

He has indicated before that the process to reach stage six cannot be reached at a drop of the heart, it is going to be a process that must be inclusive and nurturing the right mindset.

- **Stage Negative one - dubbed Slavery**
  This is a stage where companies uses its human resource as slaves. No feelings, no value.

- **Stage Negative two - dubbed Sweatshops**
  Difference is marginal hence no recognition for their rights regardless the nature.

- **Stage Zero - No conscious Personnel Management**
  This is a stage where most probably human resource is used as and when necessary, contractual in nature and for a very brief momement. He even makes an example of a wedding function. The entrepreneur that has been tasked to do the project, does not have anything in mind about human resources, but just people to get the jod don and be over

- **Stage one - Personnel administration**
  The government strategy is to employ a certain number of community members, whenever a company wins a governement tender. This typically caters for the above band at this stage. The company in question would respect the legal aspects of the conditions of employment, and would also carry out the basic human-resource functions. There is a conscious decision to employ people, to satisfy the contractual conditions, but not just with the purpose of getting
value from them. According to him, these organisations give instructions, which they expect to be followed. Hence, the owners and managers of the company place very little value on the management of people. His conclusion is that such companies can be said to be immature.

- **Stage Two – Good Professional practices**
  He says that this stage is about recognising the value and the role of human-resource management. According to him, the company has already, or is starting to realise, that there is more to people management than them just being operational management items, albeit at supervisory level.

  At this stage, management is starting to believe that there is a clear line of division between line managers, and what human-resource managers are capable of. A symbol to that is hiring someone who can implement human resource-management-related disciplines. He says at this stage, understandably, the human-resource manager operates mechanically.

- **Stage Three – Effective HR Management**
  This stage symbolises the turning point in terms of what the writer proposes as the required mindset; and that is, that people are now being seen by top management as an important strategic resource. This is said to be as a result of a conscious decision by the organisation to take a systematic approach towards managing the important resources. The conscious approach is as a result of understanding certain strategic competitive issues that come with the help of committed and willing people: these are issues that a company can resolve. For instance, if the strategy is quality, then senior managers engage human-resource management to understand the most important human-resource strategy.

  However, it is said, that at this stage, the HR official is not yet clear in linking profitability and supervisory competences. Engagement between management and HR is based more on trust than best practice, best systems, or best fit (Brewster, Carey, Grobler, Hollard, and Warnich, 2008; Fisher, Schoenfeldt, and Shaw, 2006).

  As soon as the fit starts delivering results, senior managers begin to realise the evidence of effective human-resource management. It is at this stage that, the people are also beginning to identify themselves with the organisation. These results are necessary, in order to establish and
sustain a culture that enables change management (RBL Group, 2012). It is important to note that at this stage, critical systems are in place, such as performance management, structured relationships between line managers and HR officials, mutual trust and professional recognition.

- **Stage Four – HRM becomes integral to the operations**
  The writer anticipates that because of the systems that are in place at stage three, it is highly likely that the qualifications of HR as a strategic partner have been realised as a strong possibility for success of the organisation. HR practices and programmes seek to provide individuals and the organisation with the necessary capabilities to win and sustain the fierce competition. Having said that, at this stage the view of management when the company has done well, this is based on its operations, rather than its people. Kearns (2009) rejects this mindset, and propagates the irrefutable fact that human beings are the ones that must constitute the backbone of the organisation, thereby determining its winning or losing. But an organisation is such, simply because it is a winning organisation.

- **Stage Five – Transition – from operational HR to strategic focus**
  In his argument, at this stage, the organisation is gearing itself for high performance. The issue of silos is fast fading; and cross-functional strategies are what the organisation is keen to establish. Bigen Africa (2013) explains with confidence how an integrated system works effectively for an organisation with regard to a number of variables, such as the improvement of policies and procedures, as well as a strategy to sustain service delivery, and how this frees up capital by providing an opportunity to defer some of the needs. By allowing HR, as a vehicle to integrate business strategy with HR practices, an opportunity should soon arise, which would make people realise how management values them as strategic assets. People are encouraged to bring ideas and the best idea get rewarded financially. These are then implemented by the company. Because the groundwork has been well done, with HR strongly becoming a strategic partner, the organisation as a system is not only focusing on performance for the day; but it is also about the strategies of tomorrow (Fisher, Schoenfeldt and Shaw, 2006; KPMG International, 2012; Kim and Mauborgne, 2005; RBL Group, 2011).
Stage Six – The organisation becomes the whole system
The writer says that this is an absolutely perfect state, to the extent that it is still yet to come. Everyone has a clear space in terms of his/her role in the strategic objective; and as such, could implement that role. The organisation is like a body; it functions as a systems; and it is in full harmony with itself.

3.12 CONTRAST BETWEEN THE TWO MODELS
In the opinion of the researcher, it is important to look at how these models differ, and at the same time, to observe and identify their areas of commonality. These models are helping the researcher to find answers to the main question and its sub-questions. The success of the role of human resources depends on both the human-resource practitioners, and also on how much power and support is given to them by their senior managers. One model refers to human resource practitioners, and the other to senior managers.

3.12.1 The First Model: Six Human Resource Competencies
Having looked inside the Port Elizabeth Regional Office, and taken cognisance of the research problem, the main question and its sub-questions, these two models seem to describe the institutional problems in the implementation of GIAMA and its Policy Framework very well – because of their simplicity. They are simple because they demonstrate what should inspire human resource officials if they are to be recognised as strategic business partners in the implementation of GIAMA and its Policy Framework: the Six Human-Resource Competencies. This model also gives a guideline on how to play those role factors, leading to becoming an important partner. It also covers the scope of the work, which is human resources, the business, and its environment. With this concept being well understood, the implementation of GIAMA and its Policy Framework should give good answers to the main question and its sub-questions. This model, with respect to Chapter Two, embraces the spirit of legislation, which encourages innovative thinking – in order to meet the organisational goals.

3.12.2 The second model: HR Maturity Scale
The Public Service Regulation Act, in particular, requires that there should be adequate delegated powers with respect to each sphere of government, in order to ensure optimal functionality. The visit to the Port Elizabeth Regional Office by the Deputy Minister revealed
that 80% of the work is done in the different Regions. The Deputy-Minister questioned whether these Regions have adequate structures and resources – given this percentage. But a very important point, with respect to the implementation of GIAMA and its Policy Framework, was the fear of bestowing more power on the Regions. So, the perception is that, the Regions should not have more power. But how could the Regions that already have 80% of the work of the Department, be deprived of power, if that could help to improve performance?

It is in this context that the second model is relevant to the study. The writer of the model encourages the owners of businesses and senior managers to understand the value of human resource within an organisation; and that such value can only be realised if human resources are allowed to play the role of a strategic partner. He argues that it is not smart processes, but smart people that deliver value to the organisation. He then demonstrates that it is by giving information in ascending order that the prescribed functions of human resources and the relevant stage of maturity can be realised.

So, both of them are clear on what, how, and for what reasons this can be accomplished. For the study, they all make the sense – given the research problem, the main question, and sub-questions. The literature review on them addresses the main question and its sub-questions.

Table 3.3: Spread of Organisations along the scale:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage One</td>
<td>65.3%</td>
</tr>
<tr>
<td>Stage Two</td>
<td>26.3%</td>
</tr>
<tr>
<td>Stage Three</td>
<td>5.9%</td>
</tr>
<tr>
<td>Stage Four</td>
<td>2.5%</td>
</tr>
<tr>
<td>Stage Five</td>
<td>0%</td>
</tr>
<tr>
<td>Stage Six</td>
<td>0%</td>
</tr>
</tbody>
</table>

Source: Creating business strategies with human capital (2009)
3.12.3 Criticism of both theories

With regard to the first model, it would seem that the criticism is based on scepticism most probably from those who have not yet tested the model, or from those who went for it half-heartedly. Storey (2007a) explains that it would seem that they have been raising issues about the practicability of HR as a business partner. The fact that the model has been getting better with time, seems to suggest that the researchers acknowledge the negative inputs as positives. In a nutshell, there is no outright rejection, but a request for more clarity on the purpose of understanding and improving these implementation strategies. In the second model, like the first, there is no rejection.

- Six HR Competences

Ulrich, Younger, Brockbank and Ulrich (2012), and their team are Americans; but their philosophy is being tried out on a worldwide scale. Given the responses lately, such a view from HR professionals, in the early stages of the theory, is quite understandable.

In a survey done in 2003, it was said that the response was impressive, given the fact that more than half indicated an interest in becoming strategic business partners, and just above thirty-three per cent were actually practising this role already. The implementation of the theory led to many questions, which referred to the scope and nature of the role, its fit with other conventional roles of HR, its practicality for all HR professionals as strategic partners, and whether this role or better would become the change agent. These and others were mind-bothering questions to those who were influenced by the theory of HR as a strategic partner.

Because the role of HR as a strategic partner is linked to the delivery of HR strategy, the location of this person became an item of interest and importance. The question was: Can s/he do it best at the boardroom, or should s/he be at the operational level? According to the writer, it became clear that the role is much-needed at the operational level, where it must deliver value. However, it was also noted that it would be an added advantage to also have it at boardroom level. Simplifying the role into easily describable functions was also cited as another challenge. It is said that the questions were around whether such a person should be a specialist, or a generalist with an HR background, and whether business knowledge was necessary.
From Storey’s (2007) point of view, the criticisms were critical of Ulrich, Younger, Brockbank and Urlich (2012) and their team, because they helped them to do more work in clarifying these clearly understood roles.

These are some of the criticisms that were levelled against the theory of HR, as a business partner. In the view of the researcher, the criticisms are what could be called constructive criticisms, because they have helped Ulrich, Younger, Brockbank and Ulrich (2012) and their team to continuously improve their work, in order to close the identified gaps. At the time the researcher was writing doing this work, no evidence could be traced on how other scholars viewed the work of Paul Kearns (2009).

3.13 CONCLUSION

The literature review on the body of knowledge of asset management has been briefly discussed, the purpose being to demonstrate the depth of the discipline. It is this depth of discipline that defines the expected conduct and behaviours that are necessary to run a real estate business. Human resource science believes that for HR to play a meaningful role, not only must they know their profession, but also the nature of business in which they operate. This chapter has given a picture of the kind of environment to which the Port Elizabeth Regional Office HR is exposed.

Having noticed in Chapter Two that government legislation promotes the decentralisation of power to the regions, Chapter Three has been able to look at the two angles of each model, and how they promote HR as a strategic partner within an organisation. Ulrich’s (2012) model is more focused on the HR official; while Paul Kearns is focusing on how organisations should understand the value of HR. The two models combined seem to indicate those angles from which HR challenges, as a strategic partner, would always come, and how the individual sees himself/herself, and how such organisations see HR. Both are offering solutions; and HR should be allowed to become involved at a strategic level of the organisation.

So, with regard to the main question and its sub-questions, it would seem that legislation does not impede or limit the role HR should play, if it allows HR to be responsive to the outside world. Chapter Three, having provided evidence of the nature of disciplined asset management, informs us that both at organisational level, and at personal level, there has to be a clear and
conscious role for HR in how they play the role of being a strategic partner that helps the Region to begin a process that slowly integrates the Region with asset-management discipline, thereby enabling the Region to become a preferred property specialist.
CHAPTER 4

RESEARCH METHODOLOGY AND ANALYSIS OF THE BIOGRAPHICAL DETAILS OF THE RESPONDENTS

4.1 INTRODUCTION

Chapter Two examined the extent to which legislation and Treasury Regulations were able to create an enabling environment that would facilitate the transition from general property-management practices to asset-management practices in order to be able to bring about good asset management. Because the Government Immovable Asset Management Act and its Policy Framework are not and cannot be stand-alone entities, the study did briefly interact with other acts, such as the Public Finance Management Act, the Batho Pele Principles, and the Public Service Regulations Act. The commonalities within these Acts were critical to the implementation of the Government Immovable Asset Management Act (GIAMA).

Chapter Three had to be split into two sections: one portion was about the body of knowledge of immovable asset management, with the purpose of understanding the kind of business knowledge HR has to know, and the referencing of which must be understood. The last portion focused on two HR models with a history of good ongoing research. The other model depicted how an HR official should see him/herself; while other models served to educate companies on the importance of human resources within an organisation.

In this chapter, the researcher will present the research design and the methodology adopted, in addition to the reasons why it was found suitable. This chapter will also detail the methodology used to conduct the study.

The methodology, which will be based on the main the problem outlined in Chapter One, seeks to know the role of HR in the implementation of the Government Immovable Asset Management Act and its Policy Framework in the Port Elizabeth Regional Office. In order to answer the main question and its sub-questions, the survey method was applied to collect the data for this research study. The ability to critically examine certain characteristics of the professional environment, to which I am exposed, such as the Port Elizabeth Regional Office, as well as understanding and formulating the guiding principles of immovable asset
management and developing theories that can be used to test various aspects, are of the utmost importance. Kumar (1999) calls this activity research.

A quantitative study was carried out to predict, describe, and explain the facts on the research question. This chapter will examine the development and construction of the questionnaire, as well as the design and administration of the questionnaire. Finally, it analyses the biographical submissions of the respondents.

4.2 THE RESEARCH DESIGN

Collins and Hussey (2003) believe that the research design is both the science and art of planning procedures for conducting research, in order to get respectable and credible findings. In this study, the researcher identified the main problem: “How can HR help the successful implementation of the Government Immovable Asset Management Act and its Policy Framework”. This was then followed by a process to discuss the sub-questions to the main question. These are:

What are the key issues/fundamental principles of GIAMA that should be introduced to improve the situation?
Why are these principles important?
How can HRM assist in the implementation of the GIAMA?
How well is GIAMA implemented in the Eastern Cape?
How is HRM ensuring that performance is aligned to the principles of GIAMA?
What is the role of HRM in the Port Elizabeth Region?

4.3 THE RESEARCH METHODOLOGY

Research methodology describes how the research problem was investigated and why particular methods and research paradigms were used (Collis and Hussey, 2003, p, 295).

4.3.1 Qualitative Paradigm

A qualitative approach by its nature makes the researcher part of the study, because the researcher has to be emotionally connected to opinions and attitudes, to be able to understand the situations being researched. The method is used where there is no need to quantify the data
According to Prof. Arnolds, this paradigm relates to a research project, which is subjectivist, humanistic, interpretive, or of a new mindset.

The paradigm has four basic assumptions, which are:

- An ontological assumption, which is requires an understanding of the nature of reality.
  The nature of reality is that companies are responsible for the wellbeing of their employees, as they spend most of their time in that company.

- An epistemological assumption that enquires about the relationship between the researcher and the study.
  I am in the employ of the NDPW, and the relationship is that I have been affected directly by practices, which are uncharacteristic of good human-resource management and practice.

- An axiological assumption, which puts the emphasis on the role of values.
  This is a study of the nature, types, and governing criteria of values and value judgements.
  It is important for the department to ensure that people who are employed at any level have the right and relevant skills and knowledge required for the post.

- A rhetorical assumption, which requires some understanding of the role of the language used in the study.
  The current and human-resource management practices recognise that HR is the strategic partner of the organisation, and is directly responsible for developing human capital as the cutting edge of competitive advantage.

- A methodical assumption, which requires some knowledge of the process or method to be used in the research.
  As a person who has been with department for a period of eight years, and has experienced human-resource management practices, which seem to describe an old and outdated system, I will seek to validate, and subsequently improve on, the practices used in the system.

4.3.2 Quantitative Paradigm

This is sometimes called positivistic analysis. This is another form of data analysis, which mainly relies on mathematical models in explaining the phenomena. The quantitative researcher asks a specific question of a randomly selected sample or population under study.
He then collects a sample of the numerical data for the participants, with the view to analyse these with the help of a mathematical model. If the sample was fully representative, then the researcher is guaranteed unbiased and accurate results. This type of paradigm is well-known to be suitable in the social sciences, such as sociology, economics, marketing, political science, and psychology. In history and anthropology, it is not said to be that useful (Collins and Hussey, 2003; Welman, Kruger, and Mitchell, 2005).

Unlike the qualitative paradigm, quantitative analysis is impersonal; for it is unlikely to induce the researcher to be personal about the subject matter. Authors argue that with qualitative analysis, the crucial issue is to understand the problem from the participant’s point of view. Quantitative analysis, on the other hand, assumes that the behaviour of the individual is both internally and externally motivated; and it is influenced by the physical and socio-cultural dynamics of the situation (Collins and Hussey, 2003). Whilst the researcher will be using quantitative paradigm, the qualitative paradigm will also be used – especially with senior management – due to the fact that their number is insignificant and small.

4.4 EXPLANATION AND MOTIVATION

The study sought to compare the NDPW with an identical property company, in order to establish the comparative information on the role of human resources and practices aimed at achieving best practice and strategy in managing immovable assets. Interviews comprised the dominant paradigm. Experts in the relevant fields were also interviewed, in order to ensure balanced and credible information. All the important stakeholders, like the Public Service Commission (PSC), the treasury institution of learning, specialists in real estate and human resources were consulted for a very comprehensive research. The NDPW is a very huge organisation; and the facts of the situation cannot be disputed.

4.5 POPULATION AND RANDOM SAMPLING

The researcher has been able to define the problem, and the appropriate approach to investigate the problem. Thus, they needed to know the origin of the information. The total sum of all the variables under investigation is called the population, and a sub-portion of that is called a sample. According to the researchers, the purpose of using or relying on a sample is to manage various variables, such as cost, time, and resources (Brink, 2002). Differently stated, this is like
a large pool, from which the results of its portion are drawn, and can be used to give a general opinion on the population as a whole (Brink, 2002; Collins and Hussey, 2003).

It was important to note that the researcher needed to consider the size of the population, as that could determine whether all the members of the population were to be included, or not.

According to scholars, the variables of the random sample must have an equal chance of being chosen, in order to avoid any personal bias. There is no partition in-between the elements; hence, the variance between the individual results within a random sample produces a good indicator of the variance within the entire population. As a result of this, it becomes easy to estimate the accuracy of the results (Anon., 2013).

4.6 DISADVANTAGES OF RANDOM SAMPLING

Having mentioned the advantages of the random sample, this method does have disadvantages if the selection has not been observed carefully. The selection may fail to reflect adequately the representivity, or the make-up of the population. In that situation, stratified or systematic sampling becomes the only viable alternative (Collins and Hussey, 2003).

4.7 THE SAMPLING PROCESS

- Define the population of concern;
- Specify a sampling frame, a set of items, or possible events to measure;
- Specify a sampling method for selecting the items, or events from the frame;
- Determine the sample size;
- Implement the sample plan;
- Sampling and data collection;
- Data, which can be selected.

The National Department of Public Works in Port Elizabeth Region has one office with a staff of about 100 people, from salary level six to level thirteen. The target is thirty-five per cent at each category for proper representivity.
The Regional Office has four directors and one regional manager, who will not be part of the random sampling, since they comprise a small number; instead, interviews will be conducted. The population of senior managers will be considered. In this regard, the random sampling will be done between salary level five and level twelve. All information obtained, will be treated as highly confidential.

Of importance, is the fact that the researcher had to select a sample, based on how well he knew the population under investigation (Babbie and Mouton, 2006). The envisaged number was to be thirty, which would mean dividing up the employees from the NDPW, the PSC, the treasury, specialists, and Trade Unions.

4.8 DESIGN OF THE QUESTIONNAIRE

The questionnaire was designed in such a way that it covered pre-arranged interviews. All the respondents were given uniform questions with the same options to answer them. In the case of this study, the questions were ranked on a Likert scale measuring one to five, one being strongly disagree, to five being strongly agree.

In this study, the questionnaire was designed as follows:

**Typical questions/statements**

The questions had five ratings, which ranged from one to five, and these comprised strongly disagree to strongly agree. Linked to the recently discovered Ulrich’s Six Competencies model for HR to be seen as effective, the following statements were tested on the role of HR in Port Elizabeth Regional Office:

- HR plays the role of a strategic positioner.
- HR plays the role of a Credible Activist.
- HR plays the role of a Capable Builder.
- HR plays the role of a Change Agent.
- HR plays the role of a Technology Proponent.
- HR plays the role of innovator and integrator.
Each statement had its own set of sub-questions ranging from six to ten. The questionnaires also established other biographical details, which would be important in the final analysis (in Chapter Five, which constitutes the section/unit of the respondent).

The first section (A) comprised questions that relate to sections or units of the Port Elizabeth Regional Office, the salary level of the individual, the number of years of service, the number of years in the current position, and the highest qualification the respondent had (See Annexure 1).

In addition, a five-point Likert scale was used, comprising the following:

- “Strongly agree”, which scored a mark of five, to show absolute consent with the statement.
- “Agree”, which scored a mark of four, to show satisfactory consent with the statement.
- “Neutral”, which scored a mark of three to demonstrate uncertainty.
- “Disagree”, which scored a mark of two, to show moderate disagreement with the statement.
- “Strongly disagree”, which scored a mark of one, to show absolute objection to the statement.

4.9 THE MEASURING INSTRUMENT

The questionnaire was used to determine the role of HR, and how well they were implementing GIAMA and its policy framework in the Port Elizabeth Regional Office. The study focused on administrative level to senior management. There were six statements and each with sub-questions. To ensure that the type of questions asked actually measured the variables in question, a statistical tool called Cronbach’s alpha was used.

4.9.1 Cronbach’s Alpha guide of acceptance

Table 4.1 represents the rule-of-thumb as a basis for interpreting Cronbach’s alpha coefficients as a measure describing the internal consistency (reliability) of scores derived from a summation of the responses to a set of questionnaire items relating to a certain construct (factor). The tool has a guideline, which indicates the level of acceptance. According to statistical practitioners, an acceptable score is when alpha is greater or equal to 0.7. Below that,
it would mean that some of the questions are problematic in measuring the construct in question; and these would have to be removed or re-arranged (Brown, 2002; Santos, 1999; Wikipedia.org, 2013).

<table>
<thead>
<tr>
<th>Table 4.1: Cronbach’s Alpha rule-of-thumb</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's alpha</td>
</tr>
<tr>
<td>α ≥ 0.9</td>
</tr>
<tr>
<td>0.7 ≤ α &lt; 0.9</td>
</tr>
<tr>
<td>0.6 ≤ α &lt; 0.7</td>
</tr>
<tr>
<td>0.5 ≤ α &lt; 0.6</td>
</tr>
<tr>
<td>α &lt; 0.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 4.2: Cronbach’s Alpha Statistics for the Human Resource factor scores and overall role of Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>The observed Cronbach’s alpha coefficient for the factors measuring the role of HR in the implementation of GIAMA are depicted in Table 4.2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human Resource Role Factors and overall role of Human Resources</th>
<th>Cronbach’s alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR as Strategic Positioner - (SP)</td>
<td>0.96</td>
</tr>
<tr>
<td>HR as Credible Activist - (CA)</td>
<td>0.94</td>
</tr>
<tr>
<td>HR as Capable Builder - (CB)</td>
<td>0.94</td>
</tr>
<tr>
<td>HR as Change Champion - (CC)</td>
<td>0.94</td>
</tr>
<tr>
<td>HR as Technology Proponent - (TP)</td>
<td>0.92</td>
</tr>
<tr>
<td>HR as Innovator and Integrator - (II)</td>
<td>0.95</td>
</tr>
<tr>
<td><strong>Overall HR Role of human resources</strong></td>
<td><strong>0.96</strong></td>
</tr>
</tbody>
</table>

(Wikipedia, 2013), Cronbach’s Alpha measures the consistency in the measurement of factors measuring the variable in question. Chapter 5 will undertake the statistical examination and analysis of the human resource factors in defining the role of human resources, as a strategic business partner to an organisation, as explained by Ulrich’s Model of Six HR competencies. The factors related to the role human resources act as a strategic partner to the implementation of GIAMA and its Policy Framework in the Port Elizabeth Regional Office. These were to be
referred to as HR factors in the rest of this chapter; and the following abbreviations would thus apply: F-SP for Strategic Positioner; F-CA for Credible Activist; F-CB for Capable Builder; F-CC for Change Champion; F-TP for Technology Proponent; F-II for Innovator and Integrator; F-HR Role for Overall HR Role (average of F-SP, S-CA, F-CB, F-CC, F-TP and F-II).

4.10 BIOGRAPHICAL ANALYSIS

In general, there was a good response to the questionnaires in terms of the time taken to complete and gather all forty-nine questionnaires, excluding the spoiled papers. A total of five days was used to administer and collect the completed questionnaires.

Section A of the questionnaire required the respondents to provide their biographical information. The results can be seen in Table 4.3 below;

4.10.1 Composition of the sample

Table 4.3: Frequency distribution of respondents per section

<table>
<thead>
<tr>
<th>Projects</th>
<th>5</th>
<th>10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provisioning</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>Facilities</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>EPWP</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>Professional Services</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>Regional Management</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Compliance</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Procurement</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Property Payments</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Leasing</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>Auditing</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>Finance</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>HRM</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>Legal Services</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>Utilisation</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>IT</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Key Accounts Management</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>HRD</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Horticulture</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Security</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Disposal</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
<td>100%</td>
</tr>
</tbody>
</table>
Figure 4.3: Frequency distribution of respondents per section

Under Property Management, participation is at 20%. They were followed by Projects and Provisioning, each having five participants, and each representing 10%.

Table 4.4: Frequency Distribution, according to position held

<table>
<thead>
<tr>
<th>Position</th>
<th>Participants</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin Officer</td>
<td>14</td>
<td>29%</td>
</tr>
<tr>
<td>Supervisor</td>
<td>8</td>
<td>16%</td>
</tr>
<tr>
<td>Sub-Total: Administrative</td>
<td>22</td>
<td>45%</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>14</td>
<td>29%</td>
</tr>
<tr>
<td>Deputy Director</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>Director</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>Chief Director</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Sub-total: Management</td>
<td>27</td>
<td>55%</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
<td>100%</td>
</tr>
</tbody>
</table>
It may be noticed that the lowest rank within Port Elizabeth Regional Office, the administrative officers, were at 29%, equalling the assistant director. There was a 16% participation by supervisors. This was understandable, given that they are not a big number. It was also noted that the second line of management, the Deputy Directors comprised the second highest percentage. A total of 55% of the participants were managers; while 45% were supervisors and administrative employees.

Table 4.5: Frequency distribution, according to years of service

<table>
<thead>
<tr>
<th>Years of Service</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 4 years</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>5 - 9 years</td>
<td>20</td>
<td>41%</td>
</tr>
<tr>
<td>10 - 19 years</td>
<td>15</td>
<td>31%</td>
</tr>
<tr>
<td>20 - 31 years</td>
<td>9</td>
<td>18%</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
<td>100%</td>
</tr>
</tbody>
</table>
Most of the employees had five and more years of service, and only 10% had less than five years of service; and almost 50% had ten years of service, and more.

Table 4.6: Frequency distribution of years in current position

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 4 years</td>
<td>20</td>
<td>41%</td>
</tr>
<tr>
<td>5 - 9 years</td>
<td>22</td>
<td>45%</td>
</tr>
<tr>
<td>10 - 19 years</td>
<td>7</td>
<td>14%</td>
</tr>
<tr>
<td>20 - 31 years</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
<td>100%</td>
</tr>
</tbody>
</table>

Figure 4.6: Frequency distribution of years in current position
A total of 59% of the employees had five and more years in their current position, as against 41% that had four years or less.

Table 4.7 Frequency distribution, according to highest qualifications

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matric</td>
<td>7</td>
<td>14%</td>
</tr>
<tr>
<td>Diploma</td>
<td>19</td>
<td>39%</td>
</tr>
<tr>
<td>Bachelors</td>
<td>14</td>
<td>29%</td>
</tr>
<tr>
<td>Honours</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Masters</td>
<td>6</td>
<td>12%</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
<td>100%</td>
</tr>
</tbody>
</table>

Figure 4.7 Frequency distribution according to highest qualifications

Most of the employees (86%) had university qualifications; while 14 % had matric; 47% had Bachelor’s Degrees up to Master’s level, and 53% had a diploma or less. The diploma was the dominant qualification, followed by a Bachelor’s degree.
Table 4.8: Contingency Table – Respondents’ highest qualification by Position held

<table>
<thead>
<tr>
<th>Position</th>
<th>Matric</th>
<th>Diploma</th>
<th>Bachelors</th>
<th>Honours</th>
<th>Masters</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin Officer</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td>Supervisor</td>
<td>0</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>0</td>
<td>6</td>
<td>7</td>
<td>1</td>
<td>0</td>
<td>14</td>
</tr>
<tr>
<td>Deputy Director</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Director</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Chief Director</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>19</td>
<td>14</td>
<td>3</td>
<td>6</td>
<td>49</td>
</tr>
</tbody>
</table>

It is of interest to note that at Deputy-Director Level, there were employees who had matric and National Diploma qualifications. Also, 30% of the Deputy-Directors had Bachelor’s degrees, which were less than that of Assistant Directors, of whom 50% had the same qualification. However, 20% of the Deputy-Directors had Master’s degrees. It was also noted that at both administrative officer and supervisory level, the respondents with Master’s Degrees represented 14% and 13% respectively. As many as 75% of the respondents with National Diplomas were supervisors.

Table 4.9: Descriptive statistics - Years of service and years in current position

<table>
<thead>
<tr>
<th>Central Measures of Descriptive Statistics</th>
<th>Years’ Service</th>
<th>Years Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>11.43</td>
<td>5.68</td>
</tr>
<tr>
<td>S.D.</td>
<td>7.58</td>
<td>3.62</td>
</tr>
<tr>
<td>Minimum</td>
<td>2.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Quartile 1</td>
<td>6.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Median</td>
<td>9.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Quartile 3</td>
<td>15.00</td>
<td>8.00</td>
</tr>
<tr>
<td>Maximum</td>
<td>31.00</td>
<td>16.00</td>
</tr>
</tbody>
</table>

The descriptive measures in the Table 4.9 indicate that the respondents had between two and 31 years of service: with an average of 11.43 years. They had served in their current position for between one and 16 years, with an average of 5.68 years.
4.11 ETHICAL CLEARANCE

In doing research, the researcher has to access information of a third party. The researcher is expected to ensure that in handling the information of the third party, this is done in a confidential manner, with at no risk of disclosure to the source of the information. It is important that the third party, or the source of the information, must consent to the use of the information. There is a process that the researcher must undergo to obtain clearance, where s/he must fill in a form, sign it, and have the supervisor also sign it, before it goes to the committee for their approval.

4.12 CONCLUSION:

Chapter 4 has explained the research methodology used during the research; and it has explained the reasons for choosing the quantitative approach against the qualitative approach. The motivation was also explained, as well as the tool that was used to ensure that all the questions actually measured the correct role factor. The measure of consistency was found to be in the range of point nine (0.9) in all the questions, which according to the scale is good.
CHAPTER 5

ANALYSIS AND INTERPRETATION OF THE RESULTS OF SECTION B

5.1 INTRODUCTION

Chapter 4 outlined the research methodology that was used in the study. In this chapter the researcher is analysing and interpreting the results of study, which were looking at the six human-resource role factors that are generally accepted as the critical human-resource role factors, if the role of human resources is that of a strategic partner. The biographical data that were collected from the survey are presented first; these are followed by the results in Section B. Section B of the questionnaire had six role factors, which were investigating the role factors of HR, and how well are they helping the implementation of GIAMA and its Policy Framework.

The role factors/questions that were investigated were: Human resources as a Strategic Positioner, Credible Activist, Capable Builder, Change Champion, Technology Proponent and HR as an Innovator and Integrator. These are said to be the role factors that are critical in the role of human resources as a strategic business partner.

The statistical tool was also able to give a view on the overall role of human resources in the implementation of GIAMA and its Policy Framework in the Port Elizabeth Regional Office. This is critical, as the study is about the overall role of human resources, and not the role of an individual factor. Both the models in the literature review emphasise the importance of the role of human resources as a strategic partner. However, the other model goes further and explains the role factors required for human resources to be successful as a strategic partner; hence, the importance of analysing the results on the overall role factors and in their individual capacities.
5.2 EXPLANATION OF ABBREVIATIONS

For easy reference, the researcher prefers to insert a table of concepts used in the study.

Table 5.1: Abbreviations of concepts

<table>
<thead>
<tr>
<th>Term</th>
<th>Abbreviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Strategic Positioner</td>
<td>SP</td>
</tr>
<tr>
<td>2) Credible Activist</td>
<td>CA</td>
</tr>
<tr>
<td>3) Capability Builder</td>
<td>CB</td>
</tr>
<tr>
<td>4) Change Champion</td>
<td>CC</td>
</tr>
<tr>
<td>5) Technology Proponent</td>
<td>TP</td>
</tr>
<tr>
<td>6) Integrator and Innovator</td>
<td>II</td>
</tr>
</tbody>
</table>

5.3 DESCRIPTIVE STATISTICS FOR THE HR ROLE FACTOR SCORES

The interpretation levels listed in Table 5.10 were used to evaluate and examine the scores for the factors related to the role of human resources as a strategic partner within an organisation.

Table 5.2: Interpretation levels for scores derived from the 5-point Likert scale items

<table>
<thead>
<tr>
<th>Score</th>
<th>Interpretation Level 1</th>
<th>Interpretation Level 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>[1 - 1.8]</td>
<td>Very Negative</td>
<td>Negative</td>
</tr>
<tr>
<td>[1.8 - 2.6]</td>
<td>Negative</td>
<td></td>
</tr>
<tr>
<td>[2.6 - 3.4]</td>
<td>Neutral</td>
<td>Neutral</td>
</tr>
<tr>
<td>[3.4 - 4.2]</td>
<td>Positive</td>
<td>Positive</td>
</tr>
<tr>
<td>[4.2 - 5.0]</td>
<td>Very Positive</td>
<td></td>
</tr>
</tbody>
</table>

In Table 5.2, the square brackets ([ ]) denote that the value is included in the interval, while parentheses indicate that the value is not included. The interval width of 0.8 is calculated as follows:

(Maximum value of the scale minus the minimum) divided by the number of intervals

= (5 − 1) / 5 = 0.8

In Table 5.3 the descriptive statistics are presented for the HR factors.
Table 5.3: Descriptive Statistics: HR role factors value (n = 49)

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean</th>
<th>S.D.</th>
<th>Negative</th>
<th>Neutral</th>
<th>Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>F-SP</td>
<td>2.51</td>
<td>0.80</td>
<td>29</td>
<td>13</td>
<td>7</td>
</tr>
<tr>
<td>F-CA</td>
<td>2.34</td>
<td>0.73</td>
<td>30</td>
<td>17</td>
<td>2</td>
</tr>
<tr>
<td>F-CB</td>
<td>2.41</td>
<td>0.70</td>
<td>28</td>
<td>19</td>
<td>2</td>
</tr>
<tr>
<td>F-CC</td>
<td>2.37</td>
<td>0.70</td>
<td>30</td>
<td>17</td>
<td>2</td>
</tr>
<tr>
<td>F-TP</td>
<td>2.24</td>
<td>0.71</td>
<td>34</td>
<td>13</td>
<td>2</td>
</tr>
<tr>
<td>F-II</td>
<td>2.41</td>
<td>0.78</td>
<td>27</td>
<td>18</td>
<td>4</td>
</tr>
<tr>
<td>F-HR. Role</td>
<td>2.38</td>
<td>0.67</td>
<td>30</td>
<td>16</td>
<td>3</td>
</tr>
</tbody>
</table>

Table 5.3 shows that 61% of the respondents are negative on the overall role of human resources as a strategic partner in the implementation of GIAMA and its Policy Framework in the Port Elizabeth Regional office; whilst 33% are neutral (ambivalent); and only 6% agreed that human resources play the role of a strategic business partner. The percentage negatives range between 55% and 69%, with F-SP being the factor with the highest level (14%) of positive perceptions, and F-TP being the factor with the highest level (69%) of negative perceptions.

According to the interpretation levels depicted in Table 5.2, a mean value of 2.6 and above for a factor is an indication that the respondents are positive on average for the relevant human-resources role as a strategic partner in the implementation of GIAMA and its Policy Framework. As is clear from Table 5.3, none of the factors has a mean value of 2.6 and above; instead, all of them are in the negative interval, i.e. 1.80 to 2.60. The overall mean value of the role of human-resource factors is 2.38, a low score, which is further indicative and confirmation of the respondents’ negative perceptions regarding the human-resource role as a strategic partner in the implementation of GIAMA and its Policy Framework in the Port Elizabeth Regional Office.

**Figure 5.1: Graphical depiction of HR Role factors scores’ frequency distribution**

This is just to give a better picture or summary of the respondents’ response levels for the role factors; the frequency distribution of these levels are depicted as a 100% bar chart in Table 5.3.
Figure 5.1: Graphical depiction of the HR role factors’ scores
5.4 DESCRIPTIVE STATISTICS FOR THE QUESTIONNAIRE ITEMS

Table 5.4: HR as a Strategic Positioner (SP) (n=49)

<table>
<thead>
<tr>
<th>Questions</th>
<th>Mean</th>
<th>S.D.</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1.04 HR helps the Region to define the distinctive skills and competences the Region has and needs to help in the implementation of GIAMA and its policy.</td>
<td>2.69</td>
<td>1.10</td>
<td>26</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>B1.01 HR plays an important role in the strategy formulation for the implementation of GIAMA.</td>
<td>2.67</td>
<td>0.94</td>
<td>25</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td>B1.08 HR helps the Region to create strategic plans based on the preferred strategic positions suitable to the Region and for the implementation of GIAMA and its policy.</td>
<td>2.65</td>
<td>0.99</td>
<td>25</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>B1.07 HR helps the Region to select the most strategically advantageous position that will have much more positive impact in the implementation of GIAMA and its policy now and in the future.</td>
<td>2.57</td>
<td>0.96</td>
<td>27</td>
<td>14</td>
<td>8</td>
</tr>
<tr>
<td>B1.06 HR helps the Region to create alternative positions and options and defines implications of each to ensure successful implementation of GIAMA.</td>
<td>2.49</td>
<td>0.84</td>
<td>26</td>
<td>17</td>
<td>6</td>
</tr>
<tr>
<td>B1.02 HR helps the Region to analyse the competitive/comparative environment to determine optimising strategies for the implementation of GIAMA now and in the future.</td>
<td>2.49</td>
<td>0.87</td>
<td>27</td>
<td>15</td>
<td>7</td>
</tr>
<tr>
<td>B1.05 HR helps the Region to identify gaps, unidentified needs, or unresolved problems to ensure meaningful implementation of GIAMA and its policy now and in the future.</td>
<td>2.49</td>
<td>0.94</td>
<td>28</td>
<td>15</td>
<td>6</td>
</tr>
<tr>
<td>B1.03 HR helps the Region to understand the internal and external stakeholder’s interests and unmet needs to successfully implement GIAMA.</td>
<td>2.39</td>
<td>0.84</td>
<td>31</td>
<td>15</td>
<td>6</td>
</tr>
<tr>
<td>B1.10 HR helps the Region to know where it is herding, and what it will need in the future to sustain the implementation of GIAMA and its policy.</td>
<td>2.37</td>
<td>0.86</td>
<td>31</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>B1.09 HR helps knowing who we are, and where we are regarding the implementation of GIAMA and its policy.</td>
<td>2.27</td>
<td>0.84</td>
<td>34</td>
<td>12</td>
<td>5</td>
</tr>
</tbody>
</table>

An analysis of Table 5.4 indicates that **seven** out of the **10** statements items have a mean score value that is below **2.6**; and according to the interval scale, this means that the sample population of the Region is on average negative towards the role HR is playing as a strategic
partner in the implementation of GIAMA and its Policy Framework. The difference in value between the item that scored the highest mean value and the one that scored the lowest is 0.2, which is marginal.

Table 5.4 gives some further insights. Items B1.01, B1.04, and B1.08 have a mean score value in the neutral interval, i.e. 2.6 to 3.4. For instance, in B1.04, HR is viewed as being able to help the Port Elizabeth Regional Office to define distinctive skills and competencies the Region needs. However, time and again, the management complains about the lack of skills when accounting for the poor performance. Item B1.01 relates to HR as being able to play its role in the strategy formulation. But item B1.02, which is focusing on HR as being able to scan the environment in which they are working, the mean score is low (2.49). From a strategic point of view, without understanding the environment in which the organisation functions, the implementation of any strategy might present challenges.

Whilst the formulation of the strategy scored an acceptable mean value, question five, which focuses on gap analysis, has a low mean value. Strategic positioning is one of the most important factors in the role of HR, which with respect to Table 5.2, scored a low mean value. This may suggest that – notwithstanding the fact that the Port Elizabeth Regional Office has an exclusive and lucrative market, from which it does not enjoy any concomitant benefits – it may be because it has failed to identify the appropriate model of competitiveness.

Of the three models of competitiveness, industry influence could be the most suitable, given the huge untapped immovable asset base.

Failure to score a high mean value as a strategic positioner indicates that the Port Elizabeth Regional Office has not yet been able to plan on how to position the Region to be a leader in the provision of suitable government office accommodation. Furthermore, HR has not been able to help the Region to develop the necessary competencies to become an expert advisor to its client base. Given these factors, the role of HR as a strategic positioner is not being viewed as critical by HR and the management of the Port Elizabeth Regional Office.
Table 5.5: HR as Credible Activist (CA) (n=49)

<table>
<thead>
<tr>
<th>Questions</th>
<th>Mean</th>
<th>S.D.</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>B2.07 HR professionals are knowledgeable about their profession, asset management, and business in general hence their important strategic role in the Region.</td>
<td>2.59</td>
<td>1.06</td>
<td>13</td>
<td>45%</td>
<td>17</td>
</tr>
<tr>
<td>B2.06 HR demonstrates a strong view about customer expectations and other stakeholders such as National Treasury, Head Office, communities, etc. in relation to the implementation of GIAMA and its policy.</td>
<td>2.55</td>
<td>0.96</td>
<td>17</td>
<td>49%</td>
<td>16</td>
</tr>
<tr>
<td>B2.01 HR challenges asset managers on processes and activities that do not add value to the implementation of GIAMA and its policy framework.</td>
<td>2.41</td>
<td>0.91</td>
<td>19</td>
<td>55%</td>
<td>16</td>
</tr>
<tr>
<td>B2.10 HR demonstrates that the employees are an important strategic resource for the successful implementation of GIAMA and its policy.</td>
<td>2.41</td>
<td>0.98</td>
<td>22</td>
<td>62%</td>
<td>10</td>
</tr>
<tr>
<td>B2.05 HR demonstrates a strong point of view about how they are capable to help the Region with the implementation of GIAMA.</td>
<td>2.33</td>
<td>0.90</td>
<td>20</td>
<td>59%</td>
<td>15</td>
</tr>
<tr>
<td>B2.02 HR helps the Region to identify the most effective processes that impact positively to the implementation of GIAMA and its policy framework.</td>
<td>2.31</td>
<td>0.85</td>
<td>22</td>
<td>61%</td>
<td>15</td>
</tr>
<tr>
<td>B2.04 HR has been able to use implementation of GIAMA momentum to build the necessary trust between HR officials and the Regional Office.</td>
<td>2.31</td>
<td>0.89</td>
<td>18</td>
<td>57%</td>
<td>17</td>
</tr>
<tr>
<td>B2.09 HR activism helps the Region to aspire for greater achievements in the implementation of GIAMA and its policy.</td>
<td>2.29</td>
<td>0.87</td>
<td>21</td>
<td>61%</td>
<td>15</td>
</tr>
<tr>
<td>B2.03 HR views the outside world, identify opportunities and threats, and advise the Region on how to take advantage of them, to help the implementation of GIAMA and its policy framework.</td>
<td>2.24</td>
<td>0.80</td>
<td>24</td>
<td>65%</td>
<td>14</td>
</tr>
<tr>
<td>B2.08 HR regularly conducts surveys to assess how employees feel about the impact of the implementation of GIAMA in their work environment.</td>
<td>1.96</td>
<td>0.87</td>
<td>22</td>
<td>78%</td>
<td>8</td>
</tr>
</tbody>
</table>

This question was intended to examine whether the sample population of the Port Elizabeth Regional Office sees the role of HR in the implementation of GIAMA and its Policy Framework as that of being a Credible Activist. The analysis in Table 5.5 indicates that none of the questions had a mean score of 2.6 or more; all of them scored a mean score value of 2.59 or less. The average mean score is 1.89, which relative to Table 5.2 is very low; and hence, it is very negative. The closeness of the score values of the standard deviation is also another
indicator of how strong the views of the respondents are on the negative role of human resources as a credible activist. Given these factors, the role of a Credible Activist is not viewed as being so important in the Port Elizabeth Regional Office.

Table 5.6: HR as a Capability Builder (CB) (n=49)

<table>
<thead>
<tr>
<th>Questions</th>
<th>Mean</th>
<th>S.D.</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>B3.08 HR’s involvement ensures that Regional capabilities focus on the internal processes and systems for meeting customer needs.</td>
<td>2.61</td>
<td>0.93</td>
<td>19 (49%)</td>
<td>15 (31%)</td>
<td>10 (20%)</td>
</tr>
<tr>
<td>B3.06 HR improvement plans help the Region to improve service delivery standards and levels to give meaning to the implementation of GIAMA.</td>
<td>2.57</td>
<td>0.87</td>
<td>24 (55%)</td>
<td>13 (27%)</td>
<td>9 (18%)</td>
</tr>
<tr>
<td>B3.07 HR ensures that employee skills and efforts are directed towards shifting away from using private sector accommodation for state purposes.</td>
<td>2.51</td>
<td>0.98</td>
<td>20 (55%)</td>
<td>12 (24%)</td>
<td>10 (20%)</td>
</tr>
<tr>
<td>B3.04 HR ensures that the performance in the implementation of GIAMA is analysed along the nature of recommended strategies to evaluate their effectiveness and impact.</td>
<td>2.41</td>
<td>0.79</td>
<td>23 (57%)</td>
<td>17 (35%)</td>
<td>4 (8%)</td>
</tr>
<tr>
<td>B3.02 HR ensures that strategies are periodically reviewed for their effectiveness and efficiency to improve the implementation of GIAMA.</td>
<td>2.41</td>
<td>0.84</td>
<td>22 (57%)</td>
<td>16 (33%)</td>
<td>5 (10%)</td>
</tr>
<tr>
<td>B3.03 HR helps the Region to understand the nature of strategies appropriate for our business conditions and challenges in implementing GIAMA and its Policy Framework.</td>
<td>2.41</td>
<td>0.84</td>
<td>25 (61%)</td>
<td>13 (27%)</td>
<td>6 (12%)</td>
</tr>
<tr>
<td>B3.05 HR helps the Region to simplify the strategic approach to implement integrated asset management framework that is suitable for the implementation of GIAMA.</td>
<td>2.37</td>
<td>0.73</td>
<td>23 (57%)</td>
<td>19 (39%)</td>
<td>2 (4%)</td>
</tr>
<tr>
<td>B3.01 HR helps the Region to find better ways to implement simple strategies that are effective and efficient in the implementation of GIAMA and its Policy Framework.</td>
<td>2.35</td>
<td>0.72</td>
<td>24 (59%)</td>
<td>18 (37%)</td>
<td>2 (4%)</td>
</tr>
<tr>
<td>B3.09 HR is providing various training programmes on GIAMA and its policy framework to improve the understanding on the purpose and objectives of GIAMA and its policy framework.</td>
<td>2.27</td>
<td>1.00</td>
<td>19 (64%)</td>
<td>11 (22%)</td>
<td>7 (14%)</td>
</tr>
<tr>
<td>B3.10 HR evaluates, monitors, and communicates the impact the training programmes have on the implementation of GIAMA and policy framework.</td>
<td>2.24</td>
<td>0.99</td>
<td>17 (61%)</td>
<td>13 (27%)</td>
<td>6 (12%)</td>
</tr>
</tbody>
</table>
This question examined whether the sample population of the Port Elizabeth Regional Office sees the role of human resources as a Capability Builder in the implementation of GIAMA and its Policy Framework.

Currently, a trend is growing where the majority of the responses are below the acceptable score mean value, and where the trend is averaging a mean score value that is below the acceptable mean value. In this case the average mean value is 2.41, which is low. The standard deviations between the questions, as in other role factors before, are also very close. This is a strong indication that there is strong agreement on the negative role of human resources as a credible Activist. Therefore, the Port Elizabeth Regional Office does not view the role of HR as a Credible Activist as being so important in the implementation of GIAMA and its Policy Framework.

This role factor registered the highest number of neutral people, which was 39%, as against 57%, who were negative, and with only 4% who were positive.
Table 5.7: HR - Change Champion (CC) (n=49)

<table>
<thead>
<tr>
<th>Questions</th>
<th>Mean</th>
<th>S.D.</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>B4.08 HR promotes implementation of GIAMA and its policy framework</td>
<td>2.59</td>
<td>0.96</td>
<td>18</td>
<td>59%</td>
<td>31%</td>
</tr>
<tr>
<td>B4.04 HR defines measures, to monitor change</td>
<td>2.49</td>
<td>0.87</td>
<td>19</td>
<td>51%</td>
<td>37%</td>
</tr>
<tr>
<td>B4.09 HR has a good understanding of organisational issues and</td>
<td>2.49</td>
<td>0.96</td>
<td>14</td>
<td>47%</td>
<td>39%</td>
</tr>
<tr>
<td>B4.03 HR develops the necessary infrastructure to support the</td>
<td>2.43</td>
<td>0.89</td>
<td>23</td>
<td>59%</td>
<td>27%</td>
</tr>
<tr>
<td>B4.02 HR has a clear change strategy to ensure the implementation of</td>
<td>2.35</td>
<td>0.72</td>
<td>24</td>
<td>59%</td>
<td>37%</td>
</tr>
<tr>
<td>B4.06 HR is able to sell plans and ideas by creating a</td>
<td>2.33</td>
<td>0.85</td>
<td>24</td>
<td>63%</td>
<td>27%</td>
</tr>
<tr>
<td>B4.10 HR rewards successful change strategies to improve</td>
<td>2.31</td>
<td>0.87</td>
<td>17</td>
<td>55%</td>
<td>39%</td>
</tr>
<tr>
<td>B4.07 HR has good problem solving and root-cause identification skills</td>
<td>2.27</td>
<td>0.84</td>
<td>18</td>
<td>57%</td>
<td>39%</td>
</tr>
<tr>
<td>B4.05 HR is able to step back, look inside Port Elizabeth Regional</td>
<td>2.22</td>
<td>0.90</td>
<td>23</td>
<td>68%</td>
<td>22%</td>
</tr>
<tr>
<td>B4.01 HR ensures that the Region is aware and understands the purpose</td>
<td>2.18</td>
<td>0.78</td>
<td>24</td>
<td>67%</td>
<td>29%</td>
</tr>
</tbody>
</table>

This question investigated whether the sample population of the Port Elizabeth Regional Office sees the role of human resources as a Change Champion in the implementation of GIAMA and its Policy Framework.

Once again, the view of the respondents is negative, as the average mean score is 2.37, which is below the acceptable mean score. The closeness of the standard deviation is also an indication of a strong agreement on the negative role of human resources as a change Champion. None of the questions achieved acceptable mean scores of 2.6 or above; all of them scored 2.59 or less.
Given this information, it is once again clear that the role of HR as a Change Champion is not being taken with the seriousness it deserves – by both HR officials and senior management. If it could be tested as to whether there is progress, or how much progress has been achieved since 2005 and 2007, these negative results could be attributed to the fact that the absence of a Change Champion negatively affects change progress.

**Table 5.8 HR - Technology Proponent (TP) (N=49)**

<table>
<thead>
<tr>
<th>Questions</th>
<th>Mean</th>
<th>S.D.</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>B5.04 HR ensures that through technology the Region is able to access bigger scope of asset management training needed to champion the implementation of GIAMA and its policy framework.</td>
<td>2.41</td>
<td>0.86</td>
<td>23</td>
<td>14</td>
<td>6</td>
</tr>
<tr>
<td>B5.03 HR ensures that use technology helps the Region to identify and eliminate low value-added activities that inhibit productivity and could affect negatively, the implementation of GIAMA and its policy framework.</td>
<td>2.27</td>
<td>0.84</td>
<td>21</td>
<td>16</td>
<td>3</td>
</tr>
<tr>
<td>B5.06 HR is promoting use of mobile phones as a strategic technological resource in the implementation of GIAMA and its policy framework.</td>
<td>2.24</td>
<td>0.85</td>
<td>20</td>
<td>16</td>
<td>3</td>
</tr>
<tr>
<td>B5.05 HR has enabled the Region to understand the technological implications for successfully implementing GIAMA and its policy framework.</td>
<td>2.18</td>
<td>0.75</td>
<td>26</td>
<td>13</td>
<td>2</td>
</tr>
<tr>
<td>B5.02 HR ensures that through technology, the Region is able to use data for its strategic decision-making aimed at implementation of GIAMA.</td>
<td>2.18</td>
<td>0.83</td>
<td>23</td>
<td>13</td>
<td>3</td>
</tr>
<tr>
<td>B5.01 HR has helped the Region to develop strategies to integrate technology with the implementation of GIAMA and its policy framework.</td>
<td>2.18</td>
<td>0.91</td>
<td>20</td>
<td>13</td>
<td>4</td>
</tr>
</tbody>
</table>

This question was questioning whether the sample population of the Port Elizabeth Regional Office sees the role of human resources as a Technology Proponent in the implementation of GIAMA and its Policy Framework.
For whatever reason, this is the most low-scored human resources role factor, with an average mean of 2.24, which is the lowest value of all the results. The highest mean is 2.41; and the lowest was 2.18. Like the previous role factors, the standard deviations are very close. It is an indication that there is strong agreement on the negative role of human resources as a Technological Proponent. This role factor has the highest percentage of respondents on the negative column. The possible logic could be the perception that, notwithstanding the easy access to technology, the Port Elizabeth Regional Office senior management and HR do not seem to have put sufficient emphasis on the importance of technology in human resources and within the Region.
Table 5.9: HR as an Innovator and Integrator (II) (N=49)

<table>
<thead>
<tr>
<th>Questions</th>
<th>Mean</th>
<th>S.D.</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>B6.02 HR ensures that innovative thinking is part of performance management.</td>
<td>2.59</td>
<td>0.98</td>
<td>16</td>
<td>47%</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>10</td>
<td>20%</td>
<td>16</td>
</tr>
<tr>
<td>B6.07 HR ensures that recruitment strategies are informed by talent management programmes aimed at drawing the needed skills for the implementation of GIAMA.</td>
<td>2.51</td>
<td>0.96</td>
<td>19</td>
<td>53%</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9</td>
<td>18%</td>
<td>9</td>
</tr>
<tr>
<td>B6.06 HR’s planning for succession will help the Region improve its capacity and skills required to sustain the implementation of GIAMA and its policy.</td>
<td>2.51</td>
<td>0.98</td>
<td>17</td>
<td>51%</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9</td>
<td>18%</td>
<td>9</td>
</tr>
<tr>
<td>B6.08 HR helps the Region to develop a performance culture that positively impacts on the implementation of GIAMA</td>
<td>2.47</td>
<td>0.96</td>
<td>21</td>
<td>58%</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9</td>
<td>18%</td>
<td>9</td>
</tr>
<tr>
<td>B6.03 HR has special incentives for outstanding innovative thinking which helps the transformation to asset management.</td>
<td>2.39</td>
<td>1.00</td>
<td>20</td>
<td>61%</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>6</td>
<td>12%</td>
<td>6</td>
</tr>
<tr>
<td>B6.01 HR has a strategy to promote innovative thinking to help advance the implementation of GIAMA.</td>
<td>2.37</td>
<td>0.93</td>
<td>22</td>
<td>62%</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>7</td>
<td>14%</td>
<td>7</td>
</tr>
<tr>
<td>B6.05 HR ensures that high performing employees are grouped for specific tasks that will have an impact on the implementation of GIAMA its policy.</td>
<td>2.33</td>
<td>0.83</td>
<td>23</td>
<td>61%</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4</td>
<td>8%</td>
<td>4</td>
</tr>
<tr>
<td>B6.09 HR inspires the Region to always find new ways of doing routine work that is necessary for the implementation of GIAMA</td>
<td>2.27</td>
<td>0.86</td>
<td>22</td>
<td>63%</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4</td>
<td>8%</td>
<td>4</td>
</tr>
<tr>
<td>B6.04 HR helps the Region to develop staff rotation strategies to improve capacity and knowledge required for the implementation of GIAMA.</td>
<td>2.24</td>
<td>0.85</td>
<td>23</td>
<td>65%</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4</td>
<td>8%</td>
<td>4</td>
</tr>
</tbody>
</table>

This question sought to examine whether the sample population of the Port Elizabeth Regional Office sees the role of human resources as an Innovator and Integrator in the implementation of GIAMA and its Policy Framework. The trend has been consistent throughout. The average score mean values fall below 2.6, which is the acceptable mean value. However, standard deviations by virtue of their closeness, give a strong indication of agreement on the subject matter. Human resources as an Innovator and Integrator has an average mean score value of 2.41, and an average standard deviation of 0.78. No question scored a mean score value that was 2.6 and above; they were all 2.59 or below. As in other cases, the Port Elizabeth Regional
Office senior management and HR do not see the importance of the role of human resources as an Innovator and Integrator.

5.5 INFERENTIAL STATISTICS

Table 5.10 Summary of \( \chi^2 \) tests for the relationship between respondents' position and the dimensions of HR's role … (n = 49)

<table>
<thead>
<tr>
<th>Role Factors</th>
<th>( \chi^2 ) (d.f. = 4)</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>F-SP</td>
<td>2.82</td>
<td>.588</td>
</tr>
<tr>
<td>F-CA</td>
<td>8.70</td>
<td>.069</td>
</tr>
<tr>
<td>F-CB</td>
<td>5.24</td>
<td>.263</td>
</tr>
<tr>
<td>F-CC</td>
<td>6.02</td>
<td>.197</td>
</tr>
<tr>
<td>F-TP</td>
<td>5.32</td>
<td>.256</td>
</tr>
<tr>
<td>F-II</td>
<td>1.83</td>
<td>.767</td>
</tr>
<tr>
<td>F-HR. Role</td>
<td>4.01</td>
<td>.405</td>
</tr>
</tbody>
</table>

The chi square is a statistical measure, which is used to test the hypothesis on the patterns of outcomes of a random variable within a sample or population. In this case, the researcher had to test the independence of association between the respondents’ position and the dimensions of the HR role.

Table 5.11: Summary of ANOVAs for the relationship between respondents' position and the dimensions of HR's role … (n = 49)

<table>
<thead>
<tr>
<th>Role Factors</th>
<th>F-test (d.f. = 2; 48)</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>F-SP</td>
<td>0.125</td>
<td>.883</td>
</tr>
<tr>
<td>F-CA</td>
<td>1.23</td>
<td>.301</td>
</tr>
<tr>
<td>F-CB</td>
<td>0.76</td>
<td>.473</td>
</tr>
<tr>
<td>F-CC</td>
<td>0.10</td>
<td>.908</td>
</tr>
<tr>
<td>F-TP</td>
<td>0.15</td>
<td>.865</td>
</tr>
<tr>
<td>F-II</td>
<td>0.12</td>
<td>.895</td>
</tr>
<tr>
<td>F-HR. Role</td>
<td>0.27</td>
<td>.764</td>
</tr>
</tbody>
</table>

The analysis of variance (ANOVA) is an inferential statistical tool and technique used to test the hypothesis about multiple population means. In this case, the researcher had to test whether there was any difference between the means scores of the group and the mean scores of the role factors. In both Table 5.10 and Table 5.11, the researcher investigated the
relationships between the demographic variables and the human-resource role factors by conducting the Chi-Squared test of independence and Analysis of Variance. However, none of the results were significant at the 0.05 significance level.

5.6 GENERAL COMMENTS BY RESPONDENTS

The respondents were allowed to make comments on the bottom page of the sheets of the questionnaire. These comments are included, because they give insights into the possible reasons for the outcomes, although an interview with the Regional Manager would have been more valuable. Below are various comments by those who preferred to make them. Some preferred to discuss the issues instead of writing them down.

• **Comment 1**

<table>
<thead>
<tr>
<th>Level</th>
<th>Yrs. Gov. employment</th>
<th>Yrs. Current post</th>
<th>Highest Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>19</td>
<td>13</td>
<td>Diploma</td>
</tr>
</tbody>
</table>

No knowledge of HR workings and GIAMA

• **Comment 2**

<table>
<thead>
<tr>
<th>Level</th>
<th>Yrs. Gov. employment</th>
<th>Yrs. Current post</th>
<th>Highest Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>23</td>
<td>7</td>
<td>Matric</td>
</tr>
</tbody>
</table>

I am not working with GIAMA

• **Comment 3**

<table>
<thead>
<tr>
<th>Level</th>
<th>Yrs. Gov. employment</th>
<th>Yrs. Current post</th>
<th>Highest Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>11</td>
<td>1</td>
<td>Bachelor’s Degree</td>
</tr>
</tbody>
</table>

• I doubt that HR is familiar with GIAMA.
• I have no knowledge of GIAMA.
• HR is a specialised field and GIAMA is also an independent field.
• This means HR officials are not compelled to understand GIAMA principles

• **Comment 4**

<table>
<thead>
<tr>
<th>Level</th>
<th>Yrs. Gov. employment</th>
<th>Yrs. Current post</th>
<th>Highest Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>13</td>
<td>8</td>
<td>Master’s Degree</td>
</tr>
</tbody>
</table>

The Department is facing many challenges at the moment; and many people would, in fact, say the Department is dysfunctional. The HR is struggling to provide basic human-resource management (e.g. filling vacant posts) and practising strategic human-resource management in attaining the goals of GIAMA is not happening.
• Comment 5

<table>
<thead>
<tr>
<th>Level</th>
<th>Yrs. Gov. employment</th>
<th>Yrs. Current post</th>
<th>Highest Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>2</td>
<td>2</td>
<td>Bachelor’s Degree</td>
</tr>
</tbody>
</table>

I have refrained from answering this questionnaire, as I disagree with all these statements. This is because, in my observation and opinion, HR does not function strategically at all. Decisions are made based on a “tick all boxes” mentality, rather than critically reviewing policies and implementing them strategically. (But he later participated).

• Comment 6

• Comment 7

<table>
<thead>
<tr>
<th>Level</th>
<th>Yrs. Gov. employment</th>
<th>Yrs. Current post</th>
<th>Highest Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>2</td>
<td>2</td>
<td>Bachelor’s Degree</td>
</tr>
</tbody>
</table>

It is the culture of researchers to disappear after collecting information for their projects. However, I think and suggest that the ultimate product of this research be made available to the Department. This is a very useful research, since it could assist HR to shape up. The end result would be service-delivery oriented efforts. It might happen that HR is not aware of its critical role in the implementation of GIAMA.

• Comment 8

<table>
<thead>
<tr>
<th>Level</th>
<th>Yrs. Gov. employment</th>
<th>Yrs. Current post</th>
<th>Highest Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>7</td>
<td>1.5</td>
<td>Bachelor’s Degree</td>
</tr>
</tbody>
</table>

I personally don’t think that HR in the Region is involved in the implementation of GIAMA strategically, maybe in Head Office.

With respect to the research topic, the main question and the sub-questions, from these comments, it is clear that there is a common trend on the negative perception employees have about the role of human resources in the implementation of GIAMA and its Policy Framework. Equally, the trend demonstrates a low understanding of GIAMA and its Policy Framework, given that most of the employees have been five years or more with the Port Elizabeth Regional Office.
5.7 CONCLUSION

Chapter Five aimed at analysing the biographical information from Section A, as well as analysing and interpreting the data obtained from Section B. The analysis and the interpretation were conducted in relation to the research problems, as outlined in Chapter One. The investigation that was conducted, and the outcome of the study indicate that much of the literature review discussed in Chapters Two and Three, regarding the role of human resources as a strategic business partner in the implementation of GIAMA and its Policy Framework, has not been exploited by the Port Elizabeth Regional Office senior management; and HR must live up to the “world class” vision of the Department by accepting the world order, with regard to the new role of HR as a strategic business partner that delivers value to the organisation.

This is notwithstanding the fact that all the pieces of legislation support the role of human resources as a strategic business partner, (or something very close to this concept). In the literature review, the model by Ulrich suggests the role factors as a solution on how human-resource officials should play the role that leads to becoming a strategic business partner, or to be seen as such. In this model, Ulrich and his team present themselves as being human-resource professionals.

The other model by Paul Kearns encourages senior managers and owners of companies to value the significance of human resources, when allowed to play the role of a strategic business partner. In articulating this significance, he produces a grading or measuring system that defines the functions of the different roles of human resources.

Given the results that have been outlined, analysed and discussed, the role of human resources in the implementation of GIAMA and its Policy Framework can be graded as one; and that means that the role of human resources is at stage one, which focusses on training and administration. Such a human resource unit is reactive in nature, because it is largely administrative.

Chapter Six will present a summary of the study, some further recommendations for the study, and conclusions, based on the results obtained from the research questionnaire. It will also highlight the problems and limitations encountered during the study, as well as opportunities for the future.
CHAPTER 6

SUMMARY, RECOMMENDATION AND CONCLUSIONS

6.1 INTRODUCTION

The aim of this final chapter is to summarise what has been investigated by the study, which is the role of human resources in the implementation of GIAMA and its Policy Framework in the Port Elizabeth Regional Office. This will be done by addressing the main problem and its sub-problems, and how they have been dealt with. It will be followed by highlighting the findings, problems and limitations, recommendations, and lastly, the conclusion of the research.

6.2 PROBLEMS AND LIMITATIONS

Generally, there were no major setbacks. From a population of one hundred and thirty-five, the researcher was able to get back forty-nine clear respondents, and eight spoilt papers, due to incompleteness. That resulted in achieving 36% instead of 42%. The overwhelming negative view on the role of human resources was also a matter of great interest and concern, given that Batho Pele and PFMA insist on creating an environment that is conducive to high performance through innovation. Given the outcome of the results, the researcher tried to secure an interview with the Regional Manager of the Port Elizabeth Regional Office, in order to gain some insight into the possible causes of the negative results. However, at the last minute, the Regional Manager cancelled the appointment, due to his tight schedule.

6.3 SUMMARY OF THE STUDY

The main problem and its sub-problems are here recapitulated, so as to reveal actions that were taken in understanding the role of Human Resources, and how well Human Resources plays its role in implementing GIAMA and its Policy Framework in the Port Elizabeth Regional Office. The following questions were examined:
6.3.1 The Main Problem

How can HRM facilitate the implementation of GIAMA in the Port Elizabeth Regional office in the Eastern Cape?

The evolution of HR has revealed that it can no longer be regarded as acceptable to ignore the impact of external forces inside the business. So strong are these forces that the science of Human-Resource management strongly suggests that business activities must be driven by these forces, if business is to survive. According to the science of Human-Resource Management, as discussed by Ulrich’s Model and Paul Kearns, Human Resource competencies must be taken seriously, whilst the latter advocates for senior managers and owners of the company to allow the Human Resource role to be that of business strategic partner – helping the organisation to achieve its goals.

The research was conducted as a result of many performance-related incidents, which are indicative of failing our core mandate, which is:

- To provide suitable accommodation to our clients’ departments.
- Providing them with expert opinion on immovable asset-management-relation challenges.

To be able to perform this mandate, Government Immovable Asset-Management Act was promulgated in 2007, whilst in 2005 a Policy Framework was put in place by the very department that currently fails to implement it. In the context of government, these two processes are critical to enable a department to carry out its mandate through various programmes (Public Administration Leadership and Management Academy, 2010). Figure 1.1 gives a high-level summary, indicating the extent of failure by the Department.

Chapter Two has accounted for incidents of failure that underpin the summary in Figure 1.1. These are:

- Devolution of budgets to our client departments, which are accompanied by the devolution of functions (National Department of Public Works, 2010).
• Claims by the office of the Auditor-General indicating poor performance for six years consecutively – issuing adverse, qualifying, and disclaimers (Auditor-General South Africa, 2013).
• The new Minister, Nxesi, rebuked HR, as he was taking up his new job as Minister of Public Works, (Nxesi T. W., 2012).
• The Regional Manager, in his year-end function 2012/13, unequivocally stated that regions are contributing to the sorry state indicated by the office of the Auditor-General, (National Department of Public Works, 2012).

Against the above, two pieces of research work, on Six Human-Resource Competencies, and creating a business strategy through Human Capital, became of great importance, and an inspiration to the study on the implementation of GIAMA and its Policy Framework in the Port Elizabeth Regional Office. Chapter Three revealed that the Asset-Management system is a world-class discipline with its competencies. These are critical to the transition from Property Management to Asset Management.

It was, therefore, important to answer the question, by determining the role of HR in the Region. This question was: How well does that role help the Region to successfully implement GIAMA and its Policy Framework? Notwithstanding the fact that our vision is to become the world’s best public works, enabling pieces of legislations have been put in place, and good HR strategies, such as Knowledge Management have been introduced; the Region seems to have failed the basics to help with the implementation of GIAMA and its Policy Framework. The study also revealed that the employees of the Port Elizabeth Regional Office have no confidence in the functionality – not only on HR functions – but in the Region as well.

The overall negative response from the respondents means that HR in the Port Elizabeth Regional Office does not have the necessary basic skills; and the view of the respondents is that the implementation of GIAMA and its Policy Framework is not being implemented. That might well enable the Region to achieve its asset-management goals.
6.3.2  SUB-QUESTIONS

6.3.2.1  What are the key / fundamental principles of GIAMA that should be introduced to improve the situation?

In Chapter Two, the researcher used the principle of supply and demand to highlight the importance of performance, because performance, especially good performance, leads to meaningfulness, something which is very important for the employee, the organisation, and obviously for the stakeholders. Principles provide truth, an understanding of what goes around within an environment; and they explain the logic of doing things (Dalio, Principles, 2011).

The role of Human Resources in the implementation of GIAMA and its Policy Framework was found to be negative. One of the reasons could be that HR never took the opportunity to understand the general asset-management principles that are critical for the implementation of the legislation, such as those of GIAMA, and how to do so in an integrated manner with those of HR. The following are the key principles that could explain the logic for the implementation of GIAMA and its Policy Framework. They were found in one of the presentations in Parliament, which were as follows (National Council of Provinces Select Committee on Public Service, 2007):

- Compliance with other existing pieces of legislation

The researcher has alluded to the importance of other pieces of legislation that could have laid the foundation for the implementation of GIAMA and its Policy Framework. Immovable assets are measured on Return on Investment (ROI), which means that financial capabilities are critical, especially that immovable assets must be delivered at a reduced cost, which speaks directly to PFMA, and which implies the need for good financial management of State resources.

Human Resources must find a strategy that coordinates the commonalities within all the pieces of legislation. This is a critical area in government, as all management systems must be based on compliance; but, they must be done in an integrated manner that helps government to achieve the performance expected of it, through the implementation of GIAMA and its Policy Framework. The transition to Asset Management, and the practice thereof, should be in
accordance with the recommended pieces of legislation. But this must not replace innovative thinking; it should rather encourage other pieces of legislation.

- **Strategic planning**
  The researcher has discovered that government policies are in line with the best practices, and have gone further to ensure that they are moving with the times, by allowing government departments, in particular the National Department of public Works, to collect data, which if necessary, could be used to develop new pieces of legislation or to make amendments to the existing legislation. All pieces of legislation emphasise the importance of strategic planning; hence, it is a requirement for accounting officers when applying for funding for their Departments and units.

Figure 2.1, provided by the National Treasury, gives guidelines on what and how to achieve the desired situation outcomes.

However, strategic planning requires a skilful training and reskilling. In the ten years the researcher has been with the Port Elizabeth Regional Office, only two strategic planning sessions have been held, and that was when our Regional Manager was new. Since then, nothing has happened. By law, we are required to develop a five-year plan, from which annual plans could be developed, (National Treasury, 2000f); (Public Service and Administration, 2006). It may not be surprising that the outcome of the role of HR as a strategic business partner turned out to be negative.

- **Linking service delivery objectives with immovable assets**
  GIAMA has made it clear that the intention of the State is to ensure that its immovable asset base must provide delivery services to the public, to improve the quality of lives of the people, (National Department of Public Works, 2007b). Each immovable asset must have a service-delivery programme linked to it.

- **Prioritisation of strategic immovable assets**
  The immovable assets of the State vary quite significantly; and so do their conditions. The asset-management profession requires that owners should determine the remaining lifespan of each asset, so that the life-cycle management of an asset can be managed conscientiously.
Through this process, it could help the Region to meaningfully develop strategies, such as prioritisation, asset management, portfolio, and workforce planning.

Currently, the Port Elizabeth Regional Office does fire-fighting management on immovable assets. They get told by the client what needs to be done; and sometimes, when that has been, the clients are no longer interested, or are unable to utilise such suggestions optimally. The Region is unable to look into the future, and to plan in such a way that the future needs are met without question.

- **Linking resource strategy to the entire strategic plans**
The workforce planning is an ideal instrument for developing a resource strategy that supports the business strategy. Once the business strategy is clear, the process of HR in developing their own strategy requires that they draw up a workforce plan to determine the present and future needs for the implementation of an asset-management discipline. The resource strategy would give an indication of the recruitment, the succession plan, the skills required, as well as the type of asset that is, or could be, in demand.

- **Life-cycle evaluation of immovable assets**
Asset Management is about managing the lifecycle of the asset – from acquisition to disposal. Without proper data on any stage, it cannot be easy to manage the lifecycle of an asset.

- **Immovable asset-management plans must meet the current needs without compromising the future**
Immovable asset-management plans are critical in preparing a strategy for each and every asset, as well as for the portfolio strategy. Asset-Management plans can also play an important role in the development of the much-needed integrated government-wide asset strategy, which is aimed at reducing demand, cost-controlling, and delivery of client expectations timeously. National Treasury insists that...??

- **Delivering immovable assets as reduced costs**
Without critical strategic capabilities, it can be difficult to achieve this objective. The PFMA refers to value for money. HR must help the organisation to find the appropriate tools to measure this objective. But without understanding the importance of developing HR and the
entire Regional Office in the business knowledge of asset management, doing it as we do now, is simply guessing the meaning of reduced costs.

6.3.2.2 How could HRM assist in the implementation of GIAMA?

The suggestion on the above question should be considered in the context of the three aspects the literature review touched on, which were: the legislation, asset-management discipline, and human resources. The purpose is to emphasise and highlight the basis of the system of management within government: that legislation is the basis of any management system. Currently, as Figure 1 has indicated, compliance without good management has serious implications, and *vice versa*. It requires a skilful management system to perfect an outcome-based management system that is integrated with compliance, as has been recognised by Public Service Administration (Public Service Administration, 2002 - 2006).

- Legislation must be implemented, as directed.

Section 21 of the Government Immovable Asset-Management Act, No.19 of 2007, states as follows: “An accounting officer is guilty of an offence, and liable to a fine, or to imprisonment, for a period not exceeding five years, if that accounting officer wilfully, or negligently, contravenes or fails to comply with any provision of this Act” (National Department of Public Works, 2007b, p.16).

Human resources should be aware of this clause, because it is applicable to everybody; as everybody in government is deemed an accounting officer, by virtue of the delegated authority from the Minister. The Act refers to transitional provisions, which it says must also interact with the Minister of Finance. HR, as the Act requires, must help the Port Elizabeth Regional Office to determine the transitional period, and communicate that to the Minister, who, in turn, would do so with the Minister of Finance. This is where the workforce planning is critical in terms of the implementation of GIAMA and its Policy Framework.

Furthermore, National Treasury insists on outcome-oriented planning (National Treasury, 2010e). This is where it is important for HR to ensure that the Region complies with the legislation. Once again, Figure? demonstrates that the Region also fails to comply. It is difficult to understand the reasons for HR not being aware of such matters of importance as the existing legislation.
Asset Management asset management principles and practices must integrated with the Port Elizabeth Regional Office management systems.

The fact that there are indications that HR overall is not being seen as playing an important strategic role in the implementation of GIAMA and its Policy Framework, suggests that the purpose of GIAMA and its Policy Framework is not among the influencing factors in developing HR strategies – if there are any. If the implementation of GIAMA and its Policy Framework were at the core of HR strategic reasoning, HR would have been mindful of the importance of forward planning and its implications, as suggested by National Treasury and the National Department of Public Works (National Treasury, 2000f); (National Department of Public Works, 2007b).

A five-year plan strategy transition from Property Management to Asset Management should have been / or should be produced by Region. There is nothing of this nature in the Region.

Everything is based on a reactive basis; and at the end, there is evidence that, being reactive does not do much to satisfy the client; hence, the need for the approval of devolution of powers to client departments by National Treasury, and sustained insufficient funding by National Treasury. We do not have the ability and/or the willingness to prepare annual plans, which are based on our five-year strategic plans with regard to the implementation of GIAMA and its Policy Framework.

HR must help the Region to develop the five-year transitional plan from Property Management to Asset Management. Asset Management is a discipline on its own, of which HR must develop a good understanding.

**Human Resources must be developed in both Human Resources competences and business intelligence of the Asset Management discipline**

Before the unit is capable of helping the Region, it must be helped to develop an understanding of the role it should play; and how it can do that. Secondly, human resources must understand that both management and employees are their internal clients; and they must have a clear strategy on how to serve them. Figure 6.2 gives a simple picture.

**Figure 6.2: Strategic and Tactical Planning**

![Figure 6.2: Strategic and Tactical Planning](Source: Celerityworks.com, (2012))

HR must then be trained in the asset-management business, in order to understand the language, the thinking, and skills required. Notwithstanding the many documents written differently and
encouraging the same thing, the Port Elizabeth Regional Office lacks the capability and willingness to develop a mental picture of what the documents intend to achieve.

It is clear that in the context of government, understanding compliance measures is very important in developing management systems; HR has to understand that. The outcome of the survey is very clear: that such is not the case with HR in the Port Elizabeth Regional Office. To integrate legislation with management systems requires what Ulrich calls the ability to decode the client’s needs. The language used by National Treasury is very simple; one finds it difficult to understand that if HR is familiar with the contents, how is it possible not to have the most appropriate strategy for the implementation requirement?

The argument of the study is the role of HR in the implementation of GIAMA and its Policy Framework; and the role in question is whether HR plays that role; and if they do, how well do they play it? HR science argues that to play a strategic role, HR must align HR strategies with business strategies.

Depending on the nature of business and its goals, issues of leadership, culture, talent, performance management and workforce planning are amongst the most important issues. HR must ensure support of the strategy of the organisation, and that they are also aligned with pieces of legislation and the regulations. Before the unit is capable of helping the Region, it must be helped to develop an understanding of the role it should play, and how it can do that. Secondly, human resources must understand that both management and employees are their internal clients; and they must have a clear strategy on how to serve them.

HR must understand that the external clients are equally important to their strategy and that of the organisation. HR must then be trained in asset-management business, to understand the language, the thinking, and skills required in the context of the mission of the organisation. This is the purpose of the Region with regard to GIAMA and its Policy Framework, its vision, what the Region should look like in the future, the strategic envelope, which is our core mandate to the clients, which is to provide suitable accommodation and expert opinion to the clients and industry. Without any breakthrough objective and priority action plans, this vision cannot be realised.
6.3.2.3 How well is GIAMA implemented in the Eastern Cape?

There is a cliché that says, “If one doesn’t plan, then one is planning for failure”. The Port Elizabeth Regional office does not do strategic planning, as required by various pieces of legislation. Then, if planning is that critical, one has to ask: How does management account for its performance? None of the immovable assets has a strategy, because the Port Elizabeth Regional Office does not have a portfolio strategy. Because there is no lifecycle management; no effort is made to ensure that at least we work from immovable asset-management plans. There is no clear programme to integrate the employees with asset-management knowledge. The results indicate that there is no implementation of GIAMA and its Policy Framework.

6.3.2.4 How is HRM ensuring that performance is aligned with the principles of GIAMA?

The implementation of GIAMA and its Policy Framework is very poor, if it is being implemented at all. The study has revealed that there is evidence that some employees do not see or understand the link between what they do, and GIAMA. Some of them are in Property Management, and others are in supporting functions – with more than five years in the Region. There are programmes in place to support the implementation of GIAMA. There is no portfolio strategy, no asset strategy, no workforce plan; strategic planning is not done; and fire-fighting and crisis management is all that is happening.

To ensure that performance is aligned with Principles of GIAMA and its Policy Framework, there is has to be a person solely dedicated to the implementation of GIAMA and its Policy Framework, one who must ensure that legislation and guidelines are followed to the core, because they are simple and understandable.

6.3.2.5 What is the role of HRM in the Port Elizabeth Region?

The outcomes of the results confirm that Human Resources in the Port Elizabeth Regional Office are definitely not a strategic positioner; nor are they playing any strategic role. In the model of Ulrich’s, it can only be assumed that they are doing personnel administration. But Paul Kearns’s model suggests that Human Resources are not playing the role of a strategic business partner. Human Resources in our Region are more of a Personnel Administration unit, which according to his model, is only stage one.
The sentiments shared by the respondents, seem to support the view of Paul Kearns, in as far as they lack professionalism, not seeing people as a strategic resource, command and control. These are the required characteristics of an organisation, where the role of Human Resources is that of being a Personnel Administrator.

**Figure 6.3: Learning-Maturity Scale**

![Learning-Maturity Scale](image)

**Source: HR Strategy (2009)**

Given the diagram above, if the outcomes of the respondents, together with their comments, are anything to go by, is between -2 and 1. Realistically, the estimated role is that they are just doing personnel administrative duties. In terms of value, the diagram, at that stage the value of HR is minimal, which is that of receiving leave forms and disciplinary procedures. Stage 0 indicates that there is no conscious personnel management. The definition of personnel management informs one that it is aimed at motivating the employees, by using bonuses, and ensuring that the work flows are as easy as possible, thereby ensuring good relations (CiteHR, 2013). But HR is defined as more strategic, in the sense that it ensures that human capital performs optimally, and does so through various methodologies.

The latter would mean that the Regional Office is demonstrating good professional HR practices, something which has been totally rejected by the respondents. So, the role of HR in
the Port Elizabeth Regional Office in the implementation of GIAMA and its Policy Framework is that of Personnel Administration. Ulrich, in defining the evolution of Human Resources work does so in four waves. The first one is Human Resource as an Administrator, which focuses on transactional use, which in some cases is the most easy to outsource (Dave, 2012). Both these Human Resource specialists agree that the role of HR and relevant behaviour subsequent to that role…??

6.4 **RECOMMENDATIONS**

Of great interest is the fact that the research has not revealed anything new; but it has revealed everything that the Port Elizabeth Regional Office needs to do, in order to be a high performer, is at its disposal. Not only that, legislation is also inviting for innovation – to have best employees, best work environment, best training, best knowledge and skills, performance-management system, and best performance. The question, therefore, is what could be the reasons for implementation failure?

The researcher believes that the study must be simple; that is, the investigations must be very relevant to implementation, which the researcher has tried; hence, the researcher has to find the role of legislation in the implementation, followed by a brief on asset-management discipline, and the importance of strategic HRM. The literature review has revealed that our HR should not be struggling in the manner it is doing, given the scientific evidence, on how to be a successful HR that adds value to the Region. Against this background, the following are the recommendations:

- HR must be integrated into strategic planning, and that requires that strategic planning within the Port Elizabeth Regional Office must take place as required by law, and that HR managers must be given a role to play.
- When conducting strategic planning and its reviews, the Port Elizabeth Regional Office must engage specialists to assist the Region.
- However, without asset-management business intelligence, HR would not be effective; and therefore, the unit must undergo training on the implementation of asset-management practices and behaviours.
- The Port Elizabeth Regional Office must consider forming a developmental competence-based relationship with a higher institution of learning, using the PPP
strategy, as this might address short-, medium-, and long-term organisational requirements.

- The statistical information demonstrates that by and large, the employees for the Department are well-educated; and their chances of being trainable are high. The language used by National Treasury is fairly simple to understand. Given that, it is fair to say the Region lacks commitment to follow guidelines – to such an extent that it is capable of developing its own capabilities. A champion for Asset Management…??

6.5 OPPORTUNITIES FOR FURTHER RESEARCH

Given the outcome of the research, there is definitely a case for further research. The following are research opportunities:

- Given the constraints of the Port Elizabeth Regional Office, what could be done to help Human Resources to be seen as playing the strategic role required in the implementation of GIAMA and its Policy Framework?
- Does the Port Elizabeth Regional Office senior management understand the role and value of HR, as an important strategic business partner in the implementation of GIAMA and its Policy Framework, and do they support it?
- Is the structure of Human Resources in the Regional Office adequate for Human Resources to play such a role?

Can Port Elizabeth Regional Office improve its performance, given the fact that employees in the Region do not trust Human Resources?

6.6 CONCLUSION

The study has aimed at investigating the role of human resources in the implementation of GIAMA and its Policy Framework in the Port Elizabeth Regional Office, since they were both approved in 2007 and 2005, respectively. In the context of the Public sector, the researcher observed the important role of legislation in investigating the role of human resources in the implementation of GIAMA and its Framework – by doing a literature review on legislation, to establish the nature of the relationship between legislation and the role of human resources. It was important to determine the extent to which legislation plays the role of an enabler to human resources as a strategic business partner to the Port Elizabeth Regional Office Management.
The literature in Chapter Two, on legislation, revealed that it is actually the enabler for human resources to play such a role, as it might deem fit.

Chapter Three had to look at the second enabler, which comprises knowledge of the business of the organisation and its environment for human resources, in order to be able to fulfil the role of a strategic business partner. The business of the Port Elizabeth Regional Office is Asset Management. The literature review revealed that proponents of human resources as a strategic partner insist that for human resources to be a credible activist in this role, knowledge of business and its industry is a must. To that effect, the study gave an intense, but brief overview of what Asset Management entails, and the business of the Port Elizabeth Regional Office. In the same chapter, the third criterion for human resource to be a strategic partner, was sound knowledge and the practices of human resources.

In this regard, two models were evaluated to give insight to the roles that are there for human resources to play, and how these roles should be played. Based on these models, a questionnaire was developed to test the role of human resources in the Port Elizabeth Regional Office.

A reliability test was conducted on the questions asked. The outcome (as indicated in Table 4.2) reflects that all the factors obtained a strong Cronbach’s alpha (>0.90) and that the factor scores could thus be regarded as reliable. The outcome of the study indicated that relative to both models used, the role of human resources is viewed as that of an administrative unit, but not a strategic partner. The second model (Figure 6.3, by Paul Kearns) plots the information at stage one; and this is compatible with the plotting at Figure 3.2.

Both these models call for human resources as a strategic partner, because they believe that helps the organisation to improve its performance. Against this well-researched know-how, it is the scientifically correct that, if the Port Elizabeth Regional Office wants to contribute to good asset-management performance, then it must begin to position human resources as its strategic partner. There is a strong relationship between our current situation and the low role played by human resources.

That being the case, it can only be fair to say that the study has achieved its objective to understand the role that human resources should be playing, if we are to change this situation,
especially since there is very little that impedes human resources from not taking the centre stage, and driving the success of the business of the Port Elizabeth Regional Office. This then closes the argument – now that we know that to solve the main problem, the answer to the main question and its sub-questions, is that human resources must start playing the role of a strategic business partner to Port Elizabeth Regional Office.

The implementation of GIAMA and its Policy Framework is critical to the political, social, and economic situation of the country, and eventually, to long-term stability.
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Appendix 1  Questionnaires

Annexure 1 Questionnaire e

Section A: Biographical Information

1. Sections of the Port Elizabeth Regional Office

<table>
<thead>
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<th>1.2</th>
<th>Leasing</th>
<th>1.3</th>
<th>Facilities</th>
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<td>1.20</td>
<td>Horticulture</td>
<td>1.21</td>
<td>Regional Management</td>
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<th>Grades (Tick here)</th>
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<th>Highest Qualification</th>
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<td>2.1 8</td>
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<td>2.2 9</td>
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<td>2.3 10</td>
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<td>Bachelor’s Degree</td>
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<td>2.4 11</td>
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<td>Master’s Degree</td>
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<td>2.5 12</td>
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<td>Doctorate</td>
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<td>2.6 13</td>
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<td>Other (Specify)</td>
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<td>2.7 14</td>
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Section B: HR Competency Model

Research has revealed that HR Competency Model has six competencies for HR to be seen effective within an organisation. These competences are, strategic positioning, credible activist, capability builder, change management, innovator and integrator, and technology proponent. This model assumes that HR is rounded and grounded not only on HR practices, but also in the business in which they operate. In the case of Port Elizabeth Regional Office, literature assumes that our HR is also well versed with asset management profession.

NOTE: YOU MAY COMMENT AT THE END OF EACH PAGE

Topic:
Investigating the role of human resources in the implementation of Government Immovable Asset Management Act and its policy framework.

**QUESTION 1:**

HR as a strategic positioner – Looks outside the organisation, identifies what should drive internal organisational processes and activities, and get the organisation to do exactly that. Through people, he makes the organisation achieve its goals, and secures its future.

<table>
<thead>
<tr>
<th>Ratings</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1</strong> HR plays an important role in the strategy formulation for the implementation of GIAMA.</td>
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<td><strong>1.2</strong> HR helps the Region to analyse the competitive/comparative environment to determine optimising strategies for the implementation of GIAMA.</td>
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<td><strong>1.3</strong> HR helps the Region to understand the internal and external stakeholder’s interests and unmet needs to successfully implement GIAMA.</td>
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<td><strong>1.4</strong> HR helps the Region to define the distinctive skills and competences the Region has and need to help the implementation of GIAMA and its policy.</td>
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<td><strong>1.5</strong> HR helps the Region to identify gaps, unidentified needs, or unresolved problems to ensure meaningful implementation of GIAMA and its policy.</td>
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<td><strong>1.6</strong> HR helps the Region to create alternative positions and options and defines implications of each to ensure successful implementation of GIAMA.</td>
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<td><strong>1.7</strong> HR helps the Region to select the most strategically advantageous position that will have much more positive impact in the implementation of GIAMA and its policy.</td>
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<td><strong>1.8</strong> HR helps the Region to create strategic plans based on the preferred strategic position suitable to the Region and for the implementation of GIAMA and its policy.</td>
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<td><strong>1.9</strong> HR helps knowing who we are, where we are regarding the implementation of GIAMA and its policy.</td>
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<td><strong>1.10</strong> HR helps the Region to know where it is herding, and what it will need in the future to sustain the implementation of GIAMA and its policy.</td>
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QUESTION 2:

HR as a Credible Activist - Asset Management is a movement and it requires an Activist to motivate, leads and aligns people with the Asset Management vision of that organisation.

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<thead>
<tr>
<th>Ratings</th>
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<th>2</th>
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<tr>
<td>2.1 HR challenges asset managers on processes and activities that do not add value to the implementation of GIAMA and its policy framework.</td>
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<td>2.2 HR helps the Region to identify the most effective processes that impact positively to the implementation of GIAMA and its policy framework.</td>
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<td>2.3 HR views the outside world, identify opportunities and threats, and advise the Region on how to take advantage of them, to help the implementation of GIAMA and its policy framework.</td>
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<td>2.4 HR has been able to use implementation of GIAMA momentum to build the necessary trust between HR officials and the Regional Office.</td>
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<td>2.5 HR demonstrates a strong point of view about how they are capable to help the Region with the implementation of GIAMA.</td>
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<td>2.6 HR demonstrates a strong view about customer expectations and other stakeholders such as National Treasury, Head Office, communities, etc. in relation to the implementation of GIAMA and its policy.</td>
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<td>2.7 HR professionals are knowledgeable about their profession, asset management, and business in general hence their important strategic role in the Region.</td>
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<td>2.8 HR regularly conducts surveys to assess how employees feel about the impact of the implementation of GIAMA in their work environment.</td>
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<td>2.9 HR activism helps the Region to aspire for greater achievements in the implementation of GIAMA and its policy.</td>
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<td>2.10 HR demonstrates that the employees are an important strategic resource for the successful implementation of GIAMA and its policy.</td>
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QUESTION 3:

**HR as a Capable Builder** – Organisations are characterised by what they are good at, and are known of that. They have the best systems and people to do what they say they are doing. They have the skills, know-how, and the right technology to excel in what they do.

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<tr>
<th>Ratings</th>
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<th>3</th>
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<td>3.1 HR helps the Region to find better ways to implement simple strategies that are effective and efficient in the implementation of GIAMA.</td>
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<td>3.2 HR ensures that strategies are periodically reviewed for their effectiveness and efficiency to improve the implementation of GIAMA.</td>
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<td>3.3 HR helps the Region to understand the nature of strategies appropriate for our business conditions and challenges in implementing GIAMA.</td>
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<td>3.4 HR ensures that the performance in the implementation of GIAMA is analysed along the nature of recommended strategies to evaluate their effectiveness and impact.</td>
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<td>3.5 HR helps the Region to simplify the strategic approach to implement integrated asset management framework that is suitable for the implementation of GIAMA.</td>
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<td>3.6 HR improvement plans help the Region to improve service delivery standards and levels to give meaning to the implementation of GIAMA.</td>
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<td>3.7 HR ensure that employee skills and efforts are directed towards shifting away from using private sector accommodation for state purposes.</td>
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<td>3.8 HR’s involvement ensures that Regional capabilities focus on the internal processes and systems for meeting customer needs.</td>
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<td>3.9 HR is providing various training programmes on GIAMA and its policy framework to improve the understanding on the purpose and objectives of GIAMA and its policy framework.</td>
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<td>3.10 HR evaluates, monitors, and communicate the impact the training programmes have on the implementation of GIAMA and policy framework.</td>
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Question 4:

**HR as a Change Champion** – From general Property Management practices and behaviours, to Asset Management practices and behaviours it’s an enormous transformation task. Like all other changes it requires a dedicated person with adequate skills to ensure management and sustainability of change initiatives.

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<tr>
<td>4.1 HR ensures that the Region is aware and understands the purpose of introducing GIAMA and its policy framework.</td>
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<td>4.2 HR has a clear change strategy to ensure the implementation of GIAMA and its policy framework.</td>
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<td>4.3 HR develops the necessary infrastructure to support the transformation towards implementation of GIAMA and its policy framework.</td>
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<td>4.4 HR defines measures, to monitor change progress on the transformation to GIAMA and its policy objectives.</td>
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<td>4.5 HR is able to step back, look inside Port Elizabeth Regional Office, and convince the region on the rational for changes necessary for the implementation of GIAMA.</td>
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<td>4.6 HR is able to sell plans and ideas by creating a challenging vision of the future.</td>
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<td>4.7 HR has good problem solving and root-cause identification skills that help the Region to implement GIAMA and its policy framework as planned.</td>
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<td>4.8 HR promotes implementation of GIAMA and its policy framework by recommending high quality training and development standards which are linked to the latest asset management practices and behaviours.</td>
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<td>4.9 HR has a good understanding of organisational issues and challenges hence their credibility in managing the transition to asset management.</td>
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<td>4.10 HR rewards successful change strategies to improve implementation of GIAMA and its policy, which are coming from employees.</td>
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Question 5:
**HR as a Technology Proponent** – Technology has proven its role within business and social life of mankind. Whilst the official specialises in technology, the human resource and business skills he has, enable him to understand the importance of convincing others on the competitive strength technology has to help the organisation to succeed.

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<td>5.1 HR has helped the Region to develop strategies to integrate technology with the implementation of GIAMA and its policy framework.</td>
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<td>5.2 HR ensures that through technology, the Region is able to use data for its strategic decision-making aimed at implementation of GIAMA.</td>
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<td>5.3 HR ensures that use of technology helps the Region to identify and eliminate low value-added activities that inhibit productivity and could affect negatively, the implementation of GIAMA and its policy framework.</td>
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<td>5.4 HR ensures that through technology the Region is able to access bigger scope of asset management training needed to champion the implementation of GIAMA and its policy framework.</td>
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<td>5.5 HR has enabled the Region to understand the technological implications for successfully implementing GIAMA and its policy framework.</td>
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<td>5.6 HR is promoting use of mobile phones as a strategic technological resource in the implementation of GIAMA and its policy framework.</td>
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Appendix 2  Letter to the Regional Manager

36 Gabe Street
Motherwell NUS
6210
Port Elizabeth

The National Department of Public Works
Port Elizabeth Regional Office
Car Hancock and Roberts
North End
6056

Dear Regional Manager

RE: REQUEST TO OBTAIN A PERMISSION TO DO A SURVEY WHICH IS AIMED AT
INVESTIGATING THE ROLE OF HUMAN RESOURCES IN THE IMPLEMENTATION OF GIAMA
AND ITS POLICY FRAMEWORK IN THE PORT ELIZABETH REGIONAL OFFICE

I am currently studying towards a Master's degree in Business Administration at the Nelson Mandela Metropolitan University. I have now finished all my modules for the course and required to hand-in a research paper in order to obtain the degree. I am now undertaking such a project with the title "Investigating the role of human resources in the implementation of Government-wide Immovable Asset Management Act No19 of 2007 and its Policy Framework." A research questionnaire has been developed which will be distributed to Port Elizabeth Office of National Department of Public Works employees
You are therefore requested to kindly allow me to interact with the Region to assist me with this research. The process can approximately be 15 minutes per person per set of questionnaires. I will allow seven days after questionnaire distribution to finalise the collection of responses.

All information will be treated as confidential, and if needs be, results can be communicate to the Region.

Yours faithfully

[Signature]

Archibald Ngwenze

Researcher

Date: 07/09/2013

[Signature]

REGIONAL MANAGER

Johan Van Der Walt

DATE: 07/10/2013

Copied to: 1 Director Property Management

2 Deputy Director HRM
Appendix 3  Letter to the Respondents

36 Gabe Street
Motherwell NU5
6210
Port Elizabeth

The National Department of Public Works
Port Elizabeth Regional Office
Cnr. Hancock and Roberts
North End
6056

Dear Colleague

RE: REQUEST TO OBTAIN YOUR PERMISSION TO DO A SURVEY INVESTIGATING THE ROLE OF HUMAN RESOURCES IN THE IMPLEMENTATION OF GIAMA AND ITS POLICY FRAMEWORK IN THE PORT ELIZABETH REGIONAL OFFICE

I am currently studying towards a Master’s degree in Business Administration at the Nelson Mandela Metropolitan University. I have now finished all my modules for the course and required to hand-in a research paper in order to obtain the degree. I am now undertaking such a project with the title “Investigating the role of human resources in the implementation of Government-wide Immovable Asset Management Act No.19 of 2007 and its Policy Framework.” A research questionnaire has been developed which will be distributed to Port Elizabeth Office of National Department of Public Works employees targeting supervisory level to Regional Manager.
The nature of research work is intended to highlight an area or areas of concern and hopefully instigates proactive actions to verify and change the situation. In case of this study, its purpose is to find out what role does human resource management play in the implementation of GIAMA and its policy framework, and how is that role being played.

You are therefore kindly requested to fill in the attached questionnaire for the purpose of assisting me with this project. All the information will be kept confidential. Due to tight schedule within five days all these questionnaires must have been finalised, before the 15th of October, 2013.

Yours faithfully,

[Signature]

[Name]

Researcher

Date: 07/10/2013

[Signature]

[Name]

Prof. Paul Poisot

Research Promoter

Date: 7-10-2013
Appendix 4  Ethical clearance for treatise

ETHICS CLEARANCE FOR TREATISES/DISSERTATIONS/THESSES

Please type or complete in black ink

FACULTY: Business and Economic Sciences

SCHOOL/DEPARTMENT: Business School

I, (surname and initials of supervisor) Poiset P

the supervisor for (surname and initials of candidate) Ngwenza L A

(student number) 24122740 210132760

a candidate for the degree of MBA


The role of HR in implementing CIAMA at the National Department of Public Works in Port Elizabeth.

considered the following ethics criteria (please tick the appropriate block):

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Appendix 5  Permission to submit a treatise

PERMISSION TO SUBMIT A TREATISE/DISSERTATION/THESIS
FOR EXAMINATION

Please type or complete in black ink

FACULTY:
Business and Economic Sciences

SCHOOL/DEPARTMENT:
Graduate School

I, (surname and initials of supervisor/promoter) Poisat, P.

and (surname and initials of co-supervisor/co-promoter) N/A

the supervisor/promoter and co-supervisor/co-promoter respectively for (surname and initials of candidate)

(student number) Z10132768 #

a candidate for the (full description of qualification)


It is hereby certified that permission is granted to the candidate to submit his/her treatise/
dissertation/thesis for examination.

[Signature] 19-12-2013
SUPERVISOR / PROMOTER DATE

And/ Or