HUMAN RESOURCE STRATEGY

2021-2025

HUMAN RESOURCE STRATEGY

BACKGROUND AND LEGISLATIVE FRAMEWORK

An HR Strategy is designed to assist the Municipality to meet the needs of their employees while promoting Municipal goals. Human resource management deals with any aspects of a business that affects employees, such as recruitment, appointments and terminations, pay, benefits, health and safety, labour relations, training, leave and general human resource administration.

Strategic human resource management is the proactive management of people. It requires thinking ahead, and planning ways for an organisation to better meet the needs of its employees, and for the employees to better meet the needs of the organisation. This can affect the way things are done at a business site, improving everything from appointment practices and employee training programs to assessment techniques and discipline.

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 an obligation placed on municipalities in terms of Section 51 of the Municipal Systems Act is 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 focussed 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 mgmt 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 Employment Equity Act, **must** develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration".

1. 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.

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To give effect to its mission, HR endeavour to

(i) Empower employees towards maximizing their personal potential and deliver on and exceed organizational requirements,

(ii) (ii) Continuously align the HR Strategy with the Organizational Strategy (IDP), Legislative Requirements and Best Practices in the HR field,

(iii) (iii) Champion the cause of our human resource (employees/people) as the Mandeni Municipality's most valuable resource and the key to success in service delivery,

(iv) (iv) Promote and practice "People First Principles", Equity, Fairness, Objectivity and Consistency,

(v) Actively influence the achievement of an employee corps with high morale, high commitment to organizational goals/values and dedication to public/community service,

(vi) Commit to professional conduct, promote professional HR management practices and advance the knowledge and proficiency of HR to the benefit of the Mandeni Municipality and Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.

In this context, the values that HR subscribes to include that:

(i) The human resource (our staff/employees) is Council's most valuable resource as every service or product is ultimately created or delivered through human intervention,

(ii) HR is focused on maximising the human resources potential, guided by community/public needs (as contained in IDP),

(iii) HR champion and support diversity.

2. HR PLANNING

Strategic HR planning is an important component of strategic HR management. It links HR management directly to the strategic plan of your organization. The overall purpose of strategic HR planning is to:

- Ensure adequate human resources meet the strategic goals and operational plans of the organization - the right people with the right skills at the right time
- Keep up with social, economic, legislative and technological trends that impact on human resources in our area and in the sector
- Remain flexible so that the organization can manage change if the future is different than anticipated

Strategic HR planning predicts the future HR management needs of the organization after analyzing the organization's current human resources, the external labour market and the future HR environment that the organization will be operating in. The analysis of HR management issues external to the organization and developing scenarios about the future are what distinguishes strategic planning from operational planning. The basic questions to be answered for strategic planning are:

- Where are we going?
- How will we develop HR strategies to successfully get there, given the circumstances?
- What skill sets do we need?

3. ASSESSING CURRENT HR CAPACITY

Based on the organization's strategic plan, the first step in the strategic HR planning process is to assess the current HR capacity of the organization. The knowledge, skills and abilities of our current staff need to be identified. This can be done by developing a skills inventory for each employee. The skills inventory should go beyond the skills needed for the particular position. List all skills each employee has demonstrated.

For example, recreational or volunteer activities may involve special skills that could be relevant to the organization. Education levels and certificates or additional training should also be included. An employee's performance assessment form can be reviewed to

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determine if the person is ready and willing to take on more responsibility and to look at the employee's current development plans.

4. FORECASTING HR REQUIREMENTS

The next step is to forecast HR needs for the future based on the strategic goals of the organization. Realistic forecasting of human resources involves estimating both demand and supply. Questions to be answered include:

- How many staff will be required to achieve the strategic goals of the organization?
- What jobs will need to be filled?
- What skill sets will people need?

When forecasting demands for HR, we must also assess the challenges that we will have in meeting the staffing need based on the external environment. To determine external impacts, you may want to consider some of the following factors:

- How does the current economy affect our work and our ability to attract new employees?
- How do current technological or cultural shifts impact the way we work and the skilled labour we require?

5. GAP ANALYSIS

The next step is to determine the gap between where the organization wants to be in the future and where you we now. The gap analysis includes identifying the number of staff and the skills and abilities required in the future in comparison to the current situation. We should also look at the organization's HR management practices to identify practices that could be improved or new practices needed to support the organization's capacity to move forward.

Questions to be answered include:

- What new jobs will we need?
- What new skills will be required?
- Do our present employees have the required skills?
- Are employees currently in positions that use their strengths?
- Do we have enough managers/supervisors?
- Are current HR management practices adequate for future needs?

6. HUMAN RESOURCES TO DEVELOP HR STRATEGIES TO SUPPORT ORGANIZATIONAL STRATEGIES

Human Resources have identified ten (10) HR strategies for meeting Mandeni Municipality's organization's needs in the future:

- Training and development
- Recruitment
- Staff retention
- Employment equity and diversity management
- Occupational health and safety
- Individual performance management
- Labour relations
- Employee wellness
- Workforce planning and personnel administration
- Restructuring

7. EDUCATION TRAINING AND DEVELOPMENT

This strategy includes:

- Providing staff with training interventions to take on new roles in line with the adopted policy

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- Providing graduates with development opportunities to prepare them for future jobs in the organization
- Training and development needs can be met in a variety of ways. One approach is for the employer to pay for employees to upgrade their skills through bursaries. This may involve sending the employee to take courses or certificates or it may be accomplished through on-the-job training.
- Education Training and Development of the Mandeni Municipality 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 Organisational Strategy / Integrated Development Plan and legislative prescripts.
- The main purpose of training and development to date was to ensure that the Organisation's staff have 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 in order to meet their growth needs as well as the future human resource needs of the Organisation

Human Resource has identified gaps such as:

(a) Limited training opportunities

(b) Limited training budget.

7.1 OBJECTIVES

(a) The Skills Development Facilitator Municipality shall monitor the effectiveness of its skills development interventions through appropriate measurement and evaluation methods. Each Learner shall complete an evaluation form at the end of each intervention and such evaluation forms will be kept on file.
Some form of assessment should be facilitated by the Training Provider and/or Assessor at the end of each intervention and records of assessment results shall be kept on file.

(b) Human Resource to prepare a comprehensive draft policy on Practical Experiential Training and Skills.

(c) The Municipality shall comply with LGSETA requirements and shall make all reasonable and cost- effective efforts to obtain the highest possible rebate on the Skills Development Levy.

(d) The Skills Development Facilitator shall ensure that the full Mandatory Grant is received for each levy-year and shall maximise all appropriate opportunities for Discretionary grants and other training opportunities offered by the SETA.

(e) With reference to learnerships, the municipality shall take all reasonable steps to prepare its workplaces for learners and to ensure that sufficient numbers of line managers are trained as workplace coaches, mentors and assessors in order to ensure successful workplace-learning experiences for learners.

(f) The municipality shall make all reasonable and cost-effective efforts to offer relevant learnership opportunities to the pre-employed and unemployed, with a strong biase in favour of the youth. Learnerships shall be carefully planned in order to ensure that the Municipality's resources are not overloaded.

(g) The Skills Development Facilitator shall apply for relevant Discretionary Grants from the LGSETA to cover the Training and Assessment costs of learnerships.

(h) The Skills Development Facilitator shall apply for relevant grants from the LGSETA to cover the costs of selection of Section 18(2) learners.

(i) The Skills Development Facilitator shall apply for relevant grants from LGSETA to cover Living allowance and additional ad hoc costs.

(j) The Skills Development Facilitator shall keep records of indirect or incidental costs in order to inform the Organisation of the value of any indirect or non-financial costs.

(k) All reasonable steps shall be taken to implement the tax deductions allowed for the implementation and completion of learnerships.

(l) The appropriate Organisational Needs Analyses and Workplace Skills Plans will be finalised timeously for each Financial Year in the reporting period

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(m) Training Implementation Reports will be submitted as per LGSETA requirements
(n) Coordinate the implementation of training and development initiatives contained in the WSP subject to funding and availability of service providers
(o) Role out in-house generic skills programs to complement SETA accredited training interventions.
(p) Facilitate regular Training Committee meetings.
(q) The extension of staff capacity in the Training Section and appropriate alternatives will investigated and motivated.

8. RECRUITMENT

This strategy includes:

- Recruiting new staff with the skill and abilities that the organization will need in the future
- Considering all the available options for strategically promoting job openings and encouraging suitable candidates to apply
- Encouraging the recruitment of local graduates to boost the economy of Mandeni
- The Recruitment and Selection process is primarily aimed at procuring staff with the necessary competencies, thus enabling the organisation to deliver on its strategic and operational priorities.
- A transparent and objective approach to appointments is currently being followed where both trade unions are invited to short-listing sessions and interviews as observers. Testing and interviews were suggested as one way of limiting and guarding against undue influences associated with racism, nepotism, political influence and biased. In this regard, the municipality will ensure that assessments are fair, equitable, objective, consistent, transparent and non-discriminatory.
- Psychometric assessments, whether utilized in-house or by consultants, must adhere to the requirements stipulated in Section 8 of the Employment Equity Act, i.e. (a) have been *scientifically shown to be valid and reliable*, (b) can be *applied fairly to all employees* and (c) are *not biased against any employee or group*.

8.2 OBJECTIVES

Development of user-friendly guides on Recruitment and Selection Processes Training on Competency-based Interviewing and Assessments for Human Resources Team Members, Line Managers, Trade Union Representatives, Employment Equity Forum members,
Acquiring and development of assessment tools, for example Role Plays, Learning Potential Assessments, Ability Assessments, Competency-based Assessments, Work-sample assessments, Assessment Centres and In-Baskets. Refine procedures to ensure vacancies reach as possible and allowing more time between advertising date & closing date; Effectiveness of notice boards; Management responsibilities in terms of communication.

9. STAFF RETENTION

A major source of discontent amongst staff is the drawn out on a 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) better understanding by employer and employees of the skills content of posts and therefore their education and training needs;
(d) basis for understanding employment cost factors from one municipality to another.
(e) 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.

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(f) Staff Retention and Exit Management is currently practiced on an ad-hoc basis. An integrated Staff Retention and Exit Management strategy shall be formalised and standardised.
(g) The ability of the municipality to retain competent staff is closely linked to, amongst others, staff morale, motivation, job satisfaction and the organisational culture.

10. EMPLOYMENT EQUITY & DIVERSITY MANAGEMENT

As an employer designated in terms of the Employment Equity Act (Act 55 of 1998), the Mandeni Municipality is under legal obligation, in terms of Section 20(1) of the Act to draft an Employment Equity Plan, for a period between 1 and 5 years in duration, effective from 1 July 2005.

The Mandeni Municipality's Employment Equity Plan for the period in question is informed by
(i) the relevant stipulations in the Employment Equity Act,
(ii) (ii) the strategic priorities of the municipality as captured in the Integrated Development Plan (IDP),
(iii) (iii) the Codes of Good Practice on the "Employment Equity Plans", "HIV/AIDS and Employment", as well as "Employment of people with disabilities";
(iv) the previous Employment Equity Plan of the municipality as submitted to the Department of Labour,

10.1 OBJECTIVES

The Municipality approved the Municipality's Employment Equity Plan for the period 01 July 2017 to 30 June 2019, with the objectives to:
(i) Formulate and implement action steps, methodologies and strategies in pursuance of the objectives and principles of the EEA
(ii) Promote Equal opportunity and Fair treatment in employment
(iii) 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;
(iv) Pursue the equitable representation of designated groups in all occupational categories and levels in the workforce
(v) Implement Affirmative Action measures;
(vi) Actively support an organizational culture and climate based on diversity, equality, mutual respect and dignity for all

11. OCCUPATIONAL HEALTH AND SAFETY

The Occupational Health and Safety function is primarily focused on
(i) Creating and maintaining a safe working environment
(ii) (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.

11.1 OBJECTIVES

(i) Reviving all Health and Safety meetings.
(ii) An intensive capacity building drive leading to the skills development of safety representatives,
(iii) The training of 50 employees in First Aid,
(iv) The vaccination of employees, at risk due to the nature of their jobs, against Hepatitis B.
(v) Facilitating and conducting regular safety inspections.

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(vi) Administration of Injuries on Duty (IOD's
(vii) Finalise and obtain approval for OHS policy and procedures
(viii) submit qualitative and quantitative monthly reports
(ix) Investigation of losses and injuries and incidents and implementing preventative measures Facilitating pro-active injury and disease prevention interventions.
(x) Conducting regular Health and Safety Audits.

12. INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

In terms of Section 67(1) and specifically Section 67(1)(d) of the Local Government Municipal Systems Act (Act 32 of 2000), the Municipality is compelled to "develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including (d) "the monitoring, measuring and evaluating of performance of staff." The development of such an Individual Performance Management System in essence enables municipalities to give effect to the legislative requirement of being "performance-oriented" and ensures the achievement of the strategic and operational objectives of the organisation.

The roll-out of an Individual Performance Management System further creates the opportunity to ensure the achievement of legislative obligations as, amongst others, Employment Equity Objectives can be reflected in the Individual Performance Agreements of managers, consistent with the recommendations in the relevant Employment Equity Act Code of Good Practice. The agreement can also entrench organisational values and consequently contribute to the development of a positive corporate culture.

To be effective, the Individual Performance Management Process and Procedures need to be closely aligned with the Organisational strategies and objectives as currently being formulated in the Organisational Performance Management Process. Against this background the Individual Performance Key Performance Areas (KPA's), Objectives/Outcomes, Key Performance Indicators (KPI's) and Performance Targets will be formulated following the approval of the Organisational Strategies and Objectives, informed by these objectives, operational requirements, contents of job descriptions, organisational values and legislative requirements.

12.1 OBJECTIVES

(i) Develop policy processes and procedures on Individual Performance Management
(ii) Implement Individual Performance Management System

13. LABOUR RELATIONS

The time delays between alleged transgression and actual disciplinary hearings/tribunals are too lengthy and counterproductive to discipline in the workplace. Absenteeism in general and especially during certain times of the month (following payment of salaries), is reaching worrying proportions and requires priority intervention.

13.1 OBJECTIVES

(i) Employees who have been trained as presiding officers and prosecutors need to be subjected to an intensive capacity-building and upskilling interventions,
(ii) the pool of presiding officers and managers be increased by means of training additional employees to serve in these capacities,
(iii) Finalise Agreement on Minimum Service Levels
(iv) Facilitate regular Local Labour Forum meetings
(v) Monitor progress on EE initiatives and facilitate meetings
(vi) Formulate, Consult and Implement a streamlined strategy for disciplinary proceedings, consistent with the collective agreement.
(vii) Formulate, Consult an Implement an Absenteeism Management Strategy,
(viii) Formulate, Consult an Implement Policies and Procedures on the managing of Poor Work Performance and Ill health/Injury,

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(ix) Continuous monitoring of Collective Agreement Implementation

14. 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.

In certain instances employees are experiencing distress as a result 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 are provisionally counselled and in the event of severe and/or deserving cases referred for external counselling or psychological intervention.

14.1 OBJECTIVES

(i) Facilitate Employee Wellness Interventions based on identified needs,
(ii) Research, Develop & Implement a Performance Recognition System to boost staff morale
(iii) Facilitate Drug & Alcohol Abuse Prevention Interventions
(iv) Formulate a staff HIV/Aids management and prevention strategy to support the policy implementation
(v) Formulate and implement a Stress Management Program & Motivation Interventions for roll out to staff
(vi) Continuous Financial/Budget Management/Planning interventions for employees
(vii) Arrange Staff Interventions and initiatives focussed on addressing staff morale, staff motivation, health and wellness
(viii) In support of these initiatives, managers and supervisors are to be workshopped on the management of substance abuse in the workplace. A Drug and Alcohol Support Group was initiated to provide further assistance to staff members that were rehabilitated.

15. 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.

15.1 OBJECTIVES

(i) Facilitate the implementation of TASK results and manage the TASK Project and Job Evaluations going forward,
(ii) Conduct an audit to ascertain future shortages of critical expertise based on resignations, pending retirements, medium-term anticipated retirements and identified areas of scarce skill
(iii) Compile a Human Resources forecasting and planning report based on audit and including Gap identification and action plan.
(iv) Development of a succession management program with initial aspects of mentorships and formal coaching implemented.
(v) Continuous enhancement of Personnel Administration Systems catering for effective and efficient service delivery to the organisation and staff, including the computerised integration of personnel processes.
(vi) 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.
(vii) Continuous Processing of and introduction of enhanced controls to warn staff against possible forfeiture of compulsory leave.
(viii) 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.

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(ix) Enhance Organisational Awareness through the Development of a Standardised Induction Manual and Computer-based presentation

16. RESTRUCTURING

This strategy includes:

- Reducing staff either by attrition
- Regrouping tasks to create well designed jobs
- Reorganizing work units to be more efficient

16.1 OBJECTIVES

- Attrition - not replacing employees when they leave - is another way to reduce staff. The viability of this option depends on how urgently you need to reduce staff. It will mean that jobs performed in the organization will have to be reorganized so that essential work of the departing employee is covered. Careful assessment of the reorganized workloads of remaining employees should include an analysis of whether or not their new workloads will result in improved outcomes.
- Sometimes existing workers may be willing to voluntarily reduce their hours, especially if the situation is temporary.
- Job sharing may be another option. The key to success is to ensure that employees are satisfied with the arrangement, that they confirm agreement to the new arrangement in writing, and that it meets the needs of the employer.
- Excellent communication is a prerequisite for success.
- The analysis may indicate that the municipality may have more resources in some areas of the organization than others. This calls for a redeployment of workers to the area of shortage. The training needs of the transferred workers needs to be taken into account.

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MUNICIPAL MANAGER
SG KHUZWAYO

01/07/2021
DATE: