

Human Resources

Re- engineering Exercise

SNPF unveiled a new organizational structure with new reporting structures in July 2006 following a restructuring exercise. This was as a result of an introduction of a new IT System and the new working environment and dynamics. There was contraction of volume of work as a result of the new structure and hence there was a need to re-organize and restructure the Fund in order to meet future challenges, coupled with the need to avoid duplication of labour. The Fund had to recruit highly specialized and technical staff to ensure competitiveness. The Fund had no option but to engage in an exercise to reduce its staff. Only 8 employees were affected in this category.

A rationalisation process, in terms of which, the Fund strategised to focus on its core operations was also introduced. Consequently non core operations were outsourced. The activities to be outsourced included the cleaning, and grounds maintenance functions. These had a staff complement of twenty three (23). Management is assisting those affected in setting up the company to which the cleaning services and ground maintenance services will be outsourced and they are guaranteed work from the Fund.

Consultations were held with both the Staff Association and the Union on these matters and apart from the involvement of external forces, the process of consultations on the new organisational structure and its implementation were held since August 2006 and were exhausted.



Malcolm H. Dlamini
BA Social Sciences, Post graduate Diploma
(Business Administration)

Staff Complement

| DEPARTMENT | 30 JUNE 2007 |
|--------------------------------|--------------|
| Fund | 42 |
| Finance & Business Development | 14 |
| Property | 18 |
| Corporate Services | 4 |
| Human Resources | 11 |
| CEO's Office | 2 |
| TOTAL | 91 |

| YEAR | LOCAL STAFF | EXPATRIATES | TOTAL |
|------|-------------|-------------|-------|
| 2001 | 178 | - | 178 |
| 2002 | 178 | - | 178 |
| 2003 | 172 | - | 172 |
| 2004 | 172 | - | 172 |
| 2005 | 167 | - | 167 |
| 2006 | 98 | - | 98 |
| 2007 | 91 | - | 91 |

Staff Turnover

| DEPARTMENT | EXIT PACKAGE | RETRENCHMENT | TOTAL |
|--------------------------------|--------------|--------------|-----------|
| Fund | 2 | 1 | 3 |
| Finance & Business Development | 2 | 1 | 3 |
| Property | 16 | 7 | 23 |
| Corporate Services | - | - | - |
| Human Resources | 1 | 1 | 2 |
| CEO's Office | - | - | - |
| TOTAL | 21 | 10 | 31 |

The high staff turnover rate is attributed to the 31 employees who exited as a result of the re-engineering exercise.

Salary Review & Job Evaluation

The Fund publicly advertised for proposals to undertake the Job Evaluation and Salary Review Exercise in line with the new jobs and organizational structure. KPMG was awarded the tender and duly carried out the exercise. KPMG critically evaluated all the jobs using a Paterson-derived Job Evaluation System and developed a new pay scale to accommodate new grades in line with market related remuneration. The report also recommended the introduction of a performance management system thus phasing out the progression within a grade through notches and replacing it with performance related pay. In addition, there has been a recommendation for an introduction of an incentive bonus to staff and that will be dependant on the achievement of organizational, departmental and individual objectives.

KPMG completed the Job Evaluation and Salary Review exercise and submitted the report recommending that it be effected on 1st July 2007. The report is awaiting approval of the Standing Committee on Public Enterprises (SCOPE).

Human Resources Development

The Fund continues to play an important role in the training and development of staff to cope with the changes brought about as a result of the introduction of the new organizational structure in line with the Vision and Strategy of the Swaziland National Provident Fund. The breakdown of staff that attended workshops/seminars/conferences during the period under review is shown below:

| Department | Local Institutions | AFRICA/RSA | Oversees Institutions |
|--------------------------------|--------------------|------------|-----------------------|
| Fund | 3 | - | - |
| Finance & Business Development | 5 | 16 | - |
| Property | 1 | 2 | - |
| Corporate Services | 2 | - | - |
| Human Resources | 3 | - | - |
| CEO's Office | - | 2 | 1 |