



# **DRAFT HUMAN RESOURCES MANAGEMENT & DEVELOPMENT STRATEGY**



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## 1. INTRODUCTION

In the context of Developmental Local Government, Municipalities are tasked with the crucial responsibility of fulfilling the constitutional mandates delegated to them. As the staff component of any municipality is the vehicle of service delivery and ultimately responsible for compliance with the listed constitutional mandates, 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 Human Resources is guided amongst others by 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 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 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 Employment Equity Act, must develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration".



## 2. MUNICIPAL BUSINESS OUTLINE

### 2.1. Municipal Vision

uMgungundlovu District Municipality will evolve into a dynamic metropolitan area, spreading its vibrant economic benefits to all its citizens and places and will, through concerted integrated development and service delivery, realise improvement in the overall quality of life.

### 2.2. Municipal Mission

The uMgungundlovu District Municipality will, through sound governance and community participation, ensure the provision of equitable and sustainable service and economic growth

### 2.3. Municipal Strategic Objectives/Goals

- Goal 1: Inclusive Economic Growth;
- Goal 2: Human Resource Development;
- Goal 3: Human And Community Development;
- Goal 4: Strategic Infrastructure;
- Goal 5: Environmental Sustainability;
- Goal 6: Governance And Policy And
- Goal 7: Spatial Equity.

### 2.4. Municipal Values

The values governing the way the municipality operates are:

- Integrity
- Accountable
- Committed
- Teamwork
- Proactive
- Service excellence.

## HUMAN RESOURCES MISSION AND VALUES, OBJECTIVES AND ROLE OF HR FUNCTION

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 Umgungundlovu District Municipality as an organization.

To give effect to its mission, HR will endeavour to



- (i) Empower employees towards maximizing their personal potential and deliver on and exceed Organizational requirements,
- (ii) Continuously align the HR Strategy with the Organizational Strategy (IDP), Legislative Requirements and Best Practices in the HR field,
- (iii) Promote and practice "People First Principles", Equity, Fairness, Objectivity and Consistency, actively influence the achievement of an employee corps with high morale, high commitment to organizational goals/values and dedication to public/community service,
- (iv) Commit to professional conduct, promote professional HR management practices and advance the knowledge and proficiency of HR to the benefit of the Umgungundlovu District Municipality, and
- (v) 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:

- a) 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,
- b) HR is focused on maximising the human resources potential, guided by community/public needs (as contained in IDP), and
- c) HR champion and support diversity.

## 2.2. Strategic Objective

Human Resources Management and Development within uMDM aims to create a conducive organizational environment that attracts, retains and develops best talent to enhance organizational performance by:

- Ensuring a Healthy, safe and motivated work force working in uMDM
- Increasing Institutional capacity and promoting transformation
- Ensuring Effective and Efficient HR practices and systems
- Maintaining sound labour relations and a disciplined workforce

## 2.3. The Role of the Human Resources Function

The role of the human resource unit/function within the municipality is as follows:

- Planning the municipal workforce in totality;
- Developing a capable and skilled workforce that is striving towards service excellence;
- Setting guidelines to strengthen leadership and develop human capital by attracting, retaining scarce, valued and critically required skills for the municipality.

In line with the above, the HR unit is responsible for ensuring that the municipality:

- has the right number and composition of employees with the right competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives;
- makes optimum use of human resources and anticipates and manages surpluses and shortages of



staff;

- has a suitably skilled and competent workforce to add value to municipality in delivering sustainable solutions, advice and capacity building to the municipality in the following areas:
  - Human resource planning
  - Equal employment opportunity
  - Staffing (recruitment and selection)
  - Compensation and benefits
  - Labor relations
  - Health, safety, and security
  - Human resource development
  - Organization and job design
  - Performance management/ performance appraisal systems
  - Research and information systems
  - Training and development (T&D)
  - Organisational and Career development

### 3. PURPOSE OF THE HRM&D STRATEGY

The purpose of this HRM&D Strategy and Implementation Plan is to outline key interventions to be undertaken by the municipality in ensuring that it has the right number of people, with the right composition and with the right competencies, in the right places to enable it to deliver on the mandates and achieve its strategic goals and objectives. HR strategic planning is about determining the demand and supply of employees that are critical to achieving strategic objectives, analysing the gap between the demand and supply and developing a plan that seeks to close the gap.

In order to ensure that the municipality makes the best possible use of its resources to attain its commitments and programme objectives set out in the IDP, SDBIPs and Strategic Plan, the municipality needs to have in place a well-structured HRM&D Strategy and Implementation Plan. This strategy informs the decision-makers on the three critical issues:

- current *supply* of human resources;
- human resources *demand*, as well as
- Prioritised and *strategic HR actions* to be taken.

### 4. LEGISLATIVE CONTEXT

It is also vital to ensure that the integrated HRM&D Strategy and Implementation Plan further address the key requirements of a wide range of legislation. Current legislation governing human resources management and human resources development planning within the local government sector is listed below:



- The Constitution of the Republic of South Africa.
- Municipal Systems Act
- Municipal Structures Act
- Municipal Demarcation Act
- Municipal Finance Management Act, 1999
- Treasury Regulations, 2002
- Employment Equity Act, 1998
- Labour Relations Act, 1995
- Basic Conditions of Employment Act, 1997
- Skills Development Act, 1998
- Skills Development Levies Act, 1999
- South African Qualifications Authority Act, 1995
- Occupational Health and Safety Act
- Compensation for Occupational Injuries and Diseases Act, 1993
- Medical Schemes Act 1998
- SADC Code of Good Practice on HIV/AIDS
- ILO Code of Practice on HIV/AIDS in the world of work

## **5. HUMAN RESOURCES STATUS QUO**

### **5.1. External Analysis**

The municipality recognizes the economic, social and political environment (within South Africa) that exists and operates within. Factors with significant implications for the municipality human capital management relate mainly to the following key factors:

#### **5.1.1. Demographics of the region**

The municipality seeks to ensure that its workforce, to the greatest extent possible, is a reflection of the South African population demographics. The municipality will continue to analyse and remove the systemic organisational barriers to designated groups' advancement and encourage diversity within all levels. Consistent review and update of the Employment Equity Plan and Employment Equity Strategies become vital in ensuring a diverse workforce.

#### **5.1.2. Skills mobility**

There are significant challenges in maintaining high levels of productivity in a skills constrained economic climate where mobility of skilled professionals skews a demand supply and inflates salaries at all professional levels.

### 5.1.3. Fierce talent competition in the market

Recruiting and retaining high quality employees at a time of significant competition from similar institutions nationally, poses a further challenge. A comprehensive approach to personal and professional development is necessary so that the municipality can create the career opportunities and reward structures that contribute to ongoing job satisfaction and, hence, retention.

## 5.2. Internal Gap Analysis

The ultimate end result of the situation analysis is to arrive at a set of action steps that need to be taken in order to move the municipality's HRM&D practices, systems and process from "where they are" to "where they should be". The gap analysis includes identifying the number of staff and the skills and abilities required in the future in comparison to the current situation. You should also look at all your 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

The following tables show all the challenges identified and the proposed ideal state for all identified challenges. While the initial analysis focused on the following key areas;

- Human Resource Management
- Human Resources Development
- Labor Relations
- Employee Health and Wellness
- Occupational Health and safety
- Performance Management System;

There are other areas identified from other documents analysed. The desired state for each of the current challenges is highlighted in the following table:



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Table 2: Current Challenges and Ideal State

OBJECTIVES	CURRENT CHALLENGES	IDEAL STATE
<b>RECRUITMENT AND SELECTION</b>		
<ul style="list-style-type: none"> <li>• Development of user-friendly guides on Recruitment and Selection Processes</li> <li>• Training on Competency-based Interviewing and Assessments for Human Resources Team Members, Line Managers, Trade Union Representatives, Employment Equity Forum members,</li> <li>• Acquiring and development of assessment tools such as Competency-based Assessments</li> <li>• Refine procedures to ensure vacancies reach as far as possible and allowing more time between advertising date &amp; closing date;</li> <li>• Effectiveness of notice boards;</li> <li>• Management responsibilities in terms of communication</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal HRM&amp;D strategic planning attempts are constrained by lack of resources (financial and human)</li> </ul>	<ul style="list-style-type: none"> <li>• Fully-fledged HRM&amp;D Strategic Planning Committee</li> </ul>
	<ul style="list-style-type: none"> <li>• Municipal HRM&amp;D strategic planning processes not aligned to best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Planning conducted according to DLGH Guideline and best practice</li> </ul>
	<ul style="list-style-type: none"> <li>• No Retention Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Approved Retention Strategy implemented municipality-wide</li> </ul>
	<ul style="list-style-type: none"> <li>• Job descriptions (Incomplete and incorrect)</li> </ul>	<ul style="list-style-type: none"> <li>• All Job descriptions to be re-evaluated and standardised</li> </ul>
<b>LABOUR RELATIONS</b>		
<ul style="list-style-type: none"> <li>• Facilitate regular Local Labour Forum meetings</li> <li>• Monitor progress on EE initiatives and facilitate meetings</li> <li>• Implement a streamlined strategy for disciplinary proceedings, consistent with the collective agreement.</li> <li>• Formulate, Consult an Implement an Absenteeism Management Strategy,</li> <li>• Formulate, Consult an Implement Policies and Procedures on the managing of Poor Work Performance and Ill health/Injury,</li> <li>• Continuous monitoring of Collective Agreement Implementation</li> </ul>	<ul style="list-style-type: none"> <li>• No labour relations policies and procedures to manage labour relations</li> </ul>	<ul style="list-style-type: none"> <li>• Approved Labour Relations Policies, and Processes</li> </ul>
	<ul style="list-style-type: none"> <li>• Lack of Labour Relations Unit ( All Positions are vacant)</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment of adequate Labour Relations incumbents (Labour Relations Manager and Subordinates as per Approved organogram)</li> </ul>
	<ul style="list-style-type: none"> <li>• Their time delays between alleged transgression and actual disciplinary hearings/tribunals are too lengthy and counterproductive to discipline in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement of the Disciplinary procedure Collective Agreement 2018</li> </ul>
	<ul style="list-style-type: none"> <li>• Employees are not sensitized to labour related matters</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitization of employees on labour related matters</li> </ul>
	<ul style="list-style-type: none"> <li>• Absenteeism in general and especially during certain times of the month (following payment of salaries), is reaching worrying proportions and requires in priority intervention.</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate, Consult an Implement an Absenteeism Management Strategy</li> <li>• Line Managers to ensure the signing of Attendance Registers to monitor staff</li> </ul>
<b>INDIVIDUAL PERFORMANCE MANAGEMENT</b>		
<ul style="list-style-type: none"> <li>• 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.</li> <li>• The roll-out of an Individual Performance Management System further creates the opportunity to ensure the achievement of</li> </ul>	<ul style="list-style-type: none"> <li>• Current PMS Policy does not include IPMS for general employees</li> </ul>	<ul style="list-style-type: none"> <li>• Fully customised and relevant IPMS Policy</li> </ul>
	<ul style="list-style-type: none"> <li>• PMS not cascaded to lower levels/general employees</li> </ul>	<ul style="list-style-type: none"> <li>• PMS implemented to lowest level employees</li> </ul>
	<ul style="list-style-type: none"> <li>• PMS not aligned to the new applicable National Outcomes, CoGTA KPAs as well as KPIs</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment between municipal PMS and National Outcomes, CoGTA KPAs as well as KPIs</li> </ul>
	<ul style="list-style-type: none"> <li>• Individual Development Plans not fully implemented/monitored/regularly evaluated</li> </ul>	<ul style="list-style-type: none"> <li>• Fully developed, monitored and evaluated Individual Development Plans</li> </ul>

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<p>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.</p> <ul style="list-style-type: none"> <li>• The agreement can also entrench organisational values and consequently contribute to the development of a positive corporate culture.</li> <li>• 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.</li> <li>• 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</li> <li>• Develop policy processes and procedures on Individual Performance Management</li> <li>• Implement Individual Performance Management System</li> </ul>	<ul style="list-style-type: none"> <li>• No evidence of the PM five point rating scale being fully implemented</li> </ul>	<ul style="list-style-type: none"> <li>• PM five point rating scale implemented</li> </ul>
<ul style="list-style-type: none"> <li>• Need to ensure alignment between Individual Performance Management and Organisational Performance</li> </ul>		<ul style="list-style-type: none"> <li>• Alignment between Individual PM and Organisational Performance</li> </ul>
<b>OCCUPATIONAL HEALTH AND SAFETY</b>		
<ul style="list-style-type: none"> <li>• Reviving all Health and Safety meetings.</li> <li>• An intensive capacity building drive leading to the skills development of safety representatives,</li> <li>• The training of 50 employees in First Aid,</li> <li>• The vaccination of employees, at risk due to the nature of their jobs, against Hepatitis B.</li> <li>• Facilitating and conducting regular safety inspections.</li> <li>• Administration of Injuries on Duty (IOD's)</li> <li>• Implementation OHS policy and procedures</li> <li>• Submit qualitative and quantitative monthly reports</li> <li>• Investigation of losses, injuries, incidents and implementing of preventative measures</li> <li>• Facilitating pro-active injury and disease prevention interventions.</li> <li>• Conducting regular Health and Safety Audits.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of Human Capital capacity within the OHS Unit (Currently only have 1 personnel at Officer Level)</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment of OHS manager and 2nd OHS Officer as per approved organogram</li> </ul>
	<ul style="list-style-type: none"> <li>• Implementation of OHS Policies</li> </ul>	<ul style="list-style-type: none"> <li>• Implement OHS Policies</li> </ul>
	<ul style="list-style-type: none"> <li>• Lack of adequate budget for implementation of OHS programme</li> </ul>	<ul style="list-style-type: none"> <li>• Availing of adequate budget for implementation of OHS programme</li> </ul>
<b>TRAINING AND DEVELOPMENT</b>		

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<ul style="list-style-type: none"> <li>Establishing of clear, reciprocal relationships that integrate HRD policies with effective practice. When development programmes are relevant, they will give rise to superior organisational and employee performance.</li> <li>The Skills Development Facilitator has been appointed to facilitate all Human Resource Development issues and in order to ensure a Return on Training investment, the Municipality shall monitor the effectiveness of its skills development interventions through appropriate measurement and evaluation methods.</li> <li>Each Learner shall complete an evaluation form at the end of each intervention and such evaluation forms will be kept on file.</li> <li>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.</li> <li>The Umgungundlovu District 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.</li> <li>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.</li> <li>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.</li> <li>The municipality shall make all reasonable and cost-effective efforts to offer relevant learnership opportunities to the pre-employed and unemployed, with a strong bias in favour of the youth. Learnerships shall be carefully planned in order to ensure that the Municipality's resources are not overloaded.</li> <li>The Skills Development Facilitator shall apply for relevant Discretionary Grants from the LGSETA and other external funders to cover the Training and Assessment costs of learnerships.</li> <li>The Skills Development Facilitator shall apply for relevant grants from the LGSETA and other external funders to cover the costs of selection of Section 18(1) and (2) learners.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of funding and Policy for external bursaries</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate budget and approved Policy for external bursaries</li> </ul>
	<ul style="list-style-type: none"> <li>Limited training opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Acquire sufficient budget for Training opportunities</li> </ul>
	<ul style="list-style-type: none"> <li>Not having a comprehensive in-service training programme in place to give local students an opportunity to gain workplace experience</li> </ul>	<ul style="list-style-type: none"> <li>Formulate and implement a comprehensive in-service training programme in place to give local students an opportunity to gain workplace experience</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of information sharing with other employees from other employees who have attended a training relevant to that section</li> </ul>	<ul style="list-style-type: none"> <li>Arrangement of information sharing with other employees from other employees who have attended a training relevant to that section</li> </ul>

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<ul style="list-style-type: none"> <li>• The Skills Development Facilitator shall apply for relevant grants from LGSETA and other funders to cover Living allowance and additional ad hoc costs.</li> <li>• 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.</li> <li>• All reasonable steps shall be taken to implement the tax deductions allowed for the implementation and completion of learnerships.</li> <li>• The appropriate Organisational Needs Analysis and Workplace Skills Plans will be finalised timeously for each Financial Year in the reporting period</li> <li>• Training Implementation Reports will be submitted as per LGSETA requirements</li> <li>• Coordinate the implementation of training and development initiatives contained in the WSP subject to funding and availability of training providers</li> <li>• Roll-out in-house generic skills programs to complement SETA accredited training interventions.</li> <li>• Facilitate regular Training Committee meetings.</li> <li>• The extension of staff capacity in the Training Section and appropriate alternatives will investigated and motivated.</li> </ul>		
<b>EMPLOYMENT EQUITY</b>		
<ul style="list-style-type: none"> <li>• Formulate and implement action steps, methodologies and strategies in pursuance of the objectives and principles of the EEA</li> <li>• Promote Equal opportunity and Fair treatment in employment</li> <li>• 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;</li> <li>• Pursue the equitable representation of designated groups in all occupational categories and levels in the workforce</li> <li>• Implement Affirmative Action measures;</li> <li>• Actively support an organizational culture and climate based on diversity, equality, mutual respect and dignity for all</li> </ul>	Implementation of the current EE plan	Implement the current EE plan
<b>EMPLOYEE HEALTH AND WELLNESS</b>		
<ul style="list-style-type: none"> <li>• Facilitate Employee Wellness Interventions based on identified needs as well as the Wellness &amp; Awareness calendar</li> <li>• Facilitate Drug &amp; Alcohol Abuse Prevention Interventions</li> <li>• Formulate a staff HIV/Aids management and prevention strategy to support the policy implementation</li> <li>• Formulate and implement a Stress Management Program &amp; Trauma event Interventions/rehabilitation and trauma healing for roll out to staff</li> <li>• Continuous Financial/Budget Management/Planning interventions for employees</li> <li>• Arrange Staff Interventions and initiatives focused on addressing staff morale, staff motivation, health and wellness</li> <li>• In support of these initiatives, managers and supervisors are to be workshopped on the management of substance abuse in the workplace.</li> <li>• Focus on rehabilitation of affected employees</li> </ul>	No budget in place for implementation of employee Wellness intervention as per Wellness Calendar	Acquire Sufficient budget for implementation of employee Wellness intervention as per Wellness Calendar



## 6. HRM AND HRD STRATEGY

### 6.1. Human Resources Strategic Direction

The following HR Strategic Framework illustrates an integrated HR Management Approach. Integration is critical to enhance performance of the human resources value chain. Research shows that without integrating HR activities with other business processes and objectives or outcomes, the effort invested will tend to degenerate or not be fully realised. Integration lies in understanding how all the pieces of the strategy all fit together to meet the municipality's HR requirements.

To address the above-mentioned challenges and to arrive at the ideal states, the municipality has to ensure that the overall human resources strategy is linked to the overall municipal objectives as per the provided guideline. The following diagram gives a summarised illustration of the Human Resources Strategic Framework which gives structure on how to efficiently and effectively deliver human resources services to the municipality. The table below articulates the HR strategic objectives in support of the strategic human resources management and development within the municipality. The table further gives a detailed break-down in a manner that covers the entire human capital value chain:

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Table 3: High Level HR Strategic Objectives aligned to the municipality's IDP

Strategic Goal	Strategic HR Objectives	Measure
<b>Strategic Alignment</b>	<ul style="list-style-type: none"> <li>Expand human resources efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.</li> <li>Regular review of the organisational structure to ensure that it enables the municipality to meet the needs of the community as contained in the IDP.</li> <li>Implement workforce planning processes, techniques and tools to proactively identify the human resources required to meet IDP objectives</li> <li>Revamp the HR service delivery model for the municipality and introduce the Strategic Partnership Service Model</li> <li>Proactively engage customers in the analysis of their workforce management issues and identify strategies to address concerns</li> </ul>	<ul style="list-style-type: none"> <li>Documented evidence of a HRM&amp;D Strategy and Implementation Plan that includes goals and strategies</li> <li>Approved Organisational Structure aligned to the IDP</li> <li>Documented evidence of a workforce plan</li> <li>Key human resources services managed through Service Level Agreements (SLA's)</li> </ul>
<b>Effective Human Resource Planning</b>	<ul style="list-style-type: none"> <li>Effectively identify and attract the best talent to help the municipality meets its IDP objectives</li> <li>Develop and deploy an integrated workforce plan which will enable the municipality to hire and retain the right talent, at the right time, in the right place</li> <li>Identify scarce and critical skills</li> <li>Partner with Institutes of Higher Learning to provide customised learning programmes to develop skills requirements specific and critical to the municipality</li> <li>Develop standardised job profiles for all positions to be used as a basis for recruitment and career pathing</li> </ul>	<ul style="list-style-type: none"> <li>Documented Recruitment Strategy</li> <li>Documented evidence of a workforce plan</li> <li>Register of scarce and critical skills</li> <li>Documented Job Profiles</li> </ul>
<b>Organisational Development</b>	<ul style="list-style-type: none"> <li>Conduct climate survey to understand current challenges around organisational culture, and use results to design the future/ ideal organisational culture</li> <li>Prepare and implement transition process that provide for continuity in the municipality's operations</li> <li>Establish a sound knowledge management and knowledge transfer programme for all key positions</li> <li>Develop a Change Management and Communication Strategy to address culture challenges and ensure effective transition of the municipality</li> <li>Conduct a formal review of municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.</li> </ul>	<ul style="list-style-type: none"> <li>Documented evidence of conducted surveys</li> <li>Documented Succession Plan</li> <li>Documented Change Management and Communication Strategy</li> <li>Increase in percentage of standardized/streamlined orientation and on-boarding activity</li> </ul>

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	<ul style="list-style-type: none"> <li>• Conduct exit surveys \ interviews to identify reasons for attrition and use the information to enhance or improve employee experience of the municipality</li> </ul>	<ul style="list-style-type: none"> <li>• Documented proof of conducted exit interviews</li> </ul>
<p><b>Build And Sustain A Capable, Diverse, Well-Trained, Workforce And Enhance Retention Through Learning And Professional Development Opportunities</b></p>	<ul style="list-style-type: none"> <li>• Conduct an annual training needs assessment to ensure training is designed to improve municipal and individual performance.</li> <li>• Develop a leadership succession plan, including a leadership gap analysis.</li> <li>• Establish a leadership development programme for all supervisors, managers and executives to invest in the continuous development of leadership.</li> <li>• Provide coaching and consultative support to management on leadership development and people management issue</li> <li>• Identify employees who need ABET up-skilling and implement relevant actions</li> </ul>	<ul style="list-style-type: none"> <li>• Documented evidence of a completed needs assessment</li> <li>• Documented Succession Plan</li> <li>• Documented evidence of Leadership and Management Development Programme</li> <li>• Individual Performance Plans</li> <li>• Individual Performance Plans</li> </ul>
<p><b>Inculcate A Results-Oriented High Performance Culture</b></p>	<ul style="list-style-type: none"> <li>• Conduct a review of municipality's employee performance management system</li> <li>• Roll-out of Performance Management to enforce responsibility and accountability by line managers and employees to enhance organisational, team and individual performance.</li> <li>• Develop Individual Development Plans for all employees and translate that into Work Place Skills Plan for training interventions to address skills gaps.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed Individual Performance Management System/Framework</li> <li>• Individual Development Plans</li> <li>• Individual Performance Plans &amp; Work Place Skills Plan</li> </ul>
<p><b>Recognise &amp; Reward Performance</b></p>	<ul style="list-style-type: none"> <li>• Develop Remuneration Strategy to address all aspects of remuneration</li> <li>• Establish a Reward and Recognition Programme with both financial and non-financial incentives</li> <li>• Link the Promotion Policy to all relevant career development programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Documented Remuneration Strategy</li> <li>• Documented Reward and Recognition Strategy &amp; Policy</li> <li>• Promotions Policy</li> </ul>
<p><b>Sound Employee Relations &amp; Human Resources Governance</b></p>	<ul style="list-style-type: none"> <li>• Conduct annual review of all HR Policies, SOPs and Processes ensuring alignment to legislative requirements</li> <li>• Capacitate line management through coaching and continuous training on grievances and disciplinary matters so that these are used as corrective and not punitive measures</li> <li>• Establish Employee Forums to educate and up-skill employees on labour related matters</li> <li>• Develop effective Workplace Diversity and Transformation</li> </ul>	<ul style="list-style-type: none"> <li>• Documented Policies, Processes and Procedures aligned to best practice and complaint to prevailing legislation</li> <li>• Increased number of effective dispute handling cases</li> <li>• Employee Forums</li> <li>• Achieved Targets</li> </ul>





## 7. HR AS A STRATEGIC PARTNER

One of the weaknesses of the current human resources unit is that it is transactional, administrative and reactive in nature. In order to be a credible partner in the process of service delivery in the future, HR will need to focus less on the 'what' it is doing and more on 'what is being delivered.' This will require HR to adopt a less inward focus on what is happening within HR, and more of an outward focus to understanding what is worrying service delivery line managers and helping leaders in the municipality to reach their goals. In essence HR must realise and make the connection between what it does, and how this has meaningful strategic and delivery enhancement impact for the municipality.

In repositioning itself as a strategic partner to the municipality, the Human Resource unit needs to adopt a service model which will improve the service level of its performance. The diagram below illustrates how HR should transform from an administrative function to a strategic business partner. As the diagram below indicates, the achievement of this increase in relevance requires a shift from a primary administrative focus, to one that is more strategic and consultative.

This new HR Strategic Partnership Model challenges the current administrative roles and ensure that administration is just but one of the functions of HR services. The model promises to execute the HR mandate by means of the following roles:



Table 4: HR Role

Business Partner Role	
Purpose:	Activities
To strategically map and drive HR practices in line with municipality's objectives	<ul style="list-style-type: none"> <li>▪ Drive the development and implementation of HRM&amp;D Strategy</li> <li>▪ Manage key HR Stakeholders</li> <li>▪ Analyse trends and submit reports on HR information to all stakeholders</li> <li>▪ Manage and develop subordinates</li> <li>▪ Coordinate HR functional issues in line with business unit requirements</li> <li>▪ Keep abreast of best practice within the sector</li> <li>▪ Advise Executive Management on HR risks that affect service delivery and propose mitigation action</li> </ul>
Administrator Role	
Purpose:	Activities
To provide HR administrative support to the Municipality	<ul style="list-style-type: none"> <li>▪ HR administration</li> <li>▪ Maintain Human Resources Information System</li> <li>▪ Provide general support in coordinating key HR initiatives</li> <li>▪ Coordinate and administer HR queries</li> <li>▪ Provide 'walk-in support' for relevant HR services</li> </ul>
Specialist Role	
Purpose:	Activities
<p>To provide high level support and advise to line management regarding organisational development and transformational issues</p> <p>To ensure delivery on HR objectives through the attraction, retention and maintenance of competent employees</p>	<ul style="list-style-type: none"> <li>▪ Execution of the HR objectives through various programmes</li> <li>▪ Resource business units with the required employees</li> <li>▪ Ensure compliance and foster sound HR legislation and corporate governance</li> <li>▪ Design and implement training plans to develop organisational skills levels</li> </ul>
Change Catalyst Role	
Purpose:	Activities



<p><b>To provide high level support and advise to line management regarding organisational development and transformational issues</b></p>	<ul style="list-style-type: none"> <li>▪ Manage transformation within the municipality</li> <li>▪ Develop a communication plan to actively raise the level of awareness in the executive team in respect of strategic HR issues and opportunities</li> <li>▪ Drive development of a culture and value system which best supports the municipal vision and objectives</li> <li>▪ Establish formal change management programme and practices</li> <li>▪ Develop change management capability at all levels of the municipality and embed changes in work practices and culture</li> <li>▪ Facilitate the development and implementation of improvement initiatives to enhance the municipality's strategic delivery capability</li> <li>▪ Analyse individual and municipal competency requirements</li> <li>▪ Support and coach line functions during change projects</li> <li>▪ Support strategic initiatives and make sure they happen</li> <li>▪ Mediate over issues that arise during change initiatives</li> <li>▪ Act as a catalyst and driver of change</li> </ul>
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