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2017/18

## HUMAN RESOURCE DEVELOPMENT STRATEGY

**BIG 5 HLABISA LOCAL MUNICIPALITY**



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**HUMAN RESOURCES DEVELOPMENT STRATEGY**  
**FOR**  
**IDP REVIEW 2017/2018**

**1. BACKGROUND AND LEGISLATIVE FRAMEWORK**

Human Resources entails important developmental component in a municipality. It is incumbent on municipalities to ensure that its human resources capacity is developed to a level where it can perform its responsibilities in an economical, effective, efficient and accountable way.

In addition to legislation typically guiding Human Resources, amongst others the Labour Relations Act (Act 66 of 1995), Basic Conditions of Employment Act (Act 75 of 1997), Employment Equity Act (Act 55 of 1998), Skills Development Act (Act 97 of 1998) and the Skills Development Levies Act (Act 9 of 1999), within the Local Government Environment specific obligations are placed on municipalities by means

of the Local Government Municipal Systems Act (Act 32 of 2000) concerning the alignment of its administration and specifically human resources with its constitutional responsibilities.

The Human Resources related obligations placed on municipalities in terms of Section 51 of the Municipal Systems Act are to organise its administration to:

- ✓ *Be responsive to the needs of the local community,*
- ✓ *Facilitate a Culture of Public service and accountability amongst staff,*
- ✓ *Be Performance orientated and focused on the objectives of local government*
- ✓ *Align roles and responsibilities with priorities and objectives reflected in the Integrated Development Plan (IDP)*
- ✓ *Organise structures and administration in a flexible way to respond to changing priorities and circumstances*
- ✓ *Perform functions through Operationally effective and appropriate administrative units*
- ✓ *Assign Clear responsibilities*
- ✓ *Maximize efficiency of communication & decision-making*
- ✓ *Delegate responsibility to the most effective level within the administration*
- ✓ *Involve staff in management decisions as far as is practicable*
- ✓ *Provide an equitable, fair, open and non-discriminatory working environment*

This legislative mandate concerning Human Resources is endorsed by Section 67 of the Local Government Municipal Systems Act stating, under the heading Human

Resources Development, that “a municipality, in accordance with the applicable, must develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration”

## **2. HUMAN RESOURCES MISSION AND VALUES**

Consistent with the constitutional mandate of Local Government, the legislative obligations for Human Resources and the Organisational Strategies, the Human Resources Section regards its mission as dedicating itself to serve and support the organization in achieving its strategic objectives, whilst serving the interest of the municipality

## **3. ALIGNMENT TO IDP AND STRATEGIC DEVELOPMENTAL OBJECTIVES**

Please refer to annexure “A”

### **3.1 RECRUITMENT AND SELECTION**

The Recruitment and Selection process is primarily aimed at attracting and retaining staff with the necessary competencies, thus enabling the organisation to deliver on its strategic and operational priorities.

#### **3.1.1 ATTRACTION**

The Recruitment and Selection Policy which has been extensively consulted with management, trade unions and Local Labour Forum Councillors, and was adopted and approved by Council for implementation however it needs to be reviewed to align to the 2017/2018 IDP.

The Procedures as contained in the Recruitment and Selection Policy will be further developed and refined, which will include the proper keeping of records and reflect the basis of appointment decisions that should be available for scrutiny by the EE forum and appropriate stakeholders,

### 3.1.2 RETENTION

To achieve its strategic objectives, it is just as crucial for the municipality to retain its competent staff. A major source of discontent amongst staff is the drawn-out process of TASK Job Evaluations, which was targeted at

- a) “a consistent basis for pay and remuneration in which the relationships between jobs are systematic and transparent both within and between municipalities;
- b) “clearer and consistent job descriptions and job titles/designation;”
- c) “a better understanding by employer and employees of the skills content of posts and therefore their education and training needs; and
- d) “a basis for understanding employment cost factors from one municipality to another.”

The process of Job Evaluation has been completed and the results are being awaited from the National Moderation Committee. The finalisation of post level adjustments, remuneration adjustments and addressing all issues of parity following the Job Evaluation Process might significantly

boost the municipality's ability to retain competent staff as proper recognition will be given to current responsibilities performed,

Staff Retention and Exit Management is currently practiced on an ad-hoc basis. An integrated Staff Retention and Exit Management strategy will be formalised and standardised (including amongst other Exit interviews, Financial planning/Coaching etc...).

The ability of the municipality to retain competent staff is closely linked to, amongst others, staff morale, motivation, job satisfaction and the organisational culture. Consistent monitoring of these factors will inform interventions to be addressed via Employee Wellness and Employment Equity Strategies support to environmental management initiatives in the area

### **3.2 TRAINING AND DEVELOPMENT OF STAFF**

Training is focused on the enhancement of knowledge, skills and behavioural competencies of employees and councillors to the appropriate levels required to deliver on and exceed organisational requirements, as embedded in the Integrated Development Plan and legislative prescripts. Workplace Skills Plan is the legislative plan which is drafted to align to address training needs, align to employment equity targets and to align to IDP.

The main purpose of training and development to date was to ensure that the Organisation's staff has the competencies necessary to meet performance and quality standards in their current jobs. Training and development interventions are also focusing on the development of individual employees' career and personal potential to meet their growth needs as well as the future human resource needs of the Organisation. Due to financial constraints, the addressing of organizational needs had to take priority.

The municipality has prioritized the following training:

a) Municipal Finance Management Programme for the employees in management to ensure:

- Compliance to Local Government Municipal Finance Management Act, as part of Democracy and Good Governance as the strategic objectives necessitates that the municipality comply fully with all municipal legislations.
- Capacitate staff to develop skills to improve revenue generation

b) First Aid training



- This is aimed at capacitating employees in dealing with Health and Safety matters and to comply fully with Occupational Health and Safety Act,

c) Project Management

- Infrastructure Development and Service Delivery are a pillar to ensuring that deliverables reach community at large

### 3.3 EMPLOYMENT EQUITY

The following are principles of employment equity under which the municipality subscribes to through formulation of Employment Equity Plan and continuously reporting on employment equity:

- Formulate and implement action steps, methodologies and strategies in pursuance of the objectives and principles of the Employment Equity Act,
- Promote Equal opportunity and Fair treatment in employment
- Eradicate Unfair discrimination (and harassment), albeit on listed grounds (such as race, gender, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and

birth); or any grounds that is systematic or indirectly discriminatory, must be eliminated;

- Pursue the equitable representation of designated groups in all occupational categories and levels in the workforce
- Implement Affirmative Action measures; and
- Actively support an organizational culture and climate based on diversity, equality, mutual respect and dignity for all.

The municipality commits to review Employment Equity Policy and to develop Employment Equity Plan to ensure compliance and to address all abovementioned principles.

### **3.4 OCCUPATIONAL HEALTH AND SAFETY**

The Occupational Health and Safety function is primarily focused on

- i. Creating and maintaining a safe working environment and
- ii. Preventing workplace accidents. A major obstacle in achieving these objectives was the dormant (departmental) safety committees and the lack of awareness and capacity amongst members of staff to fulfil the responsibilities of Safety Representatives.
- iii. Finalise and obtain approval for OHS policy and procedures
- iv. Establish Safety Committees and submit monthly reports

- v. Risk management systems and practices implemented in response to Internal Audit Risk Assessment Report
- vi. Conducting regular Health and Safety Audits.

### 3.5 LABOUR RELATIONS

Big 5 Hlabisa Local Municipality subscribes to the Disciplinary Procedure and Code Collective Agreement and Grievance Procedure as concluded by parties in the South African Local Government Bargaining Council.

These policy documents create bases for employer-employee relations. The municipality commits under labour relations to:

- ✓ Finalise Agreement on Minimum Service Levels
- ✓ Facilitate regular Local Labour Forum meetings
- ✓ Monitor progress on EE initiatives and facilitate meetings
- ✓ Formulate, Consult an Implement Policies and Procedures on the managing of Poor Work Performance and Ill health/Injury,
- ✓ Continuous monitoring of Collective Agreement Implementation
- ✓ To develop disciplinary policy

### 3.6 EMPLOYEE WELLNESS

Employee Wellness is based on the premise that “People who are well work well”. In this context, Employee Wellness entails all the strategies, action plans and methods used to promote physical, emotional and mental health of employees.

Substance abuse and especially Alcohol Abuse will continuously be addressed within the municipality by means of raising awareness, identifying peer counsellors and external referrals. In certain instances, employees are experiencing distress because of emotional, psychological or relationship difficulties. Where these occurrences of distress have a direct impact on work performance or result from work-related incidents, employees will be provisionally counselled through specialists in the field and Post Traumatic Stress and Incident Debriefing sessions will be facilitated for Fire services and Traffic personnel.

Support in a form of workshops will be given on life skills, the do's and don'ts of Credit & Lending as well as Personal Financial Planning/Budgeting.

Employee Assistance Programme shall be drawn to include the following interventions:

- ✓ Facilitate Employee Wellness Interventions based on identified needs,
- ✓ Research, Develop & Implement a Performance Recognition System to boost staff morale
- ✓ Facilitate Drug & Alcohol Abuse Prevention Interventions
- ✓ Formulate a staff HIV/Aids management and prevention strategy to support the policy implementation
- ✓ Formulate and implement a Stress Management Program & Motivation Interventions for roll out to staff
- ✓ Continuous Financial/Budget Management/Planning interventions for employees

Arrange Staff Interventions and initiatives focussed on addressing staff morale, staff motivation, health and wellness

### **3.7 WORKFORCE PLANNING AND PERSONNEL ADMINISTRATION**

Personnel Administration is attending to the administration of all employee contracts, benefits and conditions of service as well as all administration and procedures incidental to employee appointments and terminations.

- ✓ Conduct skills audit to ascertain future shortages of critical expertise based on resignations, pending retirements, medium-term anticipated retirements and identified areas of scarce skill
- ✓ Compile a Human Resources forecasting and planning report based on audit and including Gap identification and action plan.
- ✓ Development of a succession management program with initial aspects of mentorships and formal coaching implemented.
- ✓ Administrative assistance with Medical Aid Registrations and Claims, Resignations, Leave Benefits, Pension Benefits, Retirements, Death claims, Funeral benefits, Medical Disability and Dismissals provided on an on-going basis to line managers and employees.
- ✓ Continuous Processing of and introduction of enhanced controls to warn staff against possible forfeiture of annual/vacation leave.
- ✓ Manage the movement of staff between medical aids, entailing arranging for information sessions with all qualifying medical aids to address workforce on benefit structures and ensuring that where employees opted to move that all paperwork was in order.

## CONCLUSION

The Human Resources Development Strategy supports the strategic focus of the municipality for the financial year 2017/2018 through implementation of the strategies and interventions mentioned above.

ANNEXURE A

KEY PERFORMANCE AREAS	ORGANIZATIONAL OBJECTIVES	HUMAN RESOURCES INTERVENTIONS
Democracy and good governance	To run municipality in an open, transparent and accountable manner	Review of all policies to ensure compliance to legislation
	To comply fully with all municipal legislations	Review Organogram to align to IDP
	To provide for an effective involvement of the public in municipal affairs	

Institutional Transformation and Corporate Development	To provide the optimal institutional structure to render effective and efficient services.	Review Organogram to align to IDP
	To develop, maintain and implement a credible IDP	
	To attract and retain qualified and experienced staff across the staff establishment	Review Employment Practices Policy (Recruitment and Selection Policy)
	To create a positive image of Big 5 Hlabisa Local Municipality	Implement Retention Strategies like development and training, incentives for performance
Financial viability and sustainability	To improve revenue generation by 25% per annum over the next 5 years	Training of staff on relevant training courses
	To develop and maintain systems and procedures for effective and sound management of municipal finances	
	To be 100% compliant with the SCM regulations	
Social and economic development	To create an environment conducive for investment and economic growth	Training of staff on relevant training courses



	<i>To promote and support eco-tourism as a means to increase tourism market share</i>	
	<i>To facilitate the commercialization of food production and livestock farming</i>	
	<i>To facilitate development and growth of SMMEs</i>	
Infrastructure development and environmental management	<i>To facilitate the delivery of basic services to RDP standards</i>	Training of staff on relevant training courses
	<i>To facilitate an improvement in access to community/public facilities to minimum standards</i>	
	<i>To facilitate bulk infrastructure development in support of economic development initiatives</i>	
Spatial planning and environmental management	<i>To create an efficient and functional structure for effective development and delivery of services</i>	Training of staff on relevant training courses
	<i>To promote productive, harmonious and sustainable land use</i>	

	<p>To provide effective</p> <p>Support to environmental management initiatives in the area</p>	

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