

No	Plan	Description	Output	Action Steps	Timeline
1.	<p>Implement the Human Capital Management System (HCMS) to minimise the possibility of ghost workers;</p> <p>Conduct a Payroll Audit</p>	<p>Service Level Agreement signed for the implementation of HCMS during a four year period.</p> <p>First, need to upgrade current version, Procure hardware and setup of servers, Train super users and analyse as well as document payroll requirements.</p> <p>Second, fourteen (14) OMAs targeted to be piloted.</p> <p>Third, popularize and maintain the system.</p>	<p>Human Capital Management System implemented in OMAs and Regional Councils.</p>	<ul style="list-style-type: none"> • Upload and verify OMAs structures on the system and place each staff member on the approved establishment. • Train End Users and business process owners. • Coordinate capturing and cleaning of data. • Integration of HCMS with payroll. • Implement Self-Service and I-Recruitment module. • Monitor and evaluate the implementation. 	<p>2017/2018 Financial year.</p>
2.	<p>Increase transparency in the wage determination process and link future increases to inflation and performance</p>	<p>Revisit NANTU/NAPWU/ Government recognition agreement to identify issues to be negotiated.</p> <p>Future negotiations on the improvement of salaries and benefits to be linked to inflation.</p>	<p>Revised recognition agreement with exclusive bargaining unions.</p>	<ul style="list-style-type: none"> • Develop and amend recognition agreement. • Engage unions. • Enter into amended recognition agreements. 	<p>• To be completed by end of May 2017.</p>

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3.	Strengthen control excessive domestic and foreign travel by capping per individual staff member and overtime to be worked through proper supervision and link all to budgetary control	<p>Update and strengthen measures that govern DSA and overtime.</p> <p>Ensure each Permanent Secretary and management team understand and apply the measures.</p>	Improved measures on DSA and overtime issued, and a 2% cut per annum on the budgeted expenditure related to the above.	<ul style="list-style-type: none"> • Identify shortcomings in current measures. • Draft and approve improved measures. • Information and education campaign conducted. • Budget cuts with regard to DSA and overtime. 	<ul style="list-style-type: none"> • To be completed by end of May 2017.
4.	<p>Strengthen public service training in line with the National Human Resource Plan;</p> <p>Establish a skill gap audit and re-align the results with the National Human Resource Plan</p>	<p>Need to have an Organisational Structure with competent workforce to effectively and efficiently delivery O/M/As mandates.</p> <p>The current number of posts on O/M/As establishment and those funded remain higher compared to filled posts due to limited available skills in the labour market.</p>	Capacity Building Programme for the Public Service of Namibia.	<ul style="list-style-type: none"> • Customise the use of the Namibia's Occupational Demand and Supply Outlook Model (NODSOM). • Streamline the Implementation of the Public Service Staff Rules on Human Resource Development in OMAs/RCs. • Develop Training and Development Plan of OMAs/RCs. • Conduct Skills Gap Analysis and Design and Develop Capacity Building Programmes for OMAs/RCs. • Monitor and evaluate the implementation of the Training and development Plan. 	2017/2018 and 2018/2019

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5.	Implement the performance management to improve efficiency and link performance to future salary adjustments	The annual salary increments are granted automatically on the incremental date of each staff member by the payroll system. The intention is to link it to staff performance through the performance management system. Union agreement to be obtained.	<ul style="list-style-type: none"> • Annual salary increment linked to performance. 	<ul style="list-style-type: none"> • Engage the unions. • Obtain formal agreement. • Implement as part of performance recognition. 	End of April 2017
6.	<p>Limit the creation of new posts.</p> <p>Carry out O/M/As functional reviews to determine staffing needs.</p> <p>Focus on strategic positions in line with the Government's developmental objectives</p>	O/M/As to review their structures to align their Strategic and Annual Plans to NDP5 objectives	<p>Limit organization establishment amendments to a five year cycles in line with the Strategic Planning.</p> <p>Ad-hoc requests to be limited to three year Medium Term Expenditure Framework and personnel budget ceilings.</p>	<p>Accounting Officers to review their organizational establishments in line NDP 5 and strategic plans. OPM to be informed of possible shortcomings.</p> <p>Scrutinize O/M/As reports in line with rules, regulations and workload assessments and prepare cases for the recommendation of the Public Service Commission and approval by Secretary to Cabinet where applicable.</p>	Process to be completed by August 2017.

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7.	<p>Undertake a multi-disciplinary impact assessment to determine the impact of early retirement on the pension fund.</p> <p>Determine impact on availability of skills, age profile, and realign the Public Service Act with the Labour Act.</p>	<p>The aim is to provide opportunity for staff members who wishes to retire before the age of 60 to do so.</p> <p>Each case to be treated differently based the Human Resource Plan of O/M/As.</p>	<p>To provide for staff members who wish to retire earlier than the prescribed 60 years of age.</p>	<ul style="list-style-type: none"> Clarify the need for an incentive provision for early retirement. Engage the GIPF for determining the viability of an incentive, the practicality thereof and amendments required in the GIPF rules. Approval process. 	<p>End of October 2017.</p>
8.	<p>Investigate other modes of providing medical aid to public service staff members</p>	<p>The aim is to provide affordable benefits within PSEMAS framework.</p> <p>A review needed to gauge fairness and acceptability by members.</p>	<p>Improved PSEMAS.</p>	<ul style="list-style-type: none"> Analyse shortcomings in the benefit structure and management of PSEMAS. Evaluate and propose possible improvements or alternative modes of providing medical aid, i.e. National Health Service. Approve improvements. 	<p>2017</p>
9.	<p>Reduce the appointment of consultants and temporary workers</p>	<p>The aim is to reduce the Public Service reliance on consultants, temporary and occasional employments</p>	<p>Review and develop the Farming Out and Temporary Employment Public Service Staff Rules.</p>	<ul style="list-style-type: none"> Consult with senior management. Seek Public Service Commission and Prime Minister approval. <p><u>ADDITIONAL ACTIONS (to be considered):</u></p> <p>Deliberate Training interventions by NIPAM</p>	<p>2017</p>