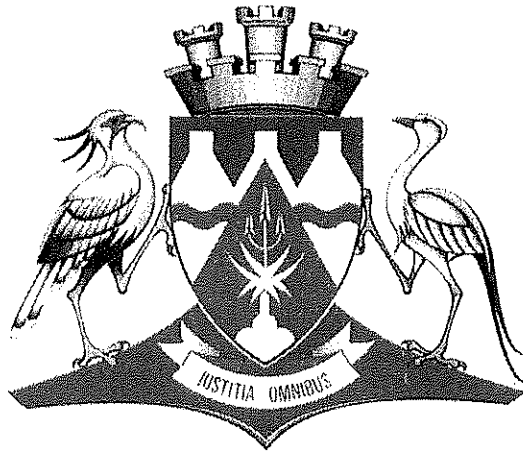


PIXLEY ka SEME DISTRICT MUNICIPALITY



HUMAN RESOURCE STRATEGY

TABLE OF CONTENTS

	Page
1. Background and Legislative Framework	3
2. Guiding Principles	3
3. HR Plan headings	4
3.1 Recruitment and Selection	4
3.2 Staff Development and Capacity Building	5
3.3 Employment Equity and Diversity Management	6
3.4 Compensation, rewards and Incentives for Staff	6
3.5 Performance Appraisal	7
3.6 Workforce Planning and Personnel Administration	7
3.7 Labour Relations	7
3.8 Occupational Health and Safety	8
3.9 Employee Wellness	8
4. General	8

1. Background and Legislative Framework

In the context of Developmental Local Government, Municipalities are tasked with the crucial responsibility of fulfilling the constitutional mandates delegated to them. The staff component of the municipality is the vehicle for service delivery and ultimately responsible for compliance with the listed constitutional mandates. It is therefore incumbent upon the 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.

A comprehensive Human Resource Strategy plays a vital role in the organization achieving its overall strategic objectives and visibly illustrating that the human resource function fully understands and supports the direction in which the organization is moving.

The following are legislations that guide Human Resources viz: 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).

The Municipal Systems Act (Act 32 of 2000) places specific obligations on municipalities concerning the alignment of the administration specifically the human resources with its constitutional responsibility. These are in terms of Section 51 of the Municipal Systems Act and they are further endorsed by Section 67 of the same Act.

2. Guiding Principles to Support the HR Plan

The HR Plan endeavor to:

1. Empower employees towards maximizing their personal potential and deliver on and exceed organizational requirements.
2. Continuously align the HR Plan with the organisational strategy (IDP), Legislative Requirements and Best Practices in the HR field.
3. Champion the cause of our human resource (employees and people) as PKSDM's most valuable resource and the key to success in service delivery.
4. Promote and practice "People First Principles", Equity, Fairness, Objectivity and Consistency.
5. Actively influence the achievement of an employee corps with high morale, high commitment to organisational goals/values and dedication to public/community service.

6. Commit to professional conduct, promote professional HR management practices and advance the knowledge and proficiency of HR to the benefit of PKSDM.
7. Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.

3. *The Plan is compiled under the following headings:*

- Recruitment and selection
- Staff development and capacity building
- Employment equity and diversity management
- Compensation, rewards and incentives for staff
- Performance appraisal of staff
- Workforce planning and personnel administration
- Labour relations
- Occupational health and safety
- Employee wellness

3.1 Recruitment and selection

- The recruitment and selection process is primarily aimed at procuring staff with the necessary competency and skills that will ensure that the organization will be able to deliver on its strategic and operational priorities.
- Ensure that all post and positions of PKSDM have job descriptions
- All recruitments to be informed by the employment equity policy and objectives of the municipality
- Clear guidelines regarding appropriate qualifications, skills and attitude of employees must be identified for each post and position
- The service delivery and organisational efficiency requirements of the municipality must be regarded as a key consideration when criteria for recruitment and selection of employees for specific posts and positions are developed.
- The recruitment process must ensure that vacancies reach a wide sample of interested people as possible
- The ability of the municipality to retain competent staff is closely linked to amongst other, staff morale, motivation, job satisfaction and the organisational culture

- Staff retention and exit management should be managed professionally

3.2 Staff development and capacity building

- Capacity building and the development of the PKSDM is focused on the enhancement of knowledge, skills and behavioral competencies of employees and councilors to the appropriate levels required to deliver on and exceed organisational requirements as embedded in the IDP.
- Currently training and development is to ensure that staff have the competencies necessary to meet performance and quality standards in their current jobs
- Training and development interventions are also focussing on the development of the individual employee's career and personal potential in order to meet their growth needs as well as the future human resource needs of the organisation
- The development of the **individual personal development plans** are central in the organisation achieving these objectives
- The municipality must ensure for the "return on training investment" by monitoring the effectiveness of its skills development interventions through the establishment of the appropriate measurement and evaluation tools.
- A policy will have to be developed that will ensure that employees attending training for a period of at least one year must return and work for the same period before they can terminate their employment.
- The municipality shall take all reasonable steps to prepare its workplace for learners and to ensure that sufficient numbers of line managers are trained as workplace coaches, mentors and assessors in order to ensure for a successful workplace-learning experience for learners
- The municipality shall take all reasonable and cost effective efforts to offer relevant learnerships opportunities to the unemployed, with a strong bias in favour of the youth
- The Skill Development Facilitator must apply for the relevant Discretionary grants from the LGSETA to cover for the selection and training of Section 18(2) learners.
- The compilation of the WSP and ATR shall take place well in advance so as to ensure compliance with the necessary legislation.

3.3 Employment equity and diversity management

- As a designated employer in terms of the Employment Equity Act, PKSDM is under legal obligation to draft an EE Plan.
- The objectives of the plan are to promote Equal opportunities and fair treatment in employment
- Eradicate unfair discrimination and harassment on the following grounds: race, gender, marital status, family responsibility, ethnicity, social origin, colour, sexual orientation, age, gender, disability, religion, HIV status, political opinion, culture, language, or any ground that is systematic or indirectly discriminatory.
- Pursue the equitable representation of designated groups in all occupational levels in the work force.
- Implement affirmative action measures
- Support an organisational culture and climate that based on diversity, equality, mutual respect and dignity for all
- PKSDM will use the regional demographics data in its pursuance of its employment equity targets

3.4 Compensation, rewards and incentives for staff

- The TASK job evaluation system will play a key role in ensuring that PKSDM offers equal pay for work of equal value in that dissimilar jobs that are similar in size and complexity will be placed on the same grade
- The life stage needs of staff must be considered when recommendations regarding an appropriate remuneration strategy are made; which must include seniority in the municipality
- Economic factors, such as projected inflationary trends in comparative industries, such as national and provincial governments departments must be considered when recommendations are developed
- The remuneration packages of personnel must be reviewed annually (As agreed at the SALGBC)
- PKSDM must offer salaries that encourage long-term commitment by employees
- The remuneration system must be affordable (within the budget of the municipality)

3.5 Performance Appraisal of Staff

- Implement and continuous review of the performance appraisal system of PKSDM
- Organizational goals, SDBIP and individual performance plans of Section 57 Managers to be informed by the IDP
- Investigate the possibility of cascading to lower levels PMS

3.6 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 procedures incidental to employee appointments and terminations
- Facilitate the implementation of TASK results and manage job description writing and Job Evaluations going forward
- Compile a Human Resource forecasting and planning report based on audit and including Gap identification and action plan
- Development of a succession management program with initial aspects of mentorship and formal coaching implemented
- Continuous enhancement of Personnel Administration Systems catering for effective and efficient service delivery to the organization and staff, including the computerised personnel system
- Administrative assistance with medical aid registration and claims, resignations, leave benefits, pension benefits, retirements, death claims, etc

3.7 Labour relations

- Facilitate regular Local Labour Forum meetings
- Continuous monitoring the implementation of collective agreements
- Handling of disciplinary and grievance procedure as per time frames reflected in the collective agreement so as to ensure that processes are finalized as speedily as possible
- Consult with Unions on all HR related policies

3.8 Occupational health and safety

- Occupational health and safety quarterly meetings to be hold so as to monitor health and safety related issues within the municipality
- Training of the safety representatives on Health and Safety issues
- Health and safety committees must be functional
- Reduction of occupational injuries
- Investigate all IOD.s and put in place preventative measures
- Conduct regular health and safety audits

3.9 Employee wellness

- Employee wellness is based on the premise that “People who are well work well”.
- PKSDM actively encourage the implementation of strategies and plans that promote physical, emotional and mental health of its employees
- Facilitate employee wellness interventions based on identified needs
- Implement the HIV/Aids management policy
- Facilitate drug and alcohol abuse prevention interventions

4. General

HR strategies need to be flexible and continuously realigned to the organizational requirements as reflected in the IDP. The IDP's reviewal and adjustment will impact on the objectives of the Plan.



EXECUTIVE MAYOR

DATE APPROVED :

12 DECEMBER 2014

DATE REVIEWED :

30 MAY 2017

RESOLUTION :

R 2017 – 05 – 30 (9.12.7)