

**AGENDA of the
Portfolio Committee : Management Services
6 April 2023
(Also the agenda for the Mayoral Committee Meeting : 24 April 2023)**

**7.
DRAFT: HUMAN RESOURCES (HR) STRATEGY AND HUMAN RESOURCES (HR)
IMPLEMENTATION PLAN**

**L Bucchianeri
15 March 2023**

Senior Manager : Human Resources

(028) 313 8120

1. Executive Summary

The purpose of this report is to recommend to Council the Draft Human Resources Strategy and Human Resources Implementation Plan for approval.

2. Service Delivery and Budget Implementation Plan - IGNITE

Directorate : Management Services
Department : Human Resources

3. Compliance with Strategic Priorities

Provision of democratic, accountable, and ethical governance
Provision and maintenance of municipal services
Creation and maintenance of a safe and healthy environment

4. Delegated Authority

None

5. Legal Requirements

- Local Government: Municipal Staff Regulations (Government Gazette No:890 of 20 September 2021)
- Local Government: Guidelines for the implementation of the Municipal Staff Regulations (Government Gazette No.891 of 20 September 2021)

6. Background/Discussion/Evaluation/Conclusion

In terms of the Municipal Staff Regulations (Government Gazette No:890 of 20 September 2021):

A municipal council must- determine the municipality's staff establishment, which will provide the basis for each departments' strategic workforce and human resource planning. The human resource planning will, in the staff supply planning process, take into account race, gender, disability, occupational level and grade with reference to their competencies, training needs and capacities.

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The purpose of this HRM Strategy and Implementation Plan is to outline key interventions to be undertaken by the Municipality in ensuring that it has the right number of staff (staff component), with the right composition and with the right competencies in the right place to enable it to deliver on their mandates and achieve its strategic goals and objectives.

HR strategic planning is about determining the demand and supply of staff 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.

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, BUDGET and SDBIP's, the Municipality must have in place a well-structured HRM Strategy and Implementation Plan.

7. Financial Implications

Cost will be incurred during vetting and assessment of shortlisted applicants. Excessive staff turnover can be costly. HR System implementation and alignment that are ethical can be very costly. Health and Wellness costs can also be costly in the workplace. The total cost of each recruitment channel used in advertising for a specific post and the efficiency thereof in terms of relevant applications received can be very costly.

Total implementation of the Municipal Staff Regulations will bring about indirect cost.

8. Staff Implications

None

9. Comments from other Departments, Divisions and Administrations

This item served before the LLF on 14 March 2023 for review.

10. Annexures

Annexure A: Draft Human Resources Strategy and Human Resources Implementation Plan

RECOMMENDATION TO THE COUNCIL:

that the Draft HR Strategy and HR Implementation Plan **be approved**.

**AGENDA of the
Portfolio Committee : Management Services
6 April 2023
(Also the agenda for the Mayoral Committee Meeting : 24 April 2023)**

RESPONSIBLE OFFICIAL: L BUCCHIANERI

TARGET DATE FOR IMPLEMENTATION: 12 MAY 2023

**AGENDA of the
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6 April 2023
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7.

**DRAFT: HUMAN RESOURCES (HR) STRATEGY AND HUMAN RESOURCES (HR)
IMPLEMENTATION PLAN**

**L Bucchianeri
15 March 2023**

Senior Manager : Human Resources

(028) 313 8120

**THIS MATTER SERVED BEFORE THE MANAGEMENT SERVICES PORTFOLIO
COMMITTEE ON 6 APRIL 2023, WHICH COMMITTEE RECOMMENDED AS
FOLLOWS:**

RECOMMENDATION TO THE COUNCIL:

that the Draft HR Strategy and HR Implementation Plan **be approved.**

RESPONSIBLE OFFICIAL:

L BUCCHIANERI

TARGET DATE FOR IMPLEMENTATION:

12 MAY 2023



OVERSTRAND MUNICIPALITY

HUMAN RESOURCES STRATEGY AND IMPLEMENTATION PLAN 2023-2028

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INTRODUCTION

The Vision and Mission of the Human Resources Division at the Municipality has been formulated in line with the Municipality's goals to act as a supportive and guiding function. The aim is to properly balance the needs of its human resources component with that of the Organisation's needs in order to propel the effectiveness of individual and collective improvement and service delivery. The values of the Division will provide a strong foundation and support in the implementation and achievement of the Vision and Mission.

Human resources are the most important, and the most expensive resource that the Municipality has. Hence, it is vital that it makes optimum use of this resource. The Municipality must have the right number, the right competencies, and the most appropriate organisational and functional spread of human resources, including well-functioning systems and structures that allow it to be effective and efficient. The need for these resources will change over time as priorities and budget limitations change. Hence, although this strategy is written for a five-year period, it must be revised annually to keep it relevant.

The Human Resource Management Strategy and Implementation Plan aims to:

- Ensure that the Municipality makes the best use of human resources and anticipates and manages surpluses and shortages of staff;
- Ensure that the Municipality has the right number and composition of employees with the right competencies, in the right places, to carry out the Municipality's mandate and achieve its strategic goals and objectives.
- Ensure that municipal employees have the knowledge and abilities necessary to benefit the municipality by providing sustainable solutions, guidance, and capacity building;
- Ensure that the Municipality recruits, keeps, and develops a diverse workforce in accordance with Employment Equity legislation and goals.
- Align the local government's strategic goals with the HRM goals in the Municipality with relevant Legislation.

Objectives of Strategic Human Resources are to:

- ensure the HR strategy is derived from and aligned to the organisation's objectives in consultation with key stakeholders;
- analyse the internal and external socio-economic, political and technological environment and provide proactive people-related business solutions;
- provide strategic direction and measurements for strategic innovation and sustainable people practices;
- provide a foundation for the employment value proposition of the organisation;
- establish a framework for the HR element of the organisation's governance, risk and compliance policies, practices and procedures which balance the needs of all stakeholders;
- determine an appropriate HR structure, allocate tasks and monitor the development of HR competence to deliver HR strategic objectives.



Figure 1.: HR Strategy and Plan

1.1 HR TRENDS AND CHALLENGES

The demand for strategic, consultative, and collaborative HR services continues to grow. During the next five years, a broad set of organisational challenges must be addressed that have managerial/leadership, workforce, and technological implications for the Municipality. How we respond to these challenges will impact our ability to maximise organizational capacity, increase individual potential, and position the Municipality as an employer of choice. These trends and challenges include:

- **Creating an Agile Organisation** — Changing demand for services requires flexible structures and work delivery models. The Municipality continues to experience changes and challenges relating to services, technology, staffing, and citizen expectations. The fast-paced environment requires the organization to be nimble, providing structures that are flexible and adaptive.
- **Deploying New Approaches to Talent Sourcing** — Shifting strategy from recruiting to marketing. The new employment environment, with talent networks, social media, competing employment choices, and shifting skill-set demands, will require innovative marketing and communication strategies to attract, source, and recruit qualified candidates.
- **Changing Workforce and Strategic Talent Management Strategy** — Continuing to design and implement succession planning initiatives to increase organisational capacity and workforce diversity and inclusion. In the upcoming years, we will focus on creating leadership pipelines to ensure knowledge transfer and continuity of excellent services. The development and implementation of a comprehensive strategy for engaging and retaining leadership will be vital.
- **Promoting Employee Engagement** — Expanding opportunities to drive passion and engagement in the workforce. The HR Department will continue to support the County's commitment to creating a culture of employee engagement by providing information, resources, and services to staff which promotes collaboration, connection, and commitment to their work, colleagues, and the goals of the organization.

- **Enhancing and Expanding Strategic Partnerships** — Identifying and creating opportunities to collaborate with customers to increase organisational effectiveness. The HR Department will communicate its service commitments and consultative services to customer-departments.
- **Maximising Labour Relations** — Identifying strategies to sustain workforce costs. The HR Department will continue to work with labour to ensure agreements align with our current and anticipated economic conditions and operational needs. Also, changes in legislation and labour organization leadership will require increased communication regarding changes and continued collaboration to maintain positive employee/employer relationships.
- **Managing Complex Labour Laws** — Identifying and addressing legal trends and employer-employee changes to determine impact to the organization.
- **Maximising HR Technology** — Expanding and integrating technology to streamline services, remain competitive, and increase transparency through consumer access to information and resources. As our consumers and the world around us become increasingly tech-savvy, HR will expand its use of technology through appropriate IT service

2. LEGISLATION

2.1 MUNICIPAL STAFF REGULATIONS GN 890 OF 20 SEPTEMBER 2021

A municipal council must —

determine the municipality's staff establishment, which will provide the basis for each departments' strategic workforce and human resource planning. The human resource planning will, in the staff supply planning process, take into account race, gender, disability, occupational level and grade with reference to their competencies, training needs and capacities;

- determine the staff establishment necessary to perform its functions which will guide the staff demand planning, with particular reference to—
- the number of staff members required;
- the minimum competencies which the staff members must possess;
- the posts and post levels in which each of the staff members will be appointed; and
- plan for the recruitment, retention and development of staff members according to the municipality's requirements within the available budgeted funds, including funds for the remaining period of the relevant medium-term revenue and expenditure framework.
- The plan referred to in sub-regulation must—
- further to staff establishments, be aligned to the municipality's integrated development plan, budget, employment equity plan, skills development strategy and workplace skills plan, as contemplated in Chapter 5 of these Regulations;
- set realistic goals and measurable targets for achieving representativeness, taking into consideration sub-regulation (4);
- include targets for the training of staff members per occupational category and of specific staff members, with specific plans to meet the training needs of historically disadvantaged persons; and
- provide mechanisms and procedures for dealing with staff members affected by the abolition of unnecessary posts in terms of the Labour Relations Act.

A municipality, in consultation with the parties identified in section 16 of the Employment Equity Act, must develop and implement an affirmative action programme, which must contain, as a minimum, the following:

- A policy statement that sets out the municipality's commitment to affirmative action and how that policy will be implemented;
- numeric and time-bound targets for achieving representativeness;
- annual statistics on the appointment; training and promotion within each grade of each occupational category of historically disadvantaged persons; and

g. 7

- a plan for redressing numeric under-representativeness and supporting the advancement of historically disadvantaged persons.
- A municipality must make the human resource plan and the affirmative action programme known to staff members within the municipality in a manner that is accessible to all staff members.

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.

The Human Resources related obligations placed on municipalities in term of the Municipal Systems Act are:

2.1.1 Staff establishments (Read with Chapter 2 of MSR)

66. (1) A municipal manager, within a policy framework determined by the municipal council and subject to any applicable legislation, must—

- approve a staff establishment for the municipality;
- 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
- establish a processor mechanism to regularly evaluate the staff establishment and, if necessary, review the staff establishment and the remuneration and conditions of service.

(2) Subsection (1)(c) and (d) do not apply to remuneration and conditions of service regulated by employment contracts referred to in section 57.

2.1.2 Human resource development

67. (1) A municipality, in accordance with the Employment Equity Act. 1998, must develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including-

- the recruitment, selection and appointment of persons as staff members;(List of vacancies to unions)
- service conditions of staff;
- the supervision and management of staff;
- the monitoring, measuring and evaluating of performance of staff;
- the promotion and demotion of staff;
- the transfer of staff;

- (g) grievance procedures;
- (h) disciplinary procedures;(More Human touch)
- (i) the Investigation of allegations of misconduct and complaints against staff;
- (j) the dismissal and retrenchment of staff; and
- (k) any other matter prescribed by regulation in terms of section 72.

(2) Systems and procedures adopted in terms of subsection (1), to the extent that they deal with matters falling under applicable labour legislation and affecting the rights and interests of staff members, must be consistent with such legislation.

(3) Systems and procedures adopted in terms of subsection (1), apply to a person referred to in section 57 except to the extent that they are inconsistent with the person's employment contract.

(4) The municipal manager must—

- (a) ensure that every staff member and every relevant representative trade union has easy access to a copy of these staff systems and procedures, including any amendments;
- (b) on written request by a staff member, make a copy of or extract from these staff systems and procedures, including any amendments, available to that staff member; and
- (c) ensure that the purpose, contents and consequences of these staff systems and procedures are explained to staff members who cannot read.

2.1.3 Capacity Building (Read with Chapter 5 of the MSR)

68. (1) A municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way, and for this purpose must comply with the Skills Development Act, 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 1999 (Act No. 28 of 1999).

(2) A municipality may in addition to any provision for a training levy in terms of the Skills Development Levies Act, 1999, make provision in its budget for the development and implementation of training programmed.

(3) A municipality which does not have the financial means to provide funds for training programmed in addition to the levy payable in terms of the Skills Development Levies Act, 1999, may apply to the Sector Education and Training Authority for local government established in terms of the Skills Development Act, 1998, for such funds.

1. PURPOSE OF THE HRM STRATEGY

The purpose of this HRM Strategy and Implementation Plan is to outline key interventions to be undertaken by the Municipality in ensuring that it has the right number of staff (staff component), 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 staff 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, BUDGET and SDBIPs, the Municipality must have in place a well-structured HRM Strategy and Implementation Plan.

3.1 HR VISION

To develop and manage value-added human resources policies and programs, and provide expert consultation, services and solutions in an efficient and customer-focused manner, and to provide our employees with the tools necessary to meet our customers' needs.

3.2 HR MISSION

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops and retains a high performing and diverse workforce and fosters a healthy, safe, and productive work environment for employees, their families, departments, and the public in order to maximize individual and organizational potential and position Overstrand Municipality as an employer of choice.

3.3 HR VALUES

We believe those we serve deserve excellent service, a safe, productive, and healthy work environment, and quality results

3.4 SWOT ANALYSIS OF THE HR MANAGEMENT IN OVERSTRAND MUNICIPALITY



Figure 2.: Swot Analysis

The below table indicates the strengths, weaknesses, opportunities and threats identified in the HRM. The analysis is essential in the formulation of the HR Strategy and is used in alignment with the outcomes of other audits conducted.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Minimum use of service providers: 'Can do & will do ourselves' approach • Disciples of lifelong learning • Focus on established procedures and policies • Stability in financial administration • Stability in staffing processes • High quality output by HR Team • Maintaining a professional stance toward service delivery • Strong partnerships between HR and staff • High quality output from all HR functions • Time management and discipline • Extensive knowledge (Specialists) in all fields in HRM • Accountability and responsibility • Continuously striving to create a better working environment • Good labour relations 	<ul style="list-style-type: none"> • No comprehensive and effective service delivery dashboard • HRMD is not closely linked to the IDP deliverables • Inability to recognize, recruit and retain talent • Slow to adapt to changes (static) • Insufficient benefits to attract new skill • Lack of experience at lower level • Inability to effectively implement change management • Lack of proper communication between management and staff • Inability to promote staff internally • No cross training in functions for quality management and to increase talent pool for internal promotions • Lack of responsibility and understanding by Line • Management in relation to HR functions • Lack of objectivity • HRM Data not analysed • Lack of development programs • Inconsistency in Policy Implementation
Opportunities	Threats
<ul style="list-style-type: none"> • Attract talent through use of social media and online platforms • Develop the existing workforce • Data Mining • Involve private sector (joint ventures) • HR Practitioners to fulfil other beneficial functions in the Organisation • Cross training for Quality Management 	<ul style="list-style-type: none"> • Staff leaving the Organisation prematurely • Dependency on Key Staff • Too much time spent on compliance and no innovation • Staff have negative view of the implementation of HR functions • Lack of funds (budgetary constraints) • Workplace culture • Worker's compensation injuries, medical costs

Table 1: SWOT Analysis

3.5 HUMAN RESOURCES MATURITY ASSESSMENT AT OVERSTRAND MUNICIPALITY

3.5.1 Introduction

The Municipal human capital developmental profiling project was initiated by SALGA in response to the development and approval of a HRM&D blueprint primarily aimed at repositioning human capital management in municipalities to better contribute the realization of developmental and service delivery goals. The additional contribution envisaged in this repositioning is improved levels of professionalism and professionalisation in local government such that municipalities can fulfil their constitutional obligations as organs of state that are citizens centric, customer responsive, developmental and impartial. The strategy blueprint was in itself an intervention in response to various forms of assessments and audits, such as LGTAS, HR Status quo survey and the period Auditor General Audit findings that identified a number of key findings (and in certain instances of a repeat nature) regarding the state of Human Capital Management (HCM) in municipalities across South Africa.

Some of these finding were:

- High incidence of irregular or inappropriate appointments.
- Low human resource and financial capacity.
- Poor skills development programmes.
- High turnover and vacancy rates.
- Lack of effective performance management.
- Ineffective leadership and institutional management.
- Weak intergovernmental support and oversight.
- Lack of a comprehensive information repository.
- Lack of a coherent policy framework for skills development.
- Adverse audit findings.

3.5.2 The profiling objectives

This profiling exercise is an attempt to meet the municipality where it's at in terms of current HR practices and to:

- Establish a shared understanding of the human capital management maturity levels.
- Determine the gap between the current and desired state of maturity.
- Identify the support required to evolve the municipal human capital management function to a developmental state of excellence.
- Enable the development of a roadmap and vehicle through which the human capital management function strategically supports the organisation's drive towards being in harmony with its community, partners, and environment.
- Enable the professionalisation of the human capital management function and in turn the entire organisation It is of utmost importance to emphasise that this is not a process with punitive outcome and to maintain the integrity of the responses it is requested that this report and the maturity levels it articulates, does not become

a performance management mechanism, but rather a platform for discussion on improving Municipal Human Resource Management and ultimately Municipal service delivery to the community it serves.

3.5.3 Post-profiling activities

After the profiling exercise is completed, the following activities will commence:

- Analysis of the information collected will be undertaken and a report drafted;
- A recommended improvement plan will be compiled and presented to Council, MAYCO, and MANCOM;
- Role Delineation: Municipality versus SALGA role;
- Entering into a Service Level Agreement to institutionalise the transformation programme;
- Resource Allocation;
- Monitoring and Evaluation.
- Real-Time delivery of SALGA products and services to municipalities;
- Intelligence based multidisciplinary support provided to municipalities;
- Increased availability of a battery of norms and standards;
- A professionalised Local Government System;
- An effective cadre of Local Government leadership and practitioners that are a resource to the sector;
- Creation of SALGA value adding products e.g. a hub for competency assessments, RPL etc.

3.5.4 The profiling approach and methodology

The Overstrand Municipality HR staff were encouraged to respond truthfully to the questions as this is a qualitative developmental evaluation without punitive outcome. Evidence was requested and reviewed but this process is by no means a substantive audit and should thus not be regarded as such. This Developmental Capability Maturity Profiling process was geared at assessing maturity in a staged fashion based on best practice in the Human Capital function and is intended to become the base of assisting municipal entities in improving their respective maturity ratings over time. The key instrument is the profiling questionnaire and supporting maturity rating and reporting tool. Various sources informed the development of the profiling questionnaire, which in turn results in a maturity rating based on the responses received from a face-to-face interview conducted with representatives predominantly from the municipality's HCM function.

Framework for calculating the maturity level rating each of the questions in the questionnaire was aligned to a state of maturity defined in the maturity model described above. The rating of each element of the HRM&D Value Chain was based on the percentage of questions, answered positively ("Yes" or "Partially") that corresponds with a specific level of maturity. If a score higher than 75% was obtained on a specific maturity level, the individual function was rated on that level, provided that a minimum of 75% was obtained on all preceding maturity levels. For example, if a function scored 75% or more on Level 2, a rating of "Level 2" was given, provided that the function also scored 75% or more on level 1. If level 1 scored for example 60%, the function was rated "Level 0". Even if enough level 4 type questions was answered positively resulting in a level 4 score of 75% or more, but level 1 did not score 75% or more, the function

was rated at level 0. This scoring method was done based on the principle that certain fundamentals need to be in place, such as documented policies and processes associated with Level1, to enable consistent repeatable performance, before effective integration and continuous improvement through measurement (Level 3 & 4) could be accomplished in a sustainable manner.

The overall rating of the entire HCM function was based on the requirement that 75% (9 out of 12 HRM&D Value Chain Elements) or more of the individual HRM&D value chain elements needed to score 75% or more on a particular maturity level before the overall HCM function could be rated on the corresponding maturity level. The same principle that was used for the individual HRM&D value chain elements' overall rating, was used for the overall rating of the entire HCM function. As this is a developmental assessment leniency was appropriate and the success rate of 75% was used. This overall process is meant as a developmental process and not as a punitive one. In this way progress made in municipalities is acknowledged but achievement of full maturity at each level is also encouraged. Evaluating maturity in the Human Resources function and addressing the next steps for improvement is not a linear process. This process involves the evaluation of the internal enablement of the Human Resources function and the delivery of Human Resources practices (the Value Chain) to the Organisation separately. To some extent this separation is artificial, but if not done in this format it becomes unnecessarily complex.

Maturity Model

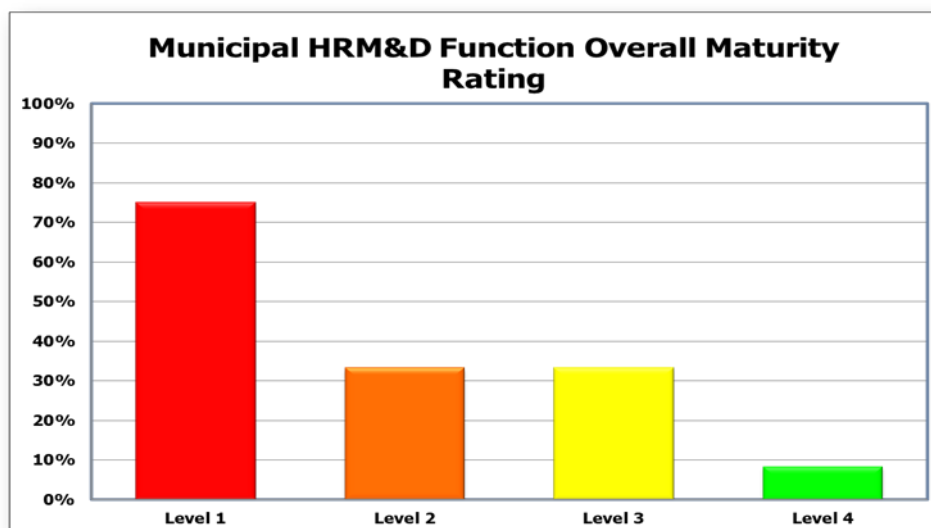
Please see below the generic characteristics of the Maturity Model that gave precedence to the Development of this HRM Strategy:

Levels of Maturity	Generic Characteristics	
Level 0: Entry level / Ad Hoc Performance	<ul style="list-style-type: none"> No documented HRM&D artefacts * No evidence of consistent HRM&D practices 	HRM&D artefacts include, but are not limited to: <ul style="list-style-type: none"> Policies Procedures Strategy documents Plans Forms & templates
Level 1: Transactional / Defines / Consistency	<ul style="list-style-type: none"> HRM&D artefacts defined and documented Evidence of consistency Defined patterns of doing things Some evidence is found of good HRMD practice 	
Level 2: Fundamental / Reportable & Aligned	<ul style="list-style-type: none"> A certain level of awareness around HRM&D artefacts exists HRM&D artefacts reflect compliance to regulations The content of HRM&D artefacts is aligned to good functional HR practice Basic data and operational transactional reporting available 	
Level 3: Institutional / Managed	<ul style="list-style-type: none"> HRM&D artefacts are reviewed in consultation with appropriately constituted forums HRM&D artefacts are socialised amongst relevant stakeholders HRM&D data is interpreted and analysed to provide intelligence HRM&D intelligence is used to initiate corrective and preventative action HRM&D functional integration (from Planning to Exit Management) HRM&D intelligence is used to compare with internal and external benchmarks/targets 	

Levels of Maturity	Generic Characteristics
Level 4: Developmental Integrated Excellence	<ul style="list-style-type: none"> Organisational functions are integrated, and strategies are formulated through HR and capacity management Strategies are integrated and formulated through wisdom obtained from being a learning organisation The organisation is in equilibrium with its community, partners and environment Full professionalisation is evident, Batho Pele is the way, employees are in service of their community Continuous improvement culture using HRM&D intelligence and feedback from stakeholders

Table 2: Maturity Model Levels

Capability Maturity Level of the Municipality:	1
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Graph 1.: Maturity Rating

The below table indicates the maturity levels of the HR value chain as per the two latest audits conducted at Overstrand Municipality:

HR Value Chain	1 st Profiling Maturity Level	2 nd Profiling Maturity Level
Strategic HRM&D Planning	0	0
Sourcing and Placing	2	2
Capacity Building	1	1
Performance Management	2	4
Remuneration & Reward	1	1
Employee Relations	3	3
Exit Management	0	1
HRM&D Administration & Reporting	3	1

HR Value Chain	1 st Profiling Maturity Level	2 nd Profiling Maturity Level
Organisational Culture	0	0
Employee Wellness	0	1
Talent Management	0	0
Technology	2	3

Table 3: Maturity Levels of the HR Value Chain

Summary of value chain elements achieving the various levels of maturity				
Level 0	Level 1	Level 2	Level 3	Level 4
Strategic HRM&D Planning				
		Sourcing & Placing		
	Capacity Building			
				Performance Management
		Remuneration & Reward		
			Employee Relations Management	
	Exit Management			
	HRM&D Administration & Reporting			
Organisational Culture				
	Employee Wellness			
Talent Management				
			Technology	

Table 4: Summary of value chain elements achieving the various levels of maturity

Table 5: Maturity Level Achieved

The points specified below highlight the key concepts for improvement within the HR function at the Overstrand Municipality as concluded from the HRM assessment conducted:



Figure 3.: Concepts for Improvement

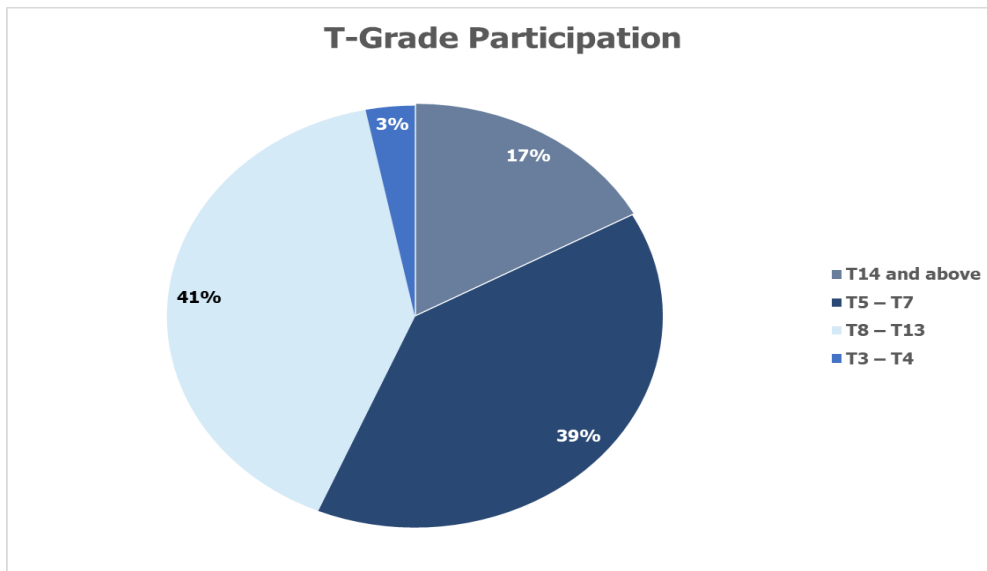
Employee Satisfaction

The following table outlines the results of the Employee Satisfaction Survey:

Questions	Answers				
	Agree	Disagree	Neither agree nor disagree	Strongly Agree	Strongly Disagree
I am committed to staying at the organization for the next 2-5 years	28%	6%	23%	26%	16%
Overall, I am satisfied with my job	42%	14%	21%	23%	0%
I have an accurate written job description and I understand what is expected of me	47%	9%	20%	11%	13%
I feel the organization takes adequate action to promote employee wellness	24%	26%	26%	1%	23%
The amount of work expected of me is reasonable	42%	19%	22%	4%	13%
I would recommend a friend to this organization for employment	47%	9%	23%	14%	6%
The organization clearly conveys its mission to its employees	39%	19%	31%	2%	9%
I believe employees are treated with respect by colleagues, supervisors, and management	32%	26%	19%	4%	19%
My seniors / managers encourage me to give my best effort	39%	14%	17%	20%	11%

Questions	Answers				
	Agree	Disagree	Neither agree nor disagree	Strongly Agree	Strongly Disagree
Management's expectations are consistent with the level of resources given	35%	24%	20%	5%	16%
The leadership follows through with its commitments to employees	22%	32%	23%	2%	20%
I am satisfied with the opportunities for growth within the organization within the legislative environment	35%	18%	20%	6%	21%
I am given the tools I need to provide the service assigned to me	58%	9%	15%	9%	8%
I believe management is assisting me in my career development	29%	19%	31%	7%	14%
I feel underutilized in my job	15%	36%	24%	3%	21%
I receive fair and honest performance evaluations	45%	15%	20%	5%	15%
I receive constructive feedback from my manager	39%	15%	18%	17%	12%
My manager/ supervisor praises me when I have done a good job	46%	11%	17%	19%	7%
Number of participants in survey – 95					
Number of employees at the Municipality – 1 101					
Participation % - 9%					

Table 6: Satisfaction Survey Results



Graph 2.: T Grade Participation

Municipal Staff Regulations :HR Policy Readiness

Focus Area	Actions	Status	
The Regulation	Awareness Campaign	Director in terms of Staffing Regulations	Yes
	GAP Analysis	Urgent attention needs to be given to this process and a detailed report needs to be prepared for discussion by Executive Management.	Partially
	Human Resources Strategy	Review Strategy	In Process
	Human Resources Implementation Plan	Review Implementation Plan	In Process
Strategic Focus	IDP Alignment	Strategy needs to be incorporated in the IDP	In Process
	5-Year Scorecards	SDBIP has to be populated with Staff Regulations KPI's	In Process
Policies and SOP's for the implementation of each policy	Performance Management and Development Framework	Approved by Council	Partially
	Recruitment and Selection Policy	Approved by Council	Yes
	Succession Planning Policy	Approved by Council	Yes
	Talent Management and Retention Policy/Framework	Detailed discussions need to take place to fully understand the enormity of the process	No
	Training, Development and Education Policy	Approved by Council	Yes
	TASK Job Evaluation Policy	Approved by Council	Yes
	Induction Policy	Special care needs to be taken with regards to the Onboarding process and the linkage to Performance Management.	Ongoing
Policies and SOP's for the implementation of each policy	Acting Policy	Approved by Council	Yes
	Exit Procedure Policy	Approved by Council	Yes
	Mentoring and Coaching Policy	Included in the ETD Policy	Yes
	Probation Policy	The probation process should be linked to Performance Management.	Partially

Focus Area	Actions	Status	
	Rewards and Recognition Policy	Careful consideration should be given to Non- Monetary Rewards.	In Process
	POE and POE Maintenance Policy	Included in the PMDS Policy	Yes
	Change Management Policy/Guidelines	Should be developed and workshopped with all Staff	Partially
Chapter 2: Staff Establishment, Job Descriptions and Job Evaluation	Organisational design metrics	Diagnosis done in terms of Chapter 2 of MRS	Pilot
	Review of Staff Establishment	Implementation Plan Drafted	In Process
	Review of Job Descriptions to include KPA's and competencies	Important to note that this I about competencies and not the TASK Evaluation process. Sessions with Managers	In Process
	Employment Equity	Approved by Council	Yes
	Standardised Operating Procedure documents	Implementation plan needs to be drafted, Budget allocation for this project is important and a 3 months' timeline to develop is advised.	Yes
	Skills Audit	Needs to be tested for relevance and outcomes	Yes
Chapter 3: Recruitment	Selection panels (No Councillors)	Municipal Manger to appoint panel members. Important adherence to Sec 55 of the MSA is advisable.	Yes
Selection and Appointment of Staff	Roles and Responsibilities of panel	Terms of reference needs to be developed. Training of panel members important.	In Process
	Vetting and Assessment	Cost factor needs to be looked at closely	Ongoing
	Recruitment processes	Document processes	Ongoing
	Critical and scarce skills (Retention)	Approved by Council	In Process
Selection and Appointment of Staff	Probation period reviews	Consider the probation process on SAPS	Ongoing

Focus Area	Actions	Status	
	Filling of Vacant Posts Strategy	Important that all involved understand process and regular feedback to Executive Management is important.	In process
Chapter 4: Performance Management Development	Performance Calendar	Part of Policy	Partially
	Roles and Responsibilities	Policy	Partially
	PMDS Implementation Plan	1 July 2023	Partially
	Moderation Committees establishment	Council to appoint Committee	In Process
	Capacity building to implement and manage performance	Develop a training program	Yes
	Training in PMDS	As above	Yes
	Develop KPI's for all staff	Target date 15 June	In Process
	Develop Performance Plans for all staff	Target date 30 June	In Process
	Staff coaches and mentors	Program on WSP	No
	Implement PMDS software	Use a system	Yes
	Assessment and moderation training	Target Date 31 January	In Process
	Standardised Operating Procedure documents	June 30 and workshop with departments	Yes
Chapter 5: Skills Development	Skills development principles	Policy. Bursary Format. Signing contracts	Yes
	Roles and Responsibilities (Training Committee without Councillors, adding IDP, PMS, CFO and EE Forum Members.)	Policy to be workshopped with committee	Partially
	Develop Personal Development Plans for all staff	Linking to PMS Plans.13 June.	Yes
	Add Skills Development KPI to all Managers Plans	Collaboration between PMS and Skills. 30 June	In Process
Chapter 5: Skills Development	Update the Workplace Skills Plan	Annually. Implementation plan to evaluate the success of training programs. (Quarterly)	Yes

Focus Area	Actions	Status	
		Survey/GIS/Checklist	
	Workplace Skills Plan must be reviewed – provide training	Training Toolbox talks (Ongoing) Training awareness regularly. Training implementation Plan (WSP)	Yes
	Staff Personal Data Form	Follow up with Managers /Give report on who did not submit yet.	Partially

Table 7: Municipal Staff Regulation



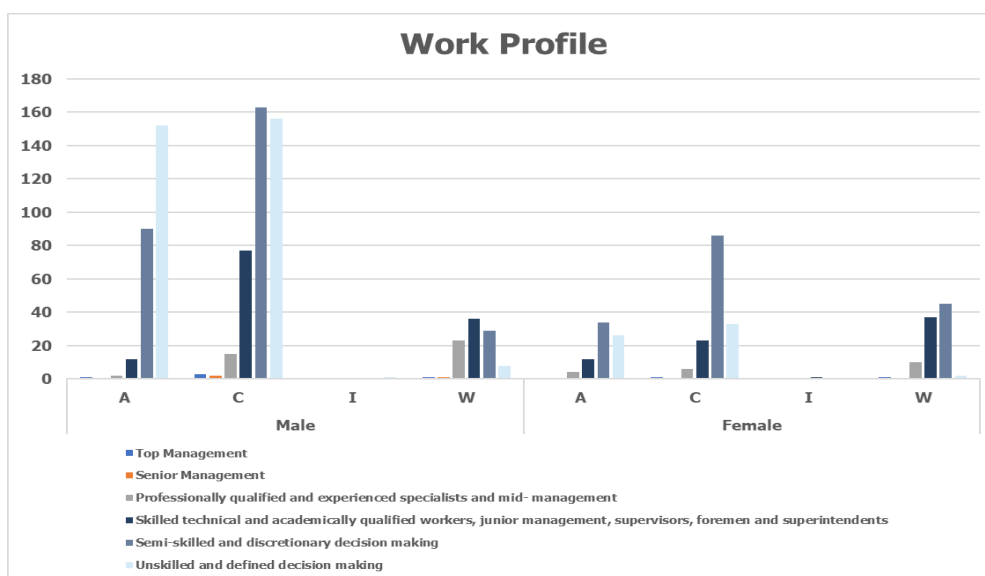
Human Resources Metrics

Work Profile (EE)

The following table indicates the work profile in terms of level of employment and race of the Overstrand Municipality employees by the end of July 2022:

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1	3	0	1	0	1	0	1	7
Senior Management	0	2	0	1	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	2	15	0	23	4	6	0	10	60
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	12	77	0	36	12	23	1	37	198
Semi-skilled and discretionary decision making	90	163	0	29	34	86	0	45	447
Unskilled and defined decision making	152	156	1	8	26	33	0	2	378
Total	257	416	1	98	76	149	1	95	1 093

Table 8: Work Profile



Graph 3.: Work Profile



A workforce profile is a snapshot of employee distribution in the various occupational categories and levels. Under-representation refers to the statistical disparity between the representation of designated groups in the workplace compared to their representation in the labour market. This may indicate the likelihood of barriers in recruitment, promotion, training and development. Collection of information for the workforce profile is done through an employee survey. It is preferable for employees to identify themselves to enable the employer to allocate them to a designated group. Only in the absence of an employee's self-identification, can an employer rely on existing or historical data to determine the employee's designated group status.

The workforce profile should indicate the extent to which designated groups are under-represented in that workforce in occupational categories and levels. This should be compared to the Economically Active Population at national, provincial or regional, or metropolitan economically active population or other appropriate benchmarks. Employers should set numerical targets for each occupational category and level informed by under-representation in the workforce profile and national demographics. The extent of under-representation revealed by the workforce profile represents the ideal goal reflected as the percentage for each occupational category and level for that workplace. Employers, employees and trade unions should prioritise the least under-represented groups within the workforce.

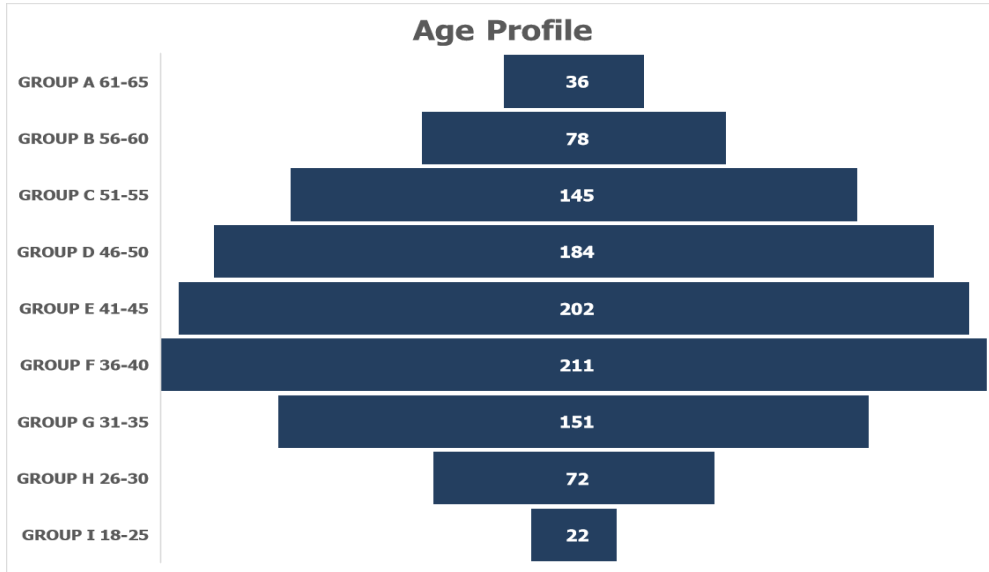
For example, an employer in the consultation process should focus more on the areas where the most imbalances appeared during the audit and analysis. Numerical targets will contribute to achieving a critical mass of the excluded group in the workplace. Their increased presence and participation will contribute to the transformation of the workplace culture and to be more affirming of diversity. Employers are required to make reasonable progress towards achieving numerical targets to achieve equitable representation. This means that an employer should track and monitor progress on a regular basis and update its profile continuously to reflect demographic changes.

Age Profile

The following table indicates the age profile of the Overstrand Municipality employees for the as at 31 October 2022:

Age Profile	Total
Description	
Group A 61-65	36
Group B 56-60	78
Group C 51-55	145
Group D 46-50	184
Group E 41-45	202
Group F 36-40	211
Group G 31-35	151
Group H 26-30	72
Group I 18-25	22
Total	1 101

Table 9: Age Profile



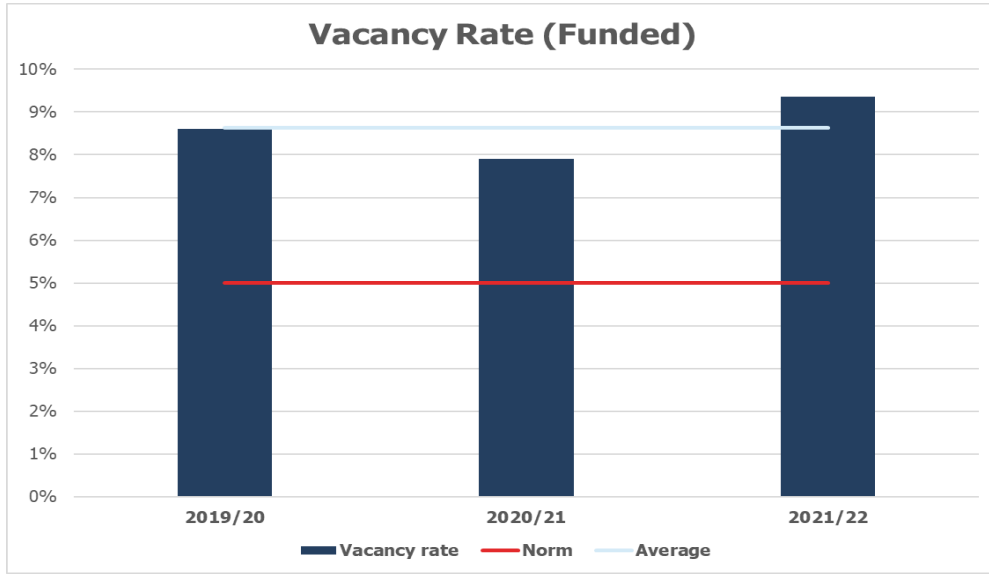
Graph 4.: Age Profile

Vacancy Rate

The following table indicates the vacancy rate in terms of funded posts of the Overstrand Municipality employees for the last 3 financial years:

Vacancy Rate (Funded)					
Financial Year	2019/20	2020/21	2021/22	Norm	Average
Vacancy rate	8.61%	7.91%	9.35%	5%	8.62%
Norm	5%	5%	5%	5%	5%
Average	8.62%	8.62%	8.62%	8.62%	8.62%

Table 10: Vacancy Rate



Graph 5.: Vacancy Rate

It indicates the percentage of unfilled positions compared to the total number of positions in the municipality.

Calculating your vacancy rate:

The number of vacant job-specific positions (or positions within the whole organization), divided by the total number of job-specific positions (or within the whole organization), multiplied by 100 equals your vacancy rate.

Example of vacancy rate calculation:

Number of vacant positions	Divided by	Total number of positions	Multiplied by 100	Equals	Your vacancy rate
(7	÷	25)	X 100	=	28%

Table 11: Example of Vacancy Rate

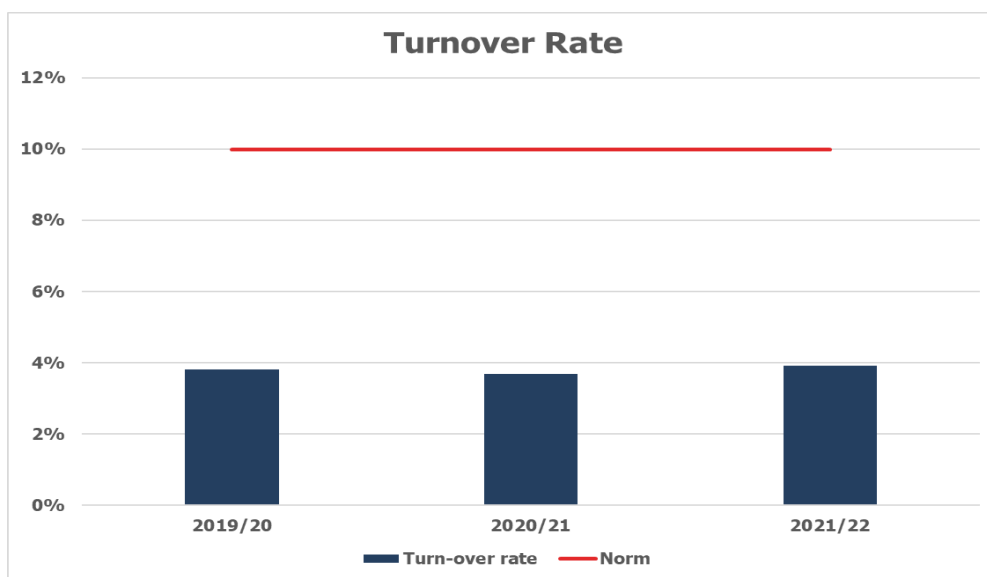


Turnover Rate

The following table indicates the turnover rate of the Overstrand Municipality employees for the last 3 financial years:

Financial year	Turn-over rate	Norm
2019/20	3.81%	10%
2020/21	3.69%	10%
2021/22	3.92%	10%

Table 12: Turnover Rate



Graph 6.: Turnover Rate

In a human resources context, turnover or labour turnover is the rate at which an employer gains and loses employees. Simple way to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving door." Turnover is measured for individual companies and for their industry as a whole.

If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover may be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers. Excessive turnover can be a very costly problem, one with a major impact on productivity.

Calculating your turnover rate (leavers)

The number of "leavers" (employees terminating during your calculation period) divided by the total number of people employed during your calculation period times 100 equals your turnover rate.

Example of turnover rate calculation:

You had 175 people in your employment in January. Fifty employees left by the end of the month. A simple turnover rate is 50 divided by 175, which equals 28.6 percent.

Number of leavers	<i>Divided by</i>	Number of people employed	<i>Multiplied by 100</i>	<i>Equals</i>	Your turnover rate
(50	÷	175)	X 100	=	28.6%

Table 13: Example of Turnover Rate

2. OVERSTRAND MUNICIPALITY: HRM STRATEGY FRAMEWORK

The HR Strategic Framework illustrates an integrated HR Management approach. Integration is critical to enhance performance of the Human Resources Value Chain. Without integrating HR activities with other business processes and objectives or outcomes, the effort invested will tend to degenerate or not be fully realised. To arrive at the ideal state, the Municipality must ensure that the overall Human Resources Strategy is linked to the overall Municipal objectives.

The following figure indicates the Human Resource Management (HRM) Architecture:

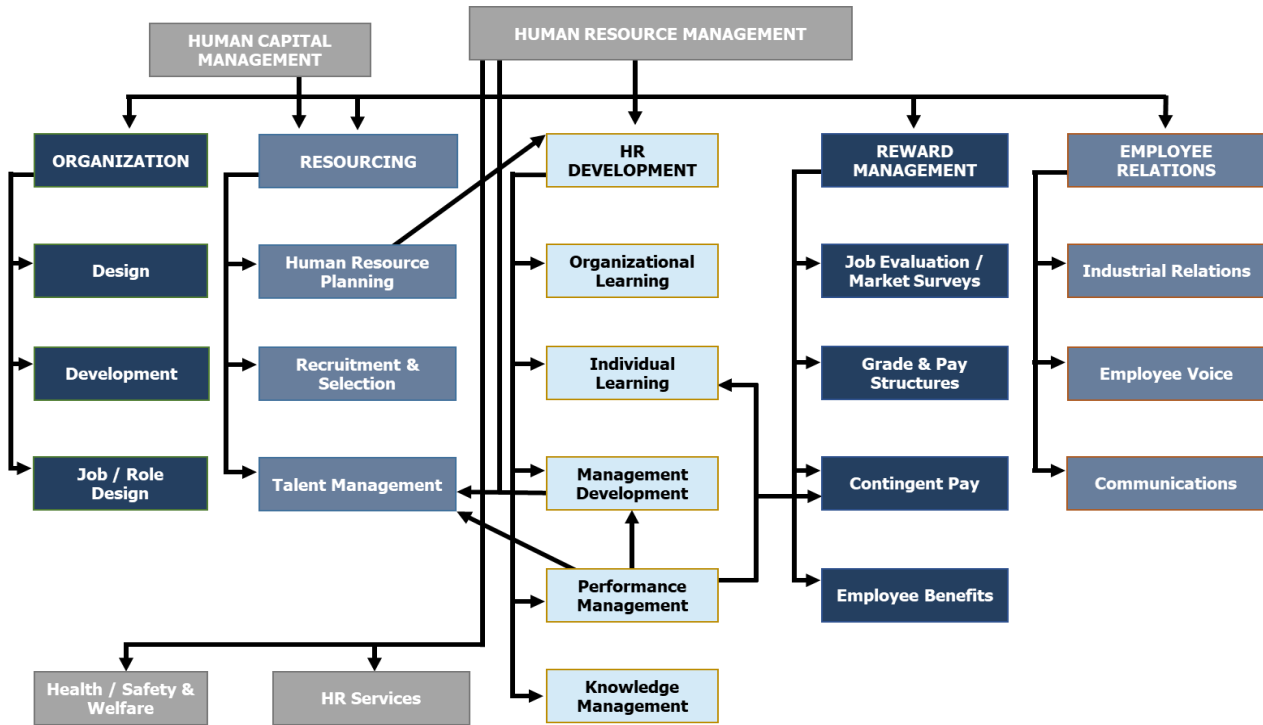


Figure 4.: HRM Architecture

4.1 HUMAN RESOURCE ROLES

The Human Resources mandate will be executed by means of the following:

Business Partner Role	
Purpose	<ul style="list-style-type: none"> To strategically map and drive HR practices in line with the Municipality's objectives. Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.
Functions	<ul style="list-style-type: none"> Drive the development and implementation of HRM Strategy Manage key HR stakeholders. Analyse trends and submit reports on HR information to all stakeholders. Manage and develop subordinates. Coordinate HR functional issues in line with business unit requirements. Keep abreast of best practice within the sector. Advise Executive Management on HR risks that affect service delivery and propose mitigation actions.
Administrator Role	
Purpose	<ul style="list-style-type: none"> To provide HR administrative support to the Municipality. Empower employees towards maximising their personal potential and deliver on and exceed organisational requirements. Promote and practice "People First Principles", Equity, Fairness, Objectivity and Consistency. Actively influence the achievement of a workforce with high morale, high commitment to organisational goals/values and dedication to public/community service.
Functions	<ul style="list-style-type: none"> HR administration. Maintain Human Resources Information System. Provide general support in coordinating key HR initiatives. Coordinate and administer HR queries. Provide 'walk-in support' for relevant HR services.
Specialist Role	
Purpose	<ul style="list-style-type: none"> To provide high-level support and advice to line management regarding organisational development and transformational issues. To ensure delivery on HR objectives through the attraction, retention and maintenance of competent employees. Champion the cause of our human resource (staff) as the most valuable resource and the key to success in service delivery.
Functions	<ul style="list-style-type: none"> Execution of the HR objectives through various programmes. Resource business units with the required employees. Ensure compliance and foster sound HR legislation and corporate governance. Design and implement training plans to develop organisational skills levels.
Change Catalyst Role	
Purpose	<ul style="list-style-type: none"> To provide high-level support and advice to line management regarding organisational development and transformational issues. Continuously align the HR Strategy with the Organizational Strategy (IDP), Legislative Requirements and Best Practices in the HR field.

Functions	<ul style="list-style-type: none"> • Manage transformation within the Municipality. • Develop a communication plan to actively raise the level of awareness in the executive team in respect of strategic HR issues and opportunities. • Drive development of a culture and value system which best supports the Municipal vision and objectives. • Develop Change Management capability at all levels of the Municipality and embed changes in work practices and culture. • Support and coach line functions during change projects. • Analyse individual and Municipal competency requirements. • Support strategic initiatives and make sure they happen. • Mediate over issues that arise during change initiatives. • Act as a catalyst and driver of change. • Facilitate the development and implementation of improvement initiatives to enhance the Municipality's strategic delivery capability. • Establish formal change management programmes and practices. • Analyse workforce composition in relation to legislative requirements and drive effective Diversity Management principles.
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Table 14: HR Mandate Execution

The below table highlights the important HR Specialist competency areas which contribute to the effective planning and implementation of the HR Strategy:

Competency Domain	Components
Personal credibility	Living the firm's values, loyalty, trust, driven to meet organisational goals, backing opinion with evidence.
Change management	Ability to drive change effectively, diagnose problems, build relationships with stakeholders, setting a vision and leadership agenda, solving problems and implementing goals.
Cultural management	Identifying the culture needed to meet the Organisation's goals, implementing and driving the culture, ensuring culture framework gets staff involved, translating culture into behaviours, encouraging staff to behave consistently with the desired culture.
Delivery of human resources practices	Delivering above-standard innovative HR practices in recruitment, employee development, compensation and communication.
Understanding of the Organisation	Understanding the strategy, organisation, competitors, finance, marketing, operations and information technology aspects.

Table 15: HR Specialist Competency Areas

4.2 ROLE OF STAKEHOLDERS

The following table illustrates roles of stakeholders:

Council	Senior Managers	Line Managers
<ul style="list-style-type: none"> To perform an oversight role with regards to HRM functions and support services To approve relevant strategies, policies and procedures with due consideration of inputs from stakeholders. To approve and or validate specific decisions / outcomes / recommendations made with regards to various aspects of HRM To ensure that a conducive environment is created within the municipality to ensure effective and efficient HRM 	<ul style="list-style-type: none"> Ensure fair opportunity for learning and development initiatives for staff across all levels of the Municipality Approval of formal learning activities such as courses and seminars, and encouraging staff to participate in training and development Identify key performance indicators and assessing related staff outputs Implement effective coaching and mentoring of staff To give strategic guidance and support 	<ul style="list-style-type: none"> Partners with HRM in developing and implementing HRM strategies to achieve results Manage people according HRM principles, policies and procedures Complies with HRM legal requirements Proactively engages and partners with HRM around business and people challenges and solutions Initiates and leads change Drives Organisational values Takes responsibility for being informed of HRM matters and building own people management skills Follows fair and procedural HRM practices and processes Ensures high performance through effective performance management and retention practices Communicates and gives feedback on service level expectations Tracks and measures the impact of HRM strategies in functional areas Measure and reports on the effectiveness of people management within functional areas
Staff	Trade Unions	
<ul style="list-style-type: none"> Partners with line and HRM to remain relevant to local government by taking responsibility for own performance development and career planning Utilize development opportunities provided Remain informed of HRM policies and procedures Discuss expectations Take personal accountability Live the Organisation's values Participate in HRM surveys and feedback mechanisms Provide feedback to / and liaise with Unions and relevant employee forums 	<ul style="list-style-type: none"> Ensure that HRM practices and policies are relevant to the advancement of staff and the Municipality's goals To supply staff feedback to the HR division to identify concepts for improvement or review To contribute to the formulation and review of policies and practices 	

Table 16: HR Specialist Competency Areas

4.3 COLLABORATIVE PLATFORMS (ESTABLISH FORMAL RESTRUCTURING COMMITTEE BEFORE ANY ORGANISATIONAL CHANGE)

It is important to link the planning and implementation process of the HRM Strategy to the inputs and approvals from key collaborative platforms as indicated in the diagram below. Without consultation with these vital forums and committees, the process of planning and implementation could become unstructured and unnecessarily complex.



Figure 5.: Strategy Planning and Implementation

4.3.1 HR Policies at Overstrand Municipality (Updated Policy Register and upload only the current policies)

Policies, procedures and guidelines provide guidance for fair and consistent staff treatment and an unwavering approach towards the management of staff. Policies are not cast in concrete and are therefore revised regularly. During the revision of policies, Trade Unions are invited to participate in the process to ensure a confluence of valuable ideas and input.

The following table indicates the updated HR policy register:

Policy Name	Date Approved/revised
Revised Time and Attendance	26 June 2019
Revised External Bursary Programme	25 March 2020
SALGA TASK JOB Evaluation Policy for Municipalities	30 October 2019
Acting Allowance	29 May 2029
Time and Attendance	26 June 2019
Study Aid	27 July 2022
Education Training and Development	29 August 2022
Employment Equity	26 November 2008
Exit Management	29 June 2022
HIV and Aids	26 November 2008
Induction and Onboarding	29 June 2022
Legal Aid	26 November 2008
Membership and Registration of Dependants on Accredited Medical Schemes	28 April 2016
Mentoring & Coaching	27 July 2022
Occupational Health and Safety	27 October 2010
Overtime	31 May 2022
Performance Management	29 August 2022
Personnel Protective Equipment	29 June 2022
Private Work and Declaration of Interests	26 November 2008
Probation	31 May 2022
Recruitment and Selection	31 May 2022
Rewards & Recognition	26 November 2008
Scarce Skills	24 February 2009
Sexual Harassment	26 November 2008
Smoking	26 November 2008
Standby Allowance	31 May 2022
Study Aid for Employees and Study Leave	31 May 2022
Succession Planning	25 June 2014
Telecommunications	28 September 2022
Travel and Subsistence Policy	29 June 2022
Dress Code Guidelines	28 April 2016

Table 17: HR Policies

3. STRATEGIC OBJECTIVES OF HRM IN OVERSTRAND MUNICIPALITY

Overstrand Municipality has aligned its HR practices with the 13 national HR standards that were published in 2013 under the auspices of SABPP (South African Board of People Practices). The table below articulates the HR strategic objectives in support of strategic Human Resources Management within the Municipality. The table further gives a detailed break-down in a manner that covers the entire Human Resources Value Chain. We added Exit Management, Employment Equity and Occupational Health & Safety separately to the list as it forms part of the Strategic Framework.

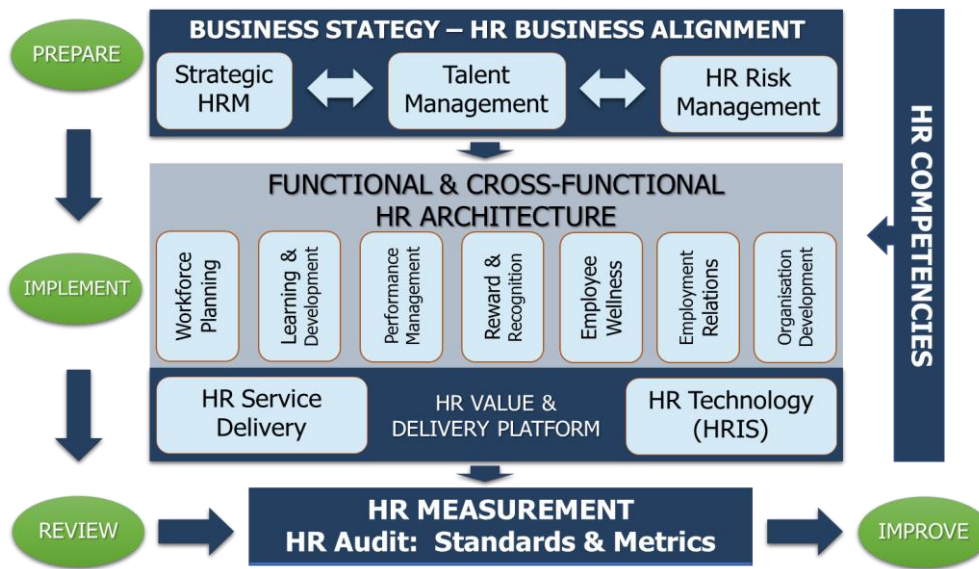


Figure 6.: SABPP HR System Standards Model

5.1 STRATEGIC HUMAN RESOURCE MANAGEMENT

Strategic HRM is an approach to make decisions on the intentions and plans of the Municipality in the shape of policies, programmes and practices concerning all HR matters. It adds to the key concepts of strategy, namely: Strategic intent, resource-based strategies, competitive advantage, strategic capability and strategic fit.

Overstrand Municipality's SHRM should integrate HR strategies, policies & practices, and align with corporate objectives by:

- Validating an HR strategy aligned to the Organisation's objectives.
- Upholding an employment value proposition of the Organisation.
- Endorsing a framework for the HR element of the Organisation's governance, risk and compliance policies, practices and procedures which balances the needs of all stakeholders.
- Supporting strategies and measurements for strategic innovation and sustainable people practices.
- Internal and external socio-economic environment analysed for proactive people-related business solutions.

Key Action Points

- Translating the overall intent of the Local Government: Municipal Staff Regulations into the HR Strategy

- Translating the overall strategic intent of the Organisation into the HR strategy.
- Positioning the strategic HR agenda as an integral part of strategic decision making and operational plans.
- Allocating HR resources and building capability to implement the HR mandate.
- Ensuring the development and revision of HR policies, plans, practices and procedures.
- Ensuring accountability and responsibility for the execution of the HR strategy.
- Driving continuous implementation and improvement of the HR strategy through planned reviews and reporting.
- Expand human resources efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.
- Annual alignment of the organisational structure to the newly reviewed IDP and SDBIP's.
- Implement a workforce planning processes, techniques and tools to proactively identify the human resources required to meet IDP objectives.
- Revamp the HR service delivery model and business processes for the Municipality and introduce the Strategic Partnership Service Model.
- Proactively engage customers in the analysis of their workforce management issues and identify strategies to address concerns.

5.2 TALENT MANAGEMENT

Talent Management describes an organisation's commitment to employ, manage and retain talented staff. Talent Management gives managers a significant role and responsibility in the recruitment process and in the ongoing development and retention of high-performing staff.

Overstrand Municipality endeavours to attract, retain, motivate & develop the talented people it needs now, and in the future by:

- Identifying future critical positions and leadership roles from the Workforce Plan.
- Verifying processes and systems which will attract a sustainable pool of talent for current objectives and future organisation needs.
- Managing the retention of talent through the development of a Talent Management Framework.
- Linking high potential employees with key future roles in the Organisation.
- Pinpointing, through assessment, optimal development opportunities for talent.
- Accomplishing consistently high levels of performance from employees.
- Ensuring relevant roles for all stakeholders in the development and management of talent.
- Monitoring and reporting on Talent Management key result areas and indicators.

Key Action Points

- Analyse the talent needs of the Organisation as part of a Talent Management Framework.
- Conduct a workforce and labour market trend analysis based on internal and external requirements and realities.
- Create a Talent Management System focusing on current and future needs.

- Engage line management regarding talent requirements.
- Decide on interventions to support effective talent management in the Organisation.
- Conduct a talent review linked to organisational objectives

5.3 HR RISK MANAGEMENT

Managing risk is a process of the Municipality, supported by the Municipal Manager and the SMT, to decide which risks to eliminate, accept, reduce or transfer. An HR risk is any person, culture or governance factor that causes uncertainty in the Organisational environment and that could adversely affect the Organisation's operations.

Overstrand Municipality is to ensure HR Risk Management through coordinating activities & methods, and identifying & addressing risks that can affect the achievement of Organisational objectives by:

- Increasing the probability and impact of positive events and decrease the probability and impact of negative events caused by human factors on the achievement of Organisational objectives.
- Supporting a foundation of alignment for HR and People Management practices within the governance, risk and compliance framework and integrated reporting model of the Organisation.
- Validating appropriate risk assessment practices and procedures relating to human factors are embedded within the organisation.
- Endorsing of appropriate risk controls designed and applied to HR activities and interventions.

Key Action Points

- Positioning the role of HR in influencing and communicating HR related organisational risks.
- Assessing potential positive and negative human factor risks to achieving organisational objectives.
- Identifying and evaluating the potential risk impacts regarding strategic and operational HR activities.
- Deciding on appropriate risk appetites for the different components of the HR function.
- Designing and implementing appropriate people-based risk management systems and risk controls.
- Ensuring all HR risk practices conform to the Organizational governance, risk and compliance strategies and policies.
- Analysing the percentage of employee job satisfaction.

5.4 WORKFORCE PLANNING

Workforce planning is the process to ensure the right number of staff, with the right skills, are employed in the right place at the right time to deliver an organisation's short- and long-term objectives.

A Strategic Workforce Plan should meet the needs of the Overstrand Municipality by:

- Supporting organisational structure meeting the needs of the Organisation.
- Approving alignment of workforce planning cycle with the strategic planning cycle of the Organisation.
- Evaluating and reviewing of workforce and labour market trends in relation to the local government sector.

- Validating a salary budget to give effect to the Organisational structure.
- Confirming HR Management processes for the supply of appropriately qualified and diverse persons in line with legislative requirements.

Key Action Points

- Conducting skills gap analysis in conjunction with the development of organisational objectives.
- Aligning organisational structure with employment value proposition.
- Translating the strategic organisational structure into operational capability.
- Planning and implementing interventions to achieve your organisational structure (e.g. recruitment and selection, succession planning).
- Developing career planning processes and programmes as part of the Succession Planning Policy
- Assessing the impact of workforce strategy and planning on achieving organisational objectives.
- Effectively identify, attract and retain the best talent to help the municipality meet its IDP objectives.
- 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.
- Identify scarce and critical skills.
- Partner with Institutes of Higher Learning to provide customised learning programmes to develop skills requirements specific and critical to the Municipality.
- Develop standardised job profiles(Job Descriptions) for all positions to be used as a basis for recruitment and career pathing.

5.5 KNOWLEDGE MANAGEMENT (LEARNING)

Knowledge Management is a process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and performance. HRM aims to support the development of organisation-specific knowledge and skills that are the result of organisational learning processes. Knowledge Management promotes the sharing of knowledge by linking people with people, and by linking them to information so that they learn from documented experiences.

Explicit & systematic management of vital knowledge & its associated processes of finding, creating, storing, organising, sharing & applying in the Overstrand Municipality will be achieved by:

- Supporting a framework to capture the Organisations collective expertise, transform knowledge resources within the organisation by identifying relevant information to be disseminated so that learning can take place.
- Endorsing a framework to transfer knowledge from those who have it to those who need it in order to improve organisational effectiveness through on the job training and succession planning steps.
- Upholding Standard Operation Procedures.

Key Action Points

- Knowledge Management embedded in technologies, rules and organisational procedures as part of Standard Operating Procedures.
- Knowledge Management encultured as collective understandings, values and beliefs.
- Knowledge Management embodied into the practical activity-based competencies and skills of key members of the Organisation (practical knowledge or 'know-how').
- Knowledge Management embraced as the conceptual understanding and cognitive skills of key members (conceptual knowledge or 'know-how').
- Knowledge is codified and stored in databases where it can be accessed and used easily by anyone in the Organisation.
- Knowledge is closely tied (personalised) to the person who has developed it and is shared mainly through direct person-to-person contacts.

5.6 INDIVIDUAL PERFORMANCE MANAGEMENT

Individual Performance Management is a holistic process that ensures staff performance contributes to organisational objectives. It brings together elements of good People Management practice, including training and development, measurement of performance, and organisational development.

Individual goals aligned to the Overstrand Municipality's goals aiding individual performance plans for review, progress assessment & development of capabilities is to be achieved by:

- Validating processes to establish and maintain an appropriate Performance Management process, methodology and system relevant to the needs, size, scope and complexity of the Organisation.
- Endorsing a framework providing for appropriate performance consequences (recognition and development opportunities) that attract, retain and motivate employees.
- Upholding a framework and policies for fair, ethical and organisational cultural practices focusing on the achievement of performance targets.
- Creating and maintain a high-performance organisation culture driving sustainable performance.

Key Action Points

- Implementing systems and processes to measure progress against agreed individual objectives that enable attainment of organisational objectives.
- Assessing progress and achievements so that action plans can be prepared and agreed on, and performance can be rated.
- Developing and implementing Performance Management and related policies.
- Creating awareness of performance-related processes.
- Consultation with stakeholders regarding changes to processes and policies to ensure effective communication.

- Ensuring a performance-driven organisational culture.
- Ensuring user-friendly systems and processes.
- Enforcing responsibility and accountability for the attainment of individual, team and organizational goals.
- Ensuring alignment between individual performance and organizational performance.

5.7 COMPENSATION AND BENEFITS

Compensation and benefits include not only salary, but also the direct and indirect rewards and benefits the employee is provided with in return for his/her contribution to the organisation.

At the Overstrand Municipality, a consensus should exist in accordance with fair and appropriate levels of reward and recognition by:

- Validating and implementing a remuneration policy and framework, aligned with organisation culture and objectives, and achieving a balance between the needs of an employer and an employee.
- Supporting and implementing a fair and equitable remuneration system and processes that are ethical, cost effective and sustainable.
- Inscribing a structure for compliance with organisational governance principles and practices aligned to national governance codes of practice and relevant legislation.
- Endorsing a remuneration policy and framework that is in line with current industry and sector norms.

Key Action Points

- Formulate a remuneration policy that attracts, motivates and retains staff.
- Ensure the remuneration policy is aligned with appropriate legislative, governance and other directive requirements.
- Identify and implement policies, practices and procedures that enable the remuneration system to operate effectively.
- Ensure understanding and awareness of the remuneration system.
- Review the remuneration policy, process and practices at regular intervals to ensure relevance and impact (e.g. pay scales, benefits incentives).

5.8 STAFF WELLNESS

Staff wellness promotes and supports the health and well-being of employees.

Good wellness practices are to exist at the Overstrand Municipality by:

- Upholding a foundation to promote opportunities and guidance enabling employees to engage in effective management of their own physical, mental, financial and social well-being.
- Enabling the employer to manage all aspects of staff wellness that can have a negative impact on employees' ability to deliver on organisational objectives.

- Promoting a healthy working environment in pursuit of optimum productivity and to preserve human life and health.
- Containing health and wellness costs.
- Enhancing the employment value proposition by means of promoting a culture of individual health and overall organisational wellness.

Key Action Points

- Evaluating the Organisational need and set objectives and boundaries for wellness programmes paying particular attention to high risk groups.
- Formulating Policies and relevant HR procedures fair to all employees in order to promote and manage wellness programmes and risks.
- Promoting awareness of the Wellness Policy, Strategy and Procedures of the Organisation.
- Maintaining statistical records across the Organisation regarding all aspects of wellness and specific case and incident analysis.
- Reviewing the effectiveness of wellness programmes and interventions in support of operational objectives.

5.9 EMPLOYEE RELATIONSHIP MANAGEMENT (ERM)

Employee relationship management aims to create a climate in which productive and harmonious relationships can be maintained through effective collaboration between management, employees and their trade unions.

A resulting climate of trust, cooperation and stability should exist at the Overstrand Municipality by:

- Creating a climate of trust, cooperation and stability within the Organisation.
- Establishing well defined unambiguous workplace rules which are consistently applied.
- Maintaining a framework to ensure appropriate and effective conditions of employment and fairness across all levels.
- Driving a framework to facilitate a harmonious and productive working environment.
- Upholding a framework to meet the employer's duty of care towards its staff and other stakeholders.
- Supporting a structure for conflict resolution and collective bargaining, where relevant.
- Endorsing a framework for capacity building and compliance to relevant labour legislation and codes of good practice (Department of Employment and Labour).
- Effective consultation and negotiation with organised labour.

Key Action Points

- Formulating appropriate employment relations strategies, structures, policies, practices and procedures.
- Implementing appropriate dispute resolution mechanisms (mediation, arbitration, conciliation).
- Creating awareness of the disciplinary procedures contained in the Disciplinary Procedure Collective Agreement as well as the procedures to attend to grievances.

- Ensuring all employment relations procedures, policies and practices conform to appropriate legislation and codes of good practice.
- Creating effective communication channels and build relationships between stakeholders.
- Evaluating the state of employment relations by conducting appropriate employment relations surveys to establish current climate.
- Enhancing the established practices and procedures by innovative interventions that foster sound relationships.
- Leveraging employment relations to promote diversity and prevent unfair discrimination.

5.10 ORGANIZATIONAL DEVELOPMENT (OD)-STAFF ESTABLISHMENT

A system-wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at (1) enhancing congruence among organisational structure, process, strategy, people and culture; (2) developing new and creative organisational solutions; and (3) developing the organisation's self-renewing capacity.

The Overstrand Municipality will adopt a planned & coherent approach to improving effectiveness by:

- Establishing links across all levels and functions of the Organisation.
- Organisational design facilitating the purpose of the Organisation.
- Regularly revising the Organisational structure.
- Capabilities of individuals, teams, divisions and functions work co-operatively to meet organisation objectives and optimise engagement at work.
- Outsourcing of certain functions to meet organisation objectives.
- Endorsing a framework for stakeholder engagement in all OD processes to ensure optimum buy-in.
- OD capability to meet organisational needs.
- Endorsing a framework for compliance with relevant continuous improvement principles and practices.

Key Action Points

- Designing, developing and prioritising appropriate responses to systemic OD issues.
- Ensuring the clarity of OD interventions by identifying the anticipated outcomes of the OD process.
- Ensuring OD has a clear implementation roadmap that is applicable to the organisation structure, culture and processes.
- Facilitating relevant change and improvement activities in line with agreed organisational requirements.
- Contributing to creating, building and sustaining the organisational culture needed to optimise the purpose and strategy of the organisation.
- Conduct climate survey to understand current challenges around organisational culture and use results to design the future / ideal organisational culture.
- Prepare and implement transition process that provide for continuity in the Municipality's operations.
- Establish a sound knowledge management and knowledge transfer programme for all key positions.

- Develop a Change Management and Communication Strategy to address culture challenges and ensure effective transition of the Municipality.
- Conduct a formal review of Municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.
- Conduct exit surveys \ interviews to identify reasons for attrition and use the information to enhance or improve employee experience of the Municipality.
- Outsource temporarily required functions, functions of vacant posts or posts which have not yet been developed.

The table below indicates the functions the Overstrand Municipality currently outsources. These are external factors which affect the organisational structure.

Municipal Manager	Finance	Community Services/Protection Services
<ul style="list-style-type: none"> • Legal Services • Chairpersons for disciplinary hearings • Translations & interpreting • Public functions • Integrated Risk, Compliance and Audit • Software Monitoring • Sway Design(Communication Services) 	<ul style="list-style-type: none"> • Debt collection • Sale of electricity • Valuations • Printing of accounts • Taxation • Tariff structuring • Compilation of statements • Asset release • Auctioneering • Print and distribution of accounts • Travel Agency Services • Bank function (Cash in Transit) • Accounting Services • Cash in Transit • Print and distribution of Newsletters • Meter Reading • Auctioneering Services 	<ul style="list-style-type: none"> • Waste removal (street cleaning) • Deforestation • Security Services • Sanitation of vehicles • Burial services • Recycling • Renting of ablution facilities • Traffic Fines(Back Office) • Pound Services • Landfill Operation • Waste Transport • Chipping of Garden Waste • Cleaning services: Road Reservices, Public Open Spaces and Toilets in Informal Areas • Maintenance Diesel Boilers • Supply/Delivery of Diesel • Gardening services • Road Marking • Management of Gansbaai Caravan Park • Renting of mobile toilets • Engineering Management Information System • Road reseal programme • Water meter replacement programme • Fertilizer of Sportsfields • Aeration of Sportsfields

		<ul style="list-style-type: none"> • Cutting/Felling of Trees • Additional sewer tanker services & combination unit for sewer and stormwater • Life guards • Alien Clearing • Minor works • Areal resources(Fire) • Ground Teams(Fire) • Alarm Monitoring(Municipal Assets)
Infrastructure and Planning	Management Services	Economic and Social Development & Tourism
<ul style="list-style-type: none"> • Potholes (jet patching) • Storm water cleaning • Painting and of roads • Paving • Digging of trenches (for electrical lines) • Baboon Management • Noise Monitoring • Environmental Education • Container Hire • EPWP Workers • Water tanks • Fix and control of pipelines • Drafting of master plans • Professional consultation functions • Erosion Protection • Maintenance of traffic signal equipment • Maintenance of Streetlights , high mast and stadium floodlights • Maintenance of mechanical and electrical equipment • Environmental contracts • Town planning contracts (Precinct plans) • Architects • Entrepreneurs (cleaning & gardening services) • Professional Consulting Services • Maintenance of various Services • Land surveyors • Erection of fences • Installation of windows • Asbestos removal 	<ul style="list-style-type: none"> • Documenting system (Administration) • Vetting (qualifications & criminal records) • Chairpersons for disciplinary hearings • Translations & interpreting • Installation and maintenance of wireless networks • Installation and maintenance of printers • Maintenance of Internet Services • Wireless Radio Network • Network cabling • Website programming • Printing • Performance Management System • Staff support functions (medical) • Training • Public functions • Software Monitoring • Sway Design(Communication Services) 	<ul style="list-style-type: none"> • Pest Control • Consulting on LED • Hygiene • Graphic Design • Website maintenance Management • Brochure Management

<ul style="list-style-type: none"> • Installation and maintenance of air conditioners • Skips 		
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Table 18: Outsourced Functions

5.11 HR SERVICE DELIVERY

HR service delivery entails strategic guidance and management of the overall provisioning of human resources services, policies, and programs for the entire Organisation.

The HRM function aims to meet the HR strategic & HR support services needs of the Overstrand Municipality & its employees by:

- Punctuality, consistency and quality in the delivery of HR services.
- Sustainability of HR practices within the Organisation.
- Endorsing a framework to support the effective management of the human element in the Organisation.
- Encouraging a framework to provide effective professional advice and guidance to managers and employees regarding the correct implementation of labour laws, HR policies, practices and procedures.
- Supporting functional standards for HR record-keeping and administration.
- Endorsing a structure to measure employee engagement and satisfaction with the delivery of HR services.
- Endorsing a framework and processes to provide management and the Council with appropriate HR data and statistics.

Key Action Points

- Designing and implementing HR policies, practices and procedures.
- Ensuring adequate understanding of the role of HR within organisation.
- Establishing relevant communication channels with both management and employees to address relevant HR matters.
- Ensuring a user-friendly mechanism for understanding, promoting and ensuring compliance with all appropriate legislation applicable to the Organisation.
- Determining the methodology and process for establishing HR client satisfaction.
- Providing independent professional oversight, guidance and consulting with regard to HR policy, strategy and organisational people practices and ethical values.
- Facilitating appropriate interventions building organisational culture and capacity

5.12 HR TECHNOLOGY (HRIS)

A Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within an organisation.

The Overstrand Municipality aims to use effective technological applications providing accurate data & information, enabling performance measurement & decision-making by:

- Punctuality, consistency and quality in the delivery of HR services.
- Sustainability of HR practices within the Organisation.
- Endorsing a framework to support the effective management of the human element in an organisation.
- Endorsing a framework to provide effective professional advice and guidance to managers and employees regarding the correct implementation of labour laws, HR policies, practices and procedures.
- Endorsing functional standards for HR record-keeping and administration.
- Endorsing a framework to measure employee engagement and satisfaction with the delivery of HR services.
- Endorsing a framework and processes providing management and the Council with appropriate HR data and statistics.

Key Action Points

- Analysing and prioritising all the relevant HR categories of data and information.
- Uploading and configuring data to the system.
- Testing the effectiveness of the system.
- Forecasting future system needs.
- Building capacity of relevant staff members to access and use the system.
- Implementing continuous improvement process.
- Ensuring HR-IT requirements, practices and procedures are aligned with organisational IT governance.
- Monitoring and evaluating the effectiveness of the system.

5.13 HR MEASUREMENT

HR measurement identifies and focuses on determining the areas where HR can make a strategic impact in the organisational context. It enables the organisation to identify priority areas for measurement which are aligned with organisational goals and strategies and identify capability opportunities or problem areas from an organisational perspective.

The Overstrand Municipality is to measure and align the impact of HR practices on Organisational objectives, including facilitating internal & external auditing of HR polices, processes, practices & outcomes by:

- Endorsing measurement frameworks, policies and procedures to assess the effectiveness and efficiency of HR practices.
- Endorsing a framework for relevant measurement areas for the purpose of integrated reporting.
- Endorsing tools and methods to measure the efficiency, effectiveness and consistency of HR practices across the whole Organisation.
- Endorsing a framework for measuring HR impact on the effectiveness of the Organisation.

- Endorsing performance indicators for HR service delivery and business impact.

Key Action Points

- Developing an integrated HR measurement and systems framework for gathering data and organisational intelligence.
- Ensuring data accuracy and integrity.
- Establishing and implementing appropriate frameworks, policies and procedures for the Organisation.
- Developing an HR scorecard and relevant dashboard with key performance targets and objectives for the Organisation.
- Creating awareness and building organisational capability for utilising and optimising HR measurement and audits.
- Conducting an audit of the HR function and people practices of the Organisation.
- Measuring the level of employee engagement and organisation climate and implement appropriate solutions.
- Ensuring HR reporting is infused in overall organisational governance and integrated reporting.
- Monitoring the key indicators of the HR dashboard and address all risk areas

5.14 EXIT MANAGEMENT

Employee Exit Management aims to create a climate of trust and honest feedback between management and staff in relation to reasons for exiting the company. It enables the Organisation to determine its shortcomings in terms of HR Service delivery and to address key identified gaps in order to retain current and future talent. Exit Management ensure the smooth transition of work handover between the exiting staff member and the new incumbent, so as to ensure an uninterrupted workflow.

The Overstrand Municipality is to follow a planned & coherent approach to managing and improving the transition process as a result of staff exits by:

- Creating a climate of trust, cooperation and stability within the Organisation.
- Endorsing a framework for relevant measurement areas for the purpose of integrated reporting on Exit Management and transition.
- Endorsing tools and methods to measure the efficiency, effectiveness and consistency of Exit Management practices.
- Endorsing a framework to provide effective professional advice and guidance in terms of the way forward for the employee post-exit.

Key Action Points

- Formulating appropriate Exit Management strategies, structures, policies, practices and procedures.
- Creating awareness of alternatives such as post transfer or development opportunities within the organisation in order to retain talent as far as possible.

- Ensuring a culture of trust and transparency between employee and line manager to ensure the proper planning and implementation of sourcing and placing, and to ensure the most effective and efficient transition process.
- Ensuring the consistent application of Exit Interviews and the confidential treatment thereof.
- Identifying key issues and reasons for exits and reviewing strategies continuously to address and rectify issues.
(Provide unions with list of issues identified)
- Providing guidance and counselling sessions to ensure the well-being of the employee post-exit.
- Monitoring and evaluating the effectiveness of the system.

5.15 EMPLOYMENT EQUITY

The purpose of the Employment Equity Act 55 of 1998 is to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination. Employment Equity encourages fair representation of the surrounding community within the Organisation and it encourages a synergy of diverse ideas enabling the Organisation to function optimally.

The Overstrand Municipality must ensure adherence to legislative requirements and the enablement of a diverse workforce by:

- Endorsing measurement frameworks, policies and procedures to assess the effectiveness and efficiency of Employment Equity practices.
- Endorsing a framework to meet the employer's duty toward adherence to legislative requirements.
- Adopting a framework to facilitate a harmonious and productive working environment.
- Endorsing a framework within sourcing and placement strategies to ensure Employment Equity targets are met.

Key Action Points

- Developing and reviewing the Employment Equity Plan and related strategies.
- Accurately documenting and reporting on staff exits and placements to ensure a representative workforce.
- Developing and implementing a Diversity Policy and related strategies.
- Keeping abreast to changes in the Employment Equity Act 55 of 1998.
- Aligning Employment Equity targets with recruitment strategies.

5.16 OCCUPATIONAL HEALTH AND SAFETY (OHS)

Occupational Health and Safety ensures that the Organization complies to legislation as far as reasonably possible, to reduce injuries, remove hazards and make the working environment safe and healthy for employees.

All health and safety legislative requirements and other relevant practices will be present in the Overstrand Municipality by:

- Endorsing a framework to promote a safe and healthy working environment in pursuit of optimum productivity and to preserve human life and health.

- Endorsing a framework and policies to reduce employee risk emanating from health and safety issues.
- Endorsing a framework to increase staff morale and productivity and thereby reducing absenteeism and staff turnover.
- Enhancing a health and safety culture, whereby employees are encouraged to take an active role in their own occupational health and safety.
- Containing cost of insurance premiums.
- Strengthening leadership commitment to proactively improve OH&S performance and meet legal and regulatory requirements.

Key Action Points

- Coordinate, implement and maintain a comprehensive Occupational Health and Safety Program and strategies designed to prevent injuries in the workplace.
- Provide support associated with the implementation of procedures and measures to divisions/management in order to facilitate a safe working environment.
- Facilitate the development and implementation of a Health and Safety System.
- Identify and co-ordinate safety-training needs in all divisions.
- Conduct inspections and investigations of workplaces, municipal premises and facilities to determine compliance with statutory legislation.
- Implementation and monitoring delivery of awareness and educational programmes on Occupational Health and Safety approaches.

4. HRM IMPLEMENTATION PLAN

The Human Resources-related obligations placed on the Municipality in terms of Section 51 of the Municipal Systems Act are 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 (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 and decision-making.
- Delegate responsibility to the most effective level within the administration.
- Involve staff in all decisions as far as is practicable.
- Provide an equitable, fair, open and non-discriminatory working environment.

6.1 PURPOSE OF THE HUMAN RESOURCES PLAN

The Human Resource Implementation Plan outline the intentions of the Municipality in relation to how it should manage its human resources. It deals with:

- Developing a capable and skilled workforce that is striving towards service excellence;
- Setting guidelines to strengthen leadership and develop human resources by attracting and retaining scarce, valued and critically required skills for the Municipality;
- Planning the Municipal workforce in totality in line with legislative and operational requirements.

In line with the above, the Human Resource Management Strategy and Implementation Plan is aimed at:

- Ensuring that the Municipality has the right number and composition of staff with the right competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives;
- Ensuring that the Municipality makes optimum use of its human resources, and anticipates and manages surpluses and shortages of staff;
- Ensuring that the Municipality's employees are suitably skilled and competent to add value to the Municipality in delivering sustainable solutions, advice and capacity building to the Municipality.

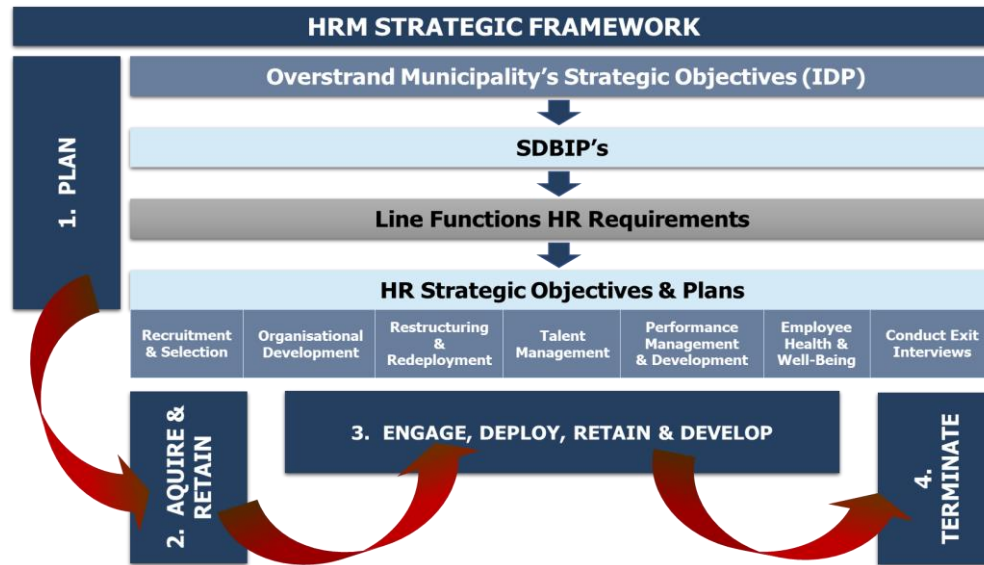


Figure 7.: HRM Strategic Framework

6.2 OPERATIONAL 5-YEAR PLAN

The tables below indicate the necessary measures and achievable timeframes in terms of each financial year in order to fulfil the detail in the HR Strategy:

Strategic Human Resources Management:	2022/23	2023/24	2024/25	2025/26	2026/27
Formulation of HRM Strategy and Plan and align plan with IDP	x				
Review HR Strategy annually (with relevant HR Policies)		x	x	x	x
Evaluate & analyse staff establishment annually in terms of Municipal Staff Regulations	x	x	x	x	x
Review Job Descriptions every 5 years, and when changes in functions of organogram. Align to SOPs & Municipal Staff Regulations	x	x			x
Development of an HR Risk Plan and Profile		x			
Update HR SDBIP for all HR Levels	x	x	x	x	x
Conduct a HR Maturity Assessment on an annual basis and implement findings as soon as possible		x	x	x	x
Implement solutions to the current HR SWOT analysis and report to Section 80 committee on a regular basis	x	x	x	x	x
Establish a Municipal Staffing Regulations Steering Committee that meets on a regular basis and includes members of all Directorates	x	x			

Recruitment, Selection and Workplace Planning:	2022/23	2023/24	2024/25	2025/26	2026/27
Align the Recruitment Policy to the HR Strategy / Plan and Municipal Staff Regulations	x				
Keep record of the following and note effectiveness thereof (in order to recommend changes annually during revision of the Recruitment Policy):					
a) Time taken to fill each vacant post, measured from when the HR division is informed of the vacant post until acceptance of appointment by the successful candidate;	x	x	x	x	x
b) The relevant success of various recruitment channels utilized in relation to each post level, measured by documenting the channel(s) through which successfully shortlisted candidates applied for a specific post;	x	x	x	x	x
c) The total cost of each recruitment channel used for a specific post and the efficiency thereof in terms of relevant applications received	x	x	x	x	x
Develop and implement a digital initial screening process for applicants to a post residing in other provinces by use of digital platforms such as Teams or Zoom.			x		
Link the placement process to onboarding and induction processes		x			
Develop an Induction & Onboarding Policy & process		x			
Develop strategy to fill vacancies, reduce turnaround times, fill funded vacancies within 6 months from becoming vacant	x				
. Develop a Probation Policy.	x				
Implement Behaviour Assessment for all levels		x			
Procure a new system or enhance current system to implement all recruitment process via a software program		x			
Implement a Recruitment and Selection Metrics to evaluate all data applicable		x			

Individual Performance Management:	2022/23	2023/24	2024/25	2025/26	2026/27
Continuous Integration between Performance Management and Training.		x	x		
Align Individual Performance Management and Development Policy and Process with Municipal Staff Regulations	x				
Annual Review of Performance Management and Development Policy.		x	x	x	x
Awareness campaign / drive.	x	x	x	x	x
Review Reward and Recognition Policy.		x			x
Conduct Regular Training for administrators and Managers		x	x	x	x

Training and Development (Learning):	2022/23	2023/24	2024/25	2025/26	2026/27
Training Initiatives: <ul style="list-style-type: none"> • Management and Leadership: Emotional Intelligence, Diversity Management • Financial Viability: MFMA / MMCL • Adult Education & Training: AET Level 1-4, Grade 12/National Senior Certificate • Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship • Gender Diversity in the Workplace 	x	x	x	x	x
Training Initiatives: <ul style="list-style-type: none"> • Management and Leadership: Middle Management Development Programme, Mentoring & Coaching • Financial Viability: Update on GRAP and Caseware • Adult Education & Training: AET Level 1-4, Grade 12/National Senior Certificate • Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship 	x	x	x	x	x
Training Initiatives: <ul style="list-style-type: none"> • Management and Leadership: Monitoring and Evaluation, Leadership Development • Financial Viability: Risk Management • Adult Education & Training: AET Level 1-4, Grade 12/National Senior Certificate 			x	x	x
Training Initiatives: <ul style="list-style-type: none"> • Management and Leadership: Women in Management, Negotiation Skills • Adult Education & Training: AET Level 1-4, Grade 12/National Senior Certificate • Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship 		x		x	
Training Initiatives: <ul style="list-style-type: none"> • Management and Leadership: People Management, Strategic Planning & Change Management • Adult Education & Training: AET Level 1-4, Grade 12/National Senior Certificate • Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship 		x	x		x

Training and Development (Learning):	2022/23	2023/24	2024/25	2025/26	2026/27
Monitor and assess the effectiveness of training (measure ROI of training)	x	x	x	x	x
Conduct an annual training needs assessment to ensure training is designed to improve organisational and individual performance.	x	x	x	x	x
Develop a leadership succession plan, including a leadership gap analysis.		x			x
Establish a leadership development programme for all supervisors, managers and executives to invest in the continuous development of leadership.		x	x	x	x
Develop Recognition of Prior Learning Policy & Process		x			
Anger Management Programs / Training		x	x	x	x
Emotional Intelligence Policy Workshops		x		x	
Develop Student and Internship Policy	x				
Training of managers in disciplinary hearings	x		x		x
Coordinate Career Exposition to internal staff and the public to create awareness of current requirements of Municipal posts.		x	x	x	x
Conduct a Skills Audit every 5 years in terms of Municipal Staff Regulations					x
Develop and maintain PDPs for all employees	x	x	x	x	X
Implement a Training and Development Metrics to evaluate all data applicable		x			

Compensation and Benefits:	2022/23	2023/24	2024/25	2025/26	2026/27
Develop Remuneration Policy.	x	x			
Roadshow to update officials regarding benefits & explain types of leave and how to capture leave	x	x	x	x	x
Review of Induction Programme.	x	x			x
Explain the role of HR and introduce the HR team/Payroll to all officials so they know who can help them with what.	x			X	X

Employee Relations Management:	2022/23	2023/24	2024/25	2025/26	2026/27
Analyse data of ER processes annually and make recommendations of how to improve on effectiveness of function (Review relevant Policy annually). Take into consideration the	x	x	x	x	x

Employee Relations Management:	2022/23	2023/24	2024/25	2025/26	2026/27
timeframes of start - end of cases. If process outdrawn, find places to eliminate unnecessary time-consuming factors.					
Manage knowledge by creating a database of relevant authorities that is readily accessible to the Employee Relations team.		X		X	
Implement a Labour Relations Metrics to evaluate all data applicable		X	X	X	X

Organisational Development (Culture):	2022/23	2023/24	2024/25	2025/26	2026/27
Formulate and implement Diversity Policy in line with HR Strategy			X		
Formulate tool to measure implementation and effectiveness of Diversity Policy (including employee behaviour)		X		X	X
Formulate a Change Management Strategy			X		
Employee Satisfaction Survey	X		X		X

Staff Wellness:	2022/23	2023/24	2024/25	2025/26	2026/27
Programmes to implement: a) Health Wellness (the well-being of employees is beneficial to the Employer and the employee). b) Financial Wellness (financial issues may have a negative impact on health, productivity and performance). c) Eye Testing (affordable eye-testing for employees which can be paid over a three-month period). d) HIV and TB drive (increase awareness and conduct free HIV and TB tests).	X	X	X	X	X
New suggestions to the EAP Policy: • Stop Smoking Programme • Discount rate at fitness centres • Employee Assistance Programme for employees who experience issues that may have a negative impact on their quality of work.		X	X		X
Revision and implementation of Disability Policy		X		X	
Revision and implementation of HIV / Aids Policy	X		X		X
Revision and implementation of EAP Policy		X		X	
Design and implementation of HR Gender Policy			X		X
Implement a Staff Wellness Metrics to evaluate all data applicable		X	X	X	X

Talent Management:	2022/23	2023/24	2024/25	2025/26	2026/27
Formulate and implement Talent Management Policy in line with HR Strategy.	X	X	X	X	X
Institute a Succession Planning Implementation Plan.		X		X	

Talent Management:	2022/23	2023/24	2024/25	2025/26	2026/27
Review and align Retention Scarce Skills Policy with Municipal Staff Regulations	x				
Implement a Talent Pool		x			
Implement a Talent Management Metrics to evaluate all data applicable		x		x	
Prioritise Career Development and Succession Planning processes annually		x	x	x	x

HR Information Systems:	2022/23	2023/24	2024/25	2025/26	2026/27
Regular review of Induction Programme to make provision for system changes, new policies and the introduction of specific and important processes and procedures e.g. Functional Structure, different municipal offices occupied by directorates.	x	x	x	x	x
Implement HR Policy Register to monitor regular review.	x				

Exit Management	2022/23	2023/24	2024/25	2025/26	2026/27
Formulate and implement Exit Management Policy-		x			
Formulate tools to measure termination notice, exit transition period, exit transition plan and exit governance reporting.			x		
Design reporting process to assess and address negative exit interview comments.			x		x
Analyse the data and make improvements	x	x	x	x	x

Employment Equity	2022/23	2023/24	2024/25	2025/26	2026/27
Review Employment Equity Plan every 5 years.		x		x	
Formulate and implement tools to monitor and address excessive discrepancies in the placing and exiting of under-represented groups (link with Recruitment and Exit Management strategies).		x		x	
Develop a Employment Equity metrics and implement improvements on EE Targets as per plan	x		x		x

Health and Safety:	2022/23	2023/24	2024/25	2025/26	2026/27
Review OHS Policy annually.	x	x	x		
Formulation of information sessions and refresher orientation for existing employees.	x	x		x	x
Analyse and review H&S SOPs.	x		x		x
Analyse data on H&S audits and IOD claims, note effectiveness of process and shortcomings, amend Policy accordingly.	x	x	x	x	x

Health and Safety:	2022/23	2023/24	2024/25	2025/26	2026/27
Develop a Health and Safety metrics and implement data to make factual decisions	x		x		

6.3 CRITICAL SUCCESS FACTORS

The critical success factors in order to implement this HR strategy effectively have been identified as follows:

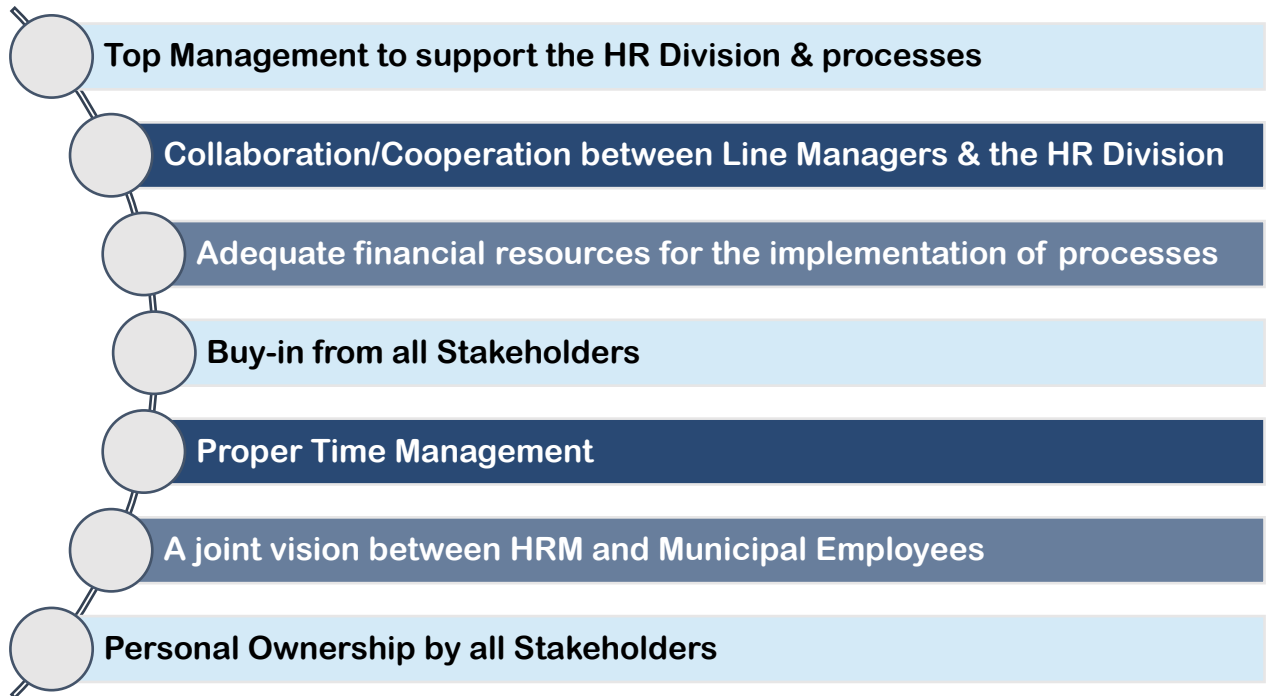


Figure 8.: Critical Success Factors

5. CONCLUSION

The HR Strategy can be described as a set of principles for managing the Organisation's workforce. If properly adopted and implemented, these principles should assist the Organisation's employees in contributing at the highest possible level. In helping staff improve their skills, attitudes and behaviour, and in retaining a talented workforce, the HR division propels the Organisation in meeting its ultimate goals which is reliant on productivity, quality and outmatched service delivery.

A coherent HR Strategy will add value to the Organisation by ensuring adaptability and resilience to local and global trends. Human Resources Management was previously known as Personnel Management. The function has shifted from the restricted process of hiring staff and conducting associated administration duties to a much broader role. As a result, HR Practitioners are compelled to align their strategies with that of the Organisation's strategies and objectives. In turn, it is essential for the identified critical success factors to align with the implementation of the HR Strategy. When the Municipality involves Strategic Human Resources Management in its Strategic Plan and supports the implementation of its trendsetting yet established practices amongst a multigenerational workforce, the potential to improve organizational performance is proliferated.

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