

THEMBISILE HANI LOCAL MUNICIPALITY



HUMAN RESOURCE STRATEGY/ PLAN 2024-25

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THEMBISILE HANI LOCAL MUNICIPALITY HUMAN RESOURCE STRATEGY

Municipalities are tasked with the responsibility to fulfil the constitutional mandates delegated to them in accordance with Local Government prescripts. The Human Resource (HR) office is responsible for compliance with such legislations; and to ensure that human resources are utilized to achieve organisational objectives as well as to ensure that its human resource capacity is developed to a level where responsibilities are performed in an economic, effective and efficient manner.

The Human Resource function is to support the entire organisation to achieve its strategic objectives and facilitate human resource management practices. The purpose of the HR Plan shall be to ensure that we have adequate human resources to meet the strategic goals and operational plans of our organization, which is having the right people with the right skills at the right time. Secondly, to keep up with social, economic, legislative and technological trends that impact on human resources. Thirdly, to ensure that there is a balance between demands and supply of human resources to perform. Lastly, the plan needs to ensure that all Human Resource issues are carried according to relevant acts, regulations and policies.

1. BACKGROUND

In terms of section 51 of the Municipal systems act, Human Resources in municipalities should organise its administration to:

- Be responsive to the needs of the local communities
- 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
- Maximise efficiency of communication & decision - making
- Delegate responsibility to the most effective level within the administration
- Involve staff in management decisions as far as is practical

- Provide an equitable, fair, open and non-discriminatory working environment

OTHER LAWS AND REGULATIONS THAT APPLY TO THIS STRATEGY ARE:

Basic Conditions of Employment Act (act 75 of 1997).

Labour Relations Act (Act 66 Of 1995)

Employment Equity Act (Act 55 Of 1998)

Skills Development Act (act 97 of 1998); Skills Development Levies Act (Act 9 of 1999)

South African Qualifications Act, 58, 1995;

SALGBC Main Collective Agreement

Occupational Health & Safety Act; COIDA

2. THEMBISILE HANI LOCAL MUNICIPALITY'S VISION

The Municipality's vision is to 'Better the lives of our people through equitable, sustainable service delivery and economy development'.

3. THEMBISILE HANI LOCAL MUNICIPALITY'S MISSION

Thembisile Hani Local Municipality aims to work towards achieving its long -term vision by:

Participative integrated development planning

Sustainable and accountable, accelerated service delivery

Promotion of socio-economic development

Intensified community participation

Shared economic growth

Allocate resources within annual budgetary constraints

4. 2. THEMBISILE HANI LOCAL MUNICIPALITY'S Values

Showing compassion and care to all municipal customers

Treating all residents with equality, integrity and respect they deserve

Attending and responding to all queries efficiently

Conducting the municipal business processes in an ethical and professional manner

5. OBJECTIVES OF THE STRATEGY

- Recruitment, selection and placement of suitable staff
- Training and Development of staff
- Performance Management and Assessments of all staff
- Enhanced relations between staff and employer through effective and transparent labour relations.
- Ensure wellness of employees through Employee assistance programme.

6. Current Overview

6.1 Workforce Analysis as in the Employment Equity Current Status Quo

The municipality in terms of its organisational structure has a total of four hundred and thirteen(413) positions, out of which three hundred and seventy seven (377) are filled and seven (7) are individuals living with disabilities. The total number of vacant positions is thirty six (36).The estimated number of posts to fill in the financial year 2023/2024 is thirty six (36), as well as replacement posts and any other posts as recommended by Council and Management.

The status quo internal will be addressed through the following processes

7. HUMAN RESOURCE PLANNING PROCESS

Human Resource Planning process entails the following:

- Assessing the current profile of Thembisile Hani Local Municipality Human Resource capacity with reference to skills inventory and abilities and knowledge skill of current staff,
- Forecasting HR requirement to determine future needs in respect of staff required, what jobs will need to be filled, and what skills will people need,
- Gap analysis to establish what new jobs we will need, what new skills will be required, do our current staff have required skills, what the organization needs to do to assist and support current staff to be skilled and perform and developed for future career pathing and advancement of their strength
- Developed HR strategies/ policies will enable the municipality to address the gaps identified e.g. recruitment and selection strategy, training and development strategy, retention strategy, and many others.

8. PROVISION OF ADEQUATE NUMBER OF SUITABLY QUALIFIED STAFF

The internal survey conducted will reveal the gap between demand and supply in terms of current skills inventory and future requirements. The second step in the HRP process of Forecasting HR requirement to determine future needs in respect of staff required, what jobs will need to be filled, and what skills will people need, will lead to creation and recruitment of those positions.

Recruitment and selection process is aiming at procuring staff with the necessary competencies, to enable the municipality to reach its strategic and operational priorities. The vacant positions on the approved structure should have job descriptions; grade/ level and remuneration package.

The Municipality is currently practicing a transparent and objective approach when appointing employees as trade unions are invited to short-listing sessions and interviews as observers.

Positions are filled in accordance with our organisational structure and Recruitment, training and Employment Equity policy. Identified positions will also be filled with the certainty that the vacant position is funded.

➤ **ORGANISATIONAL REVIEW**

In terms of Section 66 of Municipal Systems Act ,A municipal manager, within a policy framework determined by the municipal council and subject to any applicable legislation, must-

- a) develop a staff establishment for the municipality; and submit the staff establishment to the municipal council for approval;
- b) provide a job description for each post on the staff establishment; attach to those posts the remuneration and other conditions of service as may be determined in accordance with any applicable labour legislation; and
- c) establish a processor mechanism to regularly evaluate the staff establishment and, if necessary, review the staff establishment and the remuneration and conditions of service.

Our organisational structure is aligned to the municipal IDP which is reviewed annually. Identified Posts to be filled are those which will enable the municipality to achieve its priorities in line with the IDP as well as good governance matters.

KPA NO1: RECRUITMENT AND SELECTION AND RETENTION

The plan and actual staffing is monitored on an ongoing basis. The heads of division shall contact HR for any critical posts that they need to fill and to whether funds are available for possible appointments.

The revision of staffing plan becomes applicable when the span of control expands. This activity becomes the responsibility of the Executive Management Team through Job Evaluation process.

The development and the implementation process for recruitment, evaluation and appointment of staff should be carried in this fashion:-

The vacant funded post should exist on the staff structure. Motivation to fill the post is done by divisional head and submitted to HR. The Municipal Manager can approve the appointment of staff at salary grade 2 – 15. The actual appointment on the system takes place locally once the Municipal Manager has approved as such.

The recruitment, selection and appointment of senior managers must take place in accordance with Government Notice No. 21 of 17 January 2014.

The advertisement of post grade 2 – to 15 is carried centrally by the Municipal Manager.

In accordance with our Recruitment policy all vacant positions shall be advertised internally and or externally in consultation with organized labour. The employer will advertise externally when he is satisfied that there is no employee from within the organisation who is available, able and willing to fill the vacancy. The recruitment is guided to some extent by the Employment Equity Plan.

➤ **External Advertisement**

When advertising **externally** the following practices will be followed:

- The position will be advertised in newspapers which are accessible by all population groups.
- The advert shall be cost –effective and have clear and realistic job specifications.

➤ **Selection**

Once a position is being advertised, a short listing process commences, where in appointed selection panel select suitable candidates according to the minimum requirements as stated in the job advert. Human Resources Department (support department) verifies the selected candidates, recommends and submits the candidates for approval.

The interview will be used to obtain more information from the candidate in respect of the post applied for and his/he personal goals and expectations. It will also reveal the insight knowledge he/she has on the municipality. Both the selection and interview panel are approved by municipal manager prior the commencement of the processes.

In this regard the municipality will ensure that assessments are fair, equitable, objective, consistent, transparent and non-discriminatory. That, Selection on Competency-based interviewing and assessments for human resources team members, line managers and Senior Managers is conducted.

The policy needs to be revised, be consulted upon and submitted to Council for approval.

➤ **DIVERSITY**

Diversity recognises that though people have things in common with each other, they are also different in many ways. Everyone should have a right to equal access to employment and when employed should have equal pay and equal access to training and development. You will find here information on equal opportunities,

managing diversity and inclusion. Thus, our Recruitment unit recognises this and does not discriminate against, unfairly in terms of age, race, gender, disability, religion, background, culture, personality, and work-style, size, accent, language, marriage and civil partnership, pregnancy and maternity, etc. hence our residents and employees comprises of different race groups.

As we advertise on our website and through the media, we ensure that we are accessible and do not become unfairly discriminative as we recruit potential candidates for employment. The municipality is however struggling to recruit other races such as Coloureds, Indians and Whites as well as people living disabilities. The municipality will employ the strategy of making information on job adverts accessible to centers for people living with disabilities.

It is important to recognise that a 'one-size-fits all' approach to managing people does not achieve fairness and equality of opportunity for everyone. People have different personal needs, values and beliefs. Good people management practice demands that people propositions are both consistently fair but also flexible and inclusive in ways that are designed to support business needs.

➤ **TO EVALUATE THE QUALIFICATIONS OF NEW STAFF**

Prior to appointment, the new staff will provide the HR department with proof of qualifications.

On yearly basis, the Professional staff is required to submit copies of registration with relevant bodies for filling.

The actual appointment on the system takes place locally once the Municipal Manager has approved as such. The appointment of post grade 2 – to 15 is carried centrally by the Municipal Manager.

Staff files are maintained and safe kept in Records Management Storage and Confidentiality of Personnel Records is kept.

The two sets of files are maintained, Personnel File and Leave File. The Personal File consists of the following:-

- IOD cases, Medical Scheme records, Insurance policies, Garnishee orders, Home owner allowances, Union affiliation etc.

The leave file contains all aspects that relate to leave.

Objective: Staff retention

The Municipality should strive to retain its competent staff to achieve its strategic objectives. Competent staff from designated groups in areas of scarce skills is often targeted. The Municipality will have to compete for competent personnel with other organisations.

Task Job Evaluation is the consistent basis for pay and remuneration in which the relationship between jobs are systematic and transparent both within and between municipalities.

People leave for various reasons, sometimes because of insufficient development, and career progression opportunities. Others leave because of excessive work demands, and or poor remuneration.

The finalisation of the post level adjustments, remuneration adjustment and attending all issues of parity following job evaluation processes, will boost the municipality to retain competent staff as proper recognition will be given to current responsibilities performed.

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.

The Municipality will 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.

Exit Management strategy will be formalise using exit interview forms and counselling for members who will be exiting. Exit interviews are necessary and will be used for the development of sound HR interventions.

➤ **Succession Planning**

Succession planning is a process whereby an organization ensures that employees are recruited and developed to fill each key role within the company. Through your succession planning process, you recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement or promotion into ever more challenging roles.

Actively pursuing succession planning ensures that employees are constantly developed to fill each needed role. As your organization expands, loses key employees, provides promotional opportunities, and increases sales, your succession planning guarantees that you have employees on hand ready and waiting to fill new roles.

Effective, proactive succession planning leaves your organization well prepared for expansion, the loss of a key employee, filling a new, needed job, employee promotions, and organizational redesign for opportunities. The municipality is currently creating an opportunity for this as a number of employees participate in performing duties of higher levels in the presence of a particular superior to monitor. Employees are also offered an opportunity to act in a particular positions which enable them to assess themselves in terms of competitiveness.

Employees are motivated and engaged when they can see a career path for their continued growth and development. To effectively do succession planning in our organization, we have identified the organization's long term goal and Peer learning, coaching and mentoring of employees in preparing for career advancement opportunities.

We also timeously identify and understand the developmental needs of our employees. We strive to ensure that all key employees understand their career paths

and the roles they are being developed to fill. We need to focus resources on key employee retention and also to be aware of employment trends in our area to know the roles we will have in a difficult time filling externally.

9. KPA NO2: EDUCATION, TRAINING AND DEVELOPMENT

Due to rapid global changes every employee should be given a chance for personal development to keep abreast with changes and equip them with the necessary skills that will enable them to deliver a reputable service to the community. The main focus of training is to ensure that both Councillors and employees have the necessary skills to meet performance and quality standards in their respective positions, and also to be updated in in what is happening globally. Training interventions should also consider the employees' career and personal abilities to meet their needs and that of the organisation. The development can take place in these formats: by In-service training, workshops, seminars and skills training.

For in-service training staff needs should be identified by employees and their respective Managers so that a year plans can be developed. This responsibility to plan and implement training is shared by Line Managers/Supervisors and Human Resources. Human Resource Development is particularly responsible for facilitating the process.

The number, types and desired qualifications of staff are driven by staff structure. The training should be implemented in line with South African Qualification Authority Act which provides for the development and implementation of the National Qualification Framework (NQF). The NQF is a key strategy for human resource development which facilitates access to quality learning opportunities for all learners. Emphasis will be made on accredited training and bodies for quality assurance in education and training and a system of quality assurance is instituted to assess the quality of education and training provided.

➤ Attendance of Workshops and conferences

Invitations will be issued to all relevant Supervisors to identify relevant personnel to attend workshops. Service delivery should benefit from the attendance of these workshops. The written reports about the workshop must be submitted to Head of Department and a copy to the Municipal Manager, skills must be transferred to other intended personnel.

To address the IDP concerns about training the municipality shall introduce the following measures to monitor the effectiveness of training interventions:

- Training will be motivated by the supervisor in line with the current job
- Learners and supervisor should provide reports after three months of training to indicate the degree of new skilled implemented on the job.

The assignment and reassignment of staff is the responsibility of management e.g. when shortage of Technicians in Production is acute than in Maintenance, the Manager Technical Operations should reassign staff to most needy areas.

Steady, long-term competitiveness requires an organization to be committed to putting employees first and developing quality training programs that are linked to its strategic objectives. Without a true commitment to the employees at all levels throughout an organization, the journey to enhance organizational performance will be an elusive adventure. Quality employees equate to organizational success. Unqualified and poorly trained employees equate to organizational failure.

Allocating adequate organizational resources to achieve an effective training environment has been a budgetary and operational challenge that has eluded many organizational decision-makers, primarily because they do not realize that training is only the tip of the iceberg when it comes to enhancing employee performance.

KPA NO. 3: Enhanced relations between staff and employer through effective and transparent labour relations.

The mechanism and procedures to handle this are:

Labour forum – is established to have management and unions discussing issues of common interest to avoid unnecessary disputes. Facilitation of Local Labour Forum ensures that all the resolutions are implemented in line with the provisions of the Labour Relations Act, Collective Agreements etc.

Currently shop stewards are allowed their planned as well as adhoc meetings.

The Municipality will workshop employees and managers to understand and apply grievance procedures in terms of SALGBC Disciplinary code and Procedure. Managers who report directly to the Municipal Manager should be well equipped with SALGBC Disciplinary Procedures in order to handle departmental hearings.

Resolutions of the Council should be applied rationally to avoid legal implications such as (Unfair Discrimination, Unfair Labour Practice).

- Monitor progress on EE initiatives and facilitate meetings
- Formulate, Consult and Implement a streamlined strategy for disciplinary proceedings, consistent with the collective agreement.
- Formulate, Consult and Implement an Absenteeism Management Strategy,
- Formulate, Consult and Implement Policies and Procedures on the managing of Poor Work Performance and Ill health/Injury,
- Continuous monitoring of Collective Agreement Implementation
- Finalised agreement on Minimum Services Agreements

Labour relations is an underlying philosophy, along with necessary attitudes and skills, rather than a specific management function or well-defined activity. Part of this discipline is information on employee and industrial relations, the employment relationship, conflict and mediation, industrial action and strikes, trade unions, trade union recognition and negotiation, sexual harassment, collective bargaining,

conduct and misconduct, discipline and grievance. We ensure that employees are conversant with our code of conduct, Acts, Collective Agreement, practices, procedures and policies to be adhered to. This unit also provides advice to the employer and ensures that relations between the employer and the employees are maintained to prevent possible labour unrest. It also ensures fairness in terms of procedural and substantives to all employees in an event of similar cases.

KPA NO. 4: INDIVIDUAL PERFORMANCE MANAGEMENT

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.

Schedule 2 (3)(e) of the Municipal Systems Act requires that in committing to serve the public interest; A staff member of a municipality is a public servant in a developmental local system, and must accordingly; participate in the overall performance management system for the municipality, as well as the staff member’s individual performance appraisal and reward system, if such exist, in order to maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents. 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.

Currently the performance management system is implemented on Section 57 and Managers reporting to them.

OBJECTIVES:

- Training of stakeholders on implementation of performance appraisal system.

- Develop and Implement Individual Performance Appraisal System.
- A Performance Appraisal System will be developed for middle management and will be implemented by end of 2015-2016.

KPA NO 5: OCCUPATIONAL HEALTH AND SAFETY

Occupational Health and Safety function is to primarily focus on Creating and maintaining a safe working environment and optimally preventing workplace accidents.

The Occupational Health and Safety programme is implemented in line with the Occupational Health and Safety policy of the Municipality. Safety committee is in place to do awareness and capacitate members of staff to fulfil the responsibilities of Safety Representatives.

The Health and Safety unit has records of injuries on duty which are processed accordingly. Accidents needs to be reported no matter how small they are and receive first aid attention.

Medical surveillance programme being part of the policy is used to identify and record the presence of any occupational disease and the degree of exposure. The surveillance is done to ensure that employee health is not compromised. Other Health and Safety procedures will be done in line with the approved policy. This is also attained through the awareness campaigns whereby the municipality hosts the Department of Health officials who alerts our employees on chronic diseases such as Diabetes, Hypertension, HIV/AIDS, Cholesterol, stress and mental health, absence from work, alcohol and drug abuse. This assist employees to prevent or address existing problems before they degrade.

The following remains our major objectives:

- To operationalize all safety committees within the municipality.
- An intensive capacity building drive leading to the skills development of safety representatives,
- The training of employees in First Aid,
- Developing Traffic officials in Hazmat,
- Warehouse and workshop Safety being work shopped,
- Hazardous Incident Risk Assessment training (employees capacitated),
- Facilitate and conduct regular safety inspections.

KPA no. 6 Information Technology

The municipality has an established and functional ICT unit. In today's fast paced information age, it is critical that the ICT unit must be proactive by being able to render support to Council and all the departments of the municipality. The ICT unit must be able to give competitive advantage in terms of making it easier for all departments to execute their work much more efficiently and effectively through the use of ICT. During the forthcoming financial year an ICT Framework and a Business Continuity

Plan will be implemented as well as the ongoing, needs basis purchase of software licenses, purchase of a backup server, and maintaining measures that will protect the ICT infrastructure both internally and externally.

KPA no. 7 Council Secretariat

The goals and objectives of Council can be achieved if the administration service provides secretariat support services to Council. The administration commits to ensuring that Council and its committees receive the necessary support to ensure that Council, together with its committees sit as required and that resolutions are not only recorded but also implemented by administration.

Labour turnover

Labour turnover refers to the proportion of employees who leave an organisation over a set period (often on a year-on-year basis), expressed as a percentage of total workforce numbers.

The term is used to encompass all leavers, both voluntary and involuntary, including those who resign, retire or are made redundant, in which case it may be described as 'overall' labour turnover. It is also possible to calculate more specific breakdowns of turnover data, such as redundancy-related turnover or resignation levels, with the latter particularly useful for employers in assessing the effectiveness of people management in their organisations. This also sets a challenge to managers who must check the daily attendance of their employees at the work stations. The level of absenteeism is also managed by assessing a number of possible causes and how to address that. We also consider both personal and work-related problems some of which may be due to illness of their loved ones and refer the matter to the Wellness office to receive the attention it deserves. This ensures that we attain the objective of the considering the wellbeing of our employees.

Our Annual Training Reporting *and skills planning* survey report gives an 'overall' employee turnover rate for the sample collected, as well as the median turnover figure relating purely to those who 'left voluntarily'.

Voluntary turnover rates have increased recently as a result of demand of scarce skills.

However, skills shortages persist for certain occupational groupings even during troubled economic times, so it is important to be aware of trends in turnover rates for different groups. The low rate of turnover in any organisation is healthy, but if the number becomes too high in a year, this becomes an indication that there must a problem that the HRM must address.

The Recruitment unit focuses on finding the cause of turnover through the completion of the exit interview so that relevant measures may be taken to address the cause

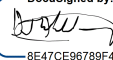
wherever reasonably possible. The HRM has taken the initiative to motivate employees through team building, training, Performance Management Development System that has to be cascaded to the lower levels of the municipality, so that the high performers may be recognised accordingly and incentives be awarded.

GENERAL

Consistent with its mission, dedicating itself to serve and support the organization in achieving its strategic objectives, the HR strategies and objectives need to be flexible and continuously realigned to the organisational requirements as reflected in the Integrated Development Plan. The approval of IDP initiatives and subsequent adjustments will impact on the listed HR objectives and be reflected in the annual IDP Reviews.

POLICY APPROVAL

Approved by Municipal Council on the 23rd of May 2024 and signed by the
Municipal Manager

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DJD Mahlangu

6/5/2024

Date