



Molemole Municipality

HUMAN RESOURCES PLAN

2021 - 2022

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1.1

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. 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 typically guiding Human Resources, amongst others the Labour Relations Act (Act 66 of 1995), Basic Conditions of Employment Act (Act 75 of 1997), Employment Equity Act (Act 55 of 1998), Skills Development Act (Act 97 of 1998) and the Skills Development Levies Act (Act 9 of 1999), within the Local Government Environment specific obligations are placed on municipalities by means of the Local Government Municipal Systems Act (Act 32 of 2000) concerning the alignment of its administration and specifically human resources with its constitutional responsibilities.
- ✱ The Human Resources related obligations placed on municipalities in terms of Section 51 of the Municipal Systems Act is to organize 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)
 - ✱ Organize 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".

2.2

HUMAN RESOURCES MISSION AND VALUES

- ✱ Consistent with the constitutional mandate of Local Government, the legislative obligations for Human Resources and the Organizational 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 Molemole Local Municipality.
- ✱ To give effect to its mission, HR endeavor 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, Legislative Requirements and Best Practices in the HR field, (iii) Champion the cause of our human resource (employees/people) as the Molemole Local Municipality's most valuable resource and the key to success in service delivery, (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 MLM, and (vii) Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.

- ✱ In this context, the values that HR subscribe 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 maximizing the human resources potential, guided by community/public needs, and (iii) HR champion and support diversity.

2.2.1 KEY PERFORMANCE AREA 1: RECRUITMENT AND SELECTION

- ✱ 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.
- ✱ In a comprehensive staff survey in 2005, a significant proportion of responses pointed to staff appointments being tainted by nepotism, political influence, biased in favour of specific racial groups and secrecy.
- ✱ Whether real or mere perceptions, the Employment Equity Forum considered these factors to adversely impact on the credibility of appointment processes.
- ✱ In addition, staff appointments were generally concluded following a general/traditional interview whilst research and human-resources-best-practices confirm traditional interviews to be amongst the poorer predictors of job success.

2.2.1.1 OBJECTIVES: RECRUITMENT

- ✱ The Recruitment and Selection Policy has been approved by Council.
 - ✱ 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.
 - ✱ 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.
- ↓ 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, Assessment, Work-sample, assessments, Assessment Centres and In-Baskets. Assessments, Work-sample A
 - ↓ Refine procedures to ensure vacancies reached as wide a sample of employees as possible. (Allowing more time between advertising date & closing date; Effectiveness of notice boards; Management responsibilities in terms of communication).

To achieve its strategic objectives, it is just as crucial for the municipality to retain its competent staff. Competent staff from designated groups and staff in areas of scarce or critical skills are often targeted.

2.2.1.2 OBJECTIVES: RETENTION

A major source of discontent amongst staff is the drawn out process of TASK Job Evaluations, which was targeted at (a) "a consistent basis for pay and remuneration in which the relationships between jobs are systematic and transparent both within and between municipalities; (b) "clearer and consistent job descriptions and job titles/designation;" (c) "a better understanding by employer and employees of the skills content of posts and therefore their education and training needs; and (d) "a basis for understanding employment cost factors from one municipality to another." The process of Job Evaluation has been completed and the results are being awaited from the National moderation Committee. The finalization of post level adjustments, remuneration adjustments and addressing all issues of parity following the Job Evaluation Process might significantly boost the municipality's ability to retain competent staff as proper recognition will be given to current responsibilities performed,

- Staff Retention and Exit Management is currently practiced on an ad-hoc basis. An integrated Staff Retention and Exit Management strategy will be formalized and standardised (including amongst other Exit interviews, Financial planning/Coaching etc.
- The ability of the municipality to retain competent staff is closely linked to, amongst others, staff morale, motivation, job satisfaction and the organizational culture. Consistent monitoring of these factors will inform interventions to be addressed via Employee Wellness and Employment Equity Strategies.

2.2.2 KEY PERFORMANCE AREA 2: EDUCATION, TRAINING AND DEVELOPMENT OF STAFF

Education Training and Development of the Molemole Local 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 organizational requirements.

The main purpose of training and development to date was to ensure that the Organization'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. Due to financial constraints, the addressing of organizational needs had to take priority.

2.2.2.1 OBJECTIVES:

- 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.
 - ✳ For every training conducted, a attendance register together with the training report must be submitted to the Divisional Manager in charge
 - ✳ To further ease financial constraints the SDF supported that all grants successfully claimed against the skills development levy will exclusively be utilized for purposes of the education, training and development of staff or purposes closely linked to the education, training and development of staff.
 - ✳ The MLM acknowledges the value to its own development and that of its employees in cooperating fully with the LGSETA and shall ensure that it participates in all relevant grants and training opportunities.
 - ✳ The MLM 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. The Skills Development Facilitator shall ensure that the full Mandatory Grant is received for each levy-year and shall maximize all appropriate opportunities for Discretionary grants and other training opportunities offered by the SETA.
- 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.
- 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.
- The Skills Development Facilitator shall apply for relevant Discretionary Grants from the LGSETA to cover the Training and Assessment costs of learnerships.
- The Skills Development Facilitator shall apply for relevant grants from the LGSETA to cover the costs of selection of Section 18(2) learners.

- The Skills Development Facilitator shall apply for relevant grants from LGSETA to cover Living allowance and additional ad hoc costs.
 - 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.
 - All reasonable steps shall be taken to implement the tax deductions allowed for the implementation and completion of learnerships.
 - The appropriate Organisational Needs Analyses and Workplace Skills Plans will be finalised timeously for each Financial Year in the reporting period
 - Training Implementation Reports will be submitted as per LGSETA requirements
 - Coordinate the implementation of training and development initiatives contained in the WSP subject to funding and availability of service providers
 - Source additional funding and Role out identified generic training including Management and Supervisory Development, Customer Service, Batho Pele, Legislative Requirements, Communication/Conflict Development, Project Management, Diversity Management (including conversational Xhosa for beginners) and all generic needs flowing from the final Integrated development Plan.
- Role out in-house generic skills programs to complement SETA accredited training interventions.
- Facilitate regular Training Committee meetings.
- The extension of staff capacity in the Training Section and appropriate alternatives will investigated and motivated.

2.2.3 KEY PERFORMANCE AREA 3: EMPLOYMENT EQUITY & DIVERSITY MANAGEMENT

- As an employer designated in terms of the Employment Equity Act (Act 55 of 1998), the Molemole Local Municipality is under legal obligation, in terms of Section 20(1) of the Act to draft an Employment Equity Plan.
- The Municipality's Employment Equity Plan is informed by (i) the relevant stipulations in the Employment Equity Act, (ii) the strategic priorities of the municipality as captured in the Integrated Development Plan (IDP), (iii) the Codes of Good Practice on the "Employment Equity Plans", "HIV/AIDS and Employment", as well as "Employment of people with disabilities"; and (iv) the previous Employment Equity Plan of the municipality as submitted to the Department of Labour, (v) the Employment Equity Progress Report for the reporting period ending 30 June 2005, and (vi) Relevant benchmarks similar in nature and/or size to the municipality.
- Municipality's Employment Equity Plan ha the following objectives:
 - Formulate and implement action steps, methodologies and strategies in pursuance of the objectives and principles of the EEA
 - Promote Equal opportunity and Fair treatment in employment
 - Eradicate Unfair discrimination (and harassment), albeit on listed grounds (such as race, gender, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth); or any grounds that is systematic or indirectly discriminatory, must be eliminated;
 - Pursue the equitable representation of designated groups in all occupational categories and levels in the workforce
 - Implement Affirmative Action measures; and

- Actively support an organizational culture and climate based on diversity, equality, mutual respect and dignity for all.
- Diversity Management being included in the Workplace Skills Plan of the municipality as a priority
- Significant progress has been made considering the level of representation of Blacks (Africans, Coloured and Indians). The under-representation of women and persons with disabilities, especially at the senior levels in the organization, remain one of the major areas to be addressed.

2.2.4 KEY PERFORMANCE AREA 4: OCCUPATIONAL HEALTH AND SAFETY

The Occupational Health and Safety function is primarily focused on (i) Creating and maintaining a safe working environment and (ii) Preventing workplace accidents. A major obstacle in achieving these objectives was the dormant (departmental) safety committees and the lack of awareness and capacity amongst members of staff to fulfill the responsibilities of Safety Representatives.

OBJECTIVES:

- Finalize and obtain approval for OHS policy and procedure
- Reduce Workplace Injuries
- Ensure and facilitate meetings of Central OHS Committee
- Risk management systems and practices implemented in response to Internal Audit Risk Assessment Report
- Investigation of losses and injuries and incidents and implementing preventative measures
- Facilitating pro-active injury and disease prevention interventions.
- Conducting regular Health and Safety Audits.

2.2.5 KEY PERFORMANCE AREA 5: 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. 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.

5.2.5.1 OBJECTIVES:

- Develop policy processes and procedures on Individual Performance Management
- Training of stakeholders and development of Individual Performance Management Scorecards
- Implement Individual Performance Management System
- Research, Develop & Implement a Performance Recognition System based on objective and measurable criteria.

- Conduct Service Delivery and Productivity Awareness Campaigns and Interventions

2.2.6 KEY PERFORMANCE AREA 6: LABOUR RELATIONS

5.2.6.1 OBJECTIVES:

Senior Managers or Divisional Managers should be trained as presiding officers. They need and prosecutors need to be subjected to an intensive capacity-building and upskilling interventions, the pool of presiding officers and managers be increased by means of training additional employees to serve in these capacities,

presiding officers and prosecutors should workshop case studies similar in nature to the disciplinary cases of the past 12 months, to serve as learnings, promote uniformity in approaches to similar cases and prevent the repetition of "common mistakes"

- ➔ Finalise Agreement on Minimum Service Levels
- ➔ Facilitate regular Local Labour Forum meetings
- ➔ Conduct and Facilitate a Local Labour Forum strategy workshop
- ➔ 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 an Implement an Absenteeism Management Strategy,
- ➔ Formulate, Consult an Implement Policies and Procedures on the managing of Poor Work Performance and Ill health/Injury,
- ➔ Continuous monitoring of Collective Agreement Implementation

5.2.7 KEY PERFORMANCE AREA 7: 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.

5.2.7.1 OBJECTIVES:

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

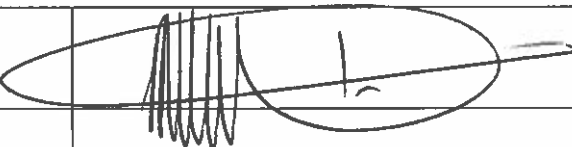
5.2.8 KEY PERFORMANCE AREA 8: WORKFORCE PLANNING AND PERSONNEL ADMINISTRATION

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.

The intensive TASK Job Evaluation process is underway and a total of 82 job descriptions (including generic positions) were evaluated and waiting for the remaining jobs to be evaluated and submit a full report to TASK Job Evaluation Provincial Audit Committee for evaluation. The completion of the TASK process will be a major milestone and will have a significant positive impact on staff morale, staff uncertainties and parity between positions, as it will ultimately lead to (a) "a consistent basis for pay and remuneration in which the relationships between jobs are systematic and transparent both within and between municipalities;" (b) "clearer and consistent job descriptions and job titles/designation;" (c) "a better understanding by employer and employees of the skills content of posts and therefore their education and training needs;" and (d) "a basis for understanding employment cost factors from one municipality to another."

5.2.8.1 OBJECTIVES:

- ✱ Facilitate the implementation of TASK results and manage the TASK Project and Job Evaluations going forward,
- ✱ 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
- ✱ Compile a Human Resources forecasting and planning report based on audit and including Gap identification and action plan.
- ✱ Development of a succession management program with initial aspects of mentorships and formal coaching implemented.
- ✱ Continuous enhancement of Personnel Administration Systems catering for effective and efficient service delivery to the organisation and staff, including the computerized integration of personnel processes.
- ✱ 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.
- ✱ Submitting applications for Pension Fund Loans, liaising with funds and dealing with follow-up queries.
- ✱ Continuous Processing of and introduction of enhanced controls to warn staff against possible forfeiture of compulsory leave.
- ✱ Manage the movement of staff between medical aids, entailing arranging for information sessions with all qualifying medical aids to address workforce on benefit structures and ensuring that where employees opted to move that all paperwork was in order.
- ✱ Enhance Organizational Awareness through the Development of a Standardised Induction Manual and Computer-based presentation.

Signature	
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