



Human Resource Strategic Plan 2017-2021



“Transforming the Human Resource Function to ensure that Amajuba District Municipality has the right people, in the right jobs, with the right skills and abilities, with a true sense of personal value, and a commitment to providing high quality service to the Amajuba District community”.

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1. MISSION STATEMENT FOR HUMAN RESOURCES

Recruit, develop, and retain a competent, committed, and diverse workforce that provides high quality customer service to the community.

2. VISION STATEMENT FOR HUMAN RESOURCES

The Amajuba District Municipality is a dynamic, innovative, flexible municipality that thoroughly understands the business lines. Human Resources will endeavour to ensure that the municipality has the right people, in the right jobs, with the right skills and abilities, with a true sense of personal value, and a commitment to providing high quality service to our community.

3. HUMAN RESOURCES STRATEGIC PLAN

The Human Resources Strategic Plan will act as the stratagem to carry on achieving the needs and expectations of the growing Amajuba District area within the resources available to Council.

4. COMMUNICATION

We practice open, accurate, and timely communication with employees and external stakeholders, and seek continuous improvement in our programs and services by carefully listening to their concerns.

5. STRATEGIC ALIGNMENT

Human capital strategy will be better aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans, and budgets.

6. LEADERSHIP & KNOWLEDGE MANAGEMENT

Leaders and managers will have the ability to effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance. Human Resources will monitor core competency training for supervisors and leaders to assure that the people in line for leadership positions have the training they need to perform.

7. RESULTS-ORIENTED PERFORMANCE CULTURE

Amajuba District Municipality will have a diverse, results-oriented, high performance workforce, and a performance management system that effectively differentiates between high and low performance, and links individual/team/unit performance to organizational goals and desired results.

8. TALENT

Management with HR will identify mission-critical occupations and competencies needed in the current and future workforce and develop strategies to identify, recruit, and retain a high performing workforce. Management will address any mission-critical skills, knowledge, and competency gaps/deficiencies.

9. HR GOALS

- 9.1. Ensure that HR policies and procedures are documented and communicated in a timely and comprehensible manner, and that implementation is monitored.

- 9.2. Improve business processes (automate, standardize, and integrate) through an enhanced Human Resources Information System Architecture.
- 9.3. Recruit, hire, motivate, and retain the best and the brightest employees to carry out our mission. Building a work environment that is diverse and sensitive to our employees and the community that we serve.

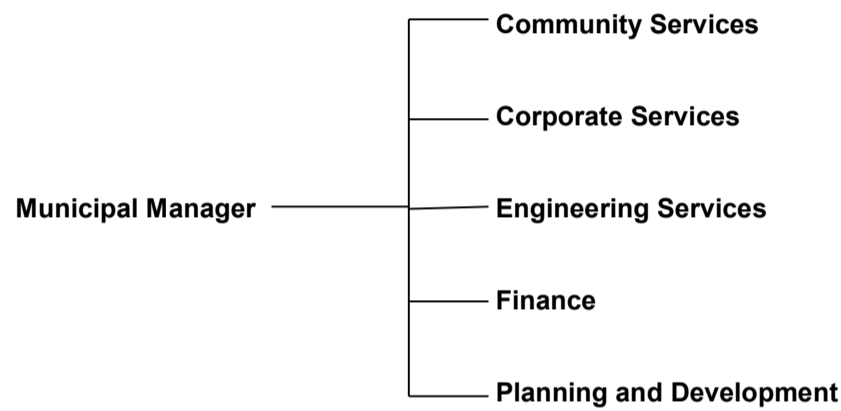
10. ORGANISATIONAL STRUCTURE

Council's Organisational Structure is determined by Council and it is the Municipal Manager's responsibility to advise Council on the most appropriate structure, subject to resources and in consideration of the Council's operations and activities.

The Organisational Structure is to be reviewed annually by MANCO and reported to Council.

The Municipal Manager in performing his functions is supported by a defined Senior Management Structure, who in turn is supported by various Managers and staff within each department.

The current Organisational Structure has 5 defined departments reporting to the Municipal Manager.



The Directors roles and responsibilities are linked to the Performance Management System (PMS). The following responsibilities fall within each department:

1.1. Departmental Responsibilities

OFFICE OF THE MUNICIPAL MANAGER	PLANNING AND DEVELOPMENT	CORPORATE SERVICES
Leadership <ul style="list-style-type: none"> ▪ Overall responsibility for the organisation ▪ Form and develop efficient and effective administration. ▪ Advise political structures and political office bearers. ▪ Ensure implementation of decisions of political structures. ▪ Ensure implementation of national and provincial legislation/ laws. ▪ Accountability for financial and other resources in the municipality. 	Development Planning <ul style="list-style-type: none"> ▪ Spatial Development Frameworks (SDF) ▪ IDP Alignment and Institutional Support ▪ Land Use Management Systems (LUMS) ▪ Geographic Information Systems (GIS) ▪ Relevant IDP Sector Plans ▪ Housing and Land Reform Coordination ▪ District Information Management System (DIMS) ▪ Support to Dannhauser and eMandlangeni 	General administration
Planning and Monitoring <ul style="list-style-type: none"> ▪ Integrated Development Planning in terms of the MSA and the MFMA ▪ Performance Management Systems in terms of the MSA and the MFMA. 	Departmental Policy Development and sourcing of project funds	Secretariat
Public Relations <ul style="list-style-type: none"> ▪ Promote access to information. ▪ Provide <i>ad hoc</i> assistance to the Mayor's office. ▪ Media liaison. ▪ Coordinate organizing of official functions. 	Communication <ul style="list-style-type: none"> ▪ Strategic Planning ▪ IDP ▪ PMS 	Legal Services
Internal audit and audit committee	Environmental Management in terms of NEMA	Council Support
Internal Relations	Local Economic Development <ul style="list-style-type: none"> ▪ Local Tourism, Agriculture and Commerce and Industry ▪ SMME Support and Poverty Alleviation ▪ AFLED sub-committee administration ▪ Project management 	Policies and Procedures
Municipal Entities- UTW	Information Technology <ul style="list-style-type: none"> ▪ Network administration ▪ Policy Development and Implementation ▪ District Information Management System ▪ Support services to Dannhauser and eMandlangeni 	Municipal Office Building Management
Compliance Matters <ul style="list-style-type: none"> ▪ Check compliance with legislative requirements/ dates 	Performance Management System (PMS) <ul style="list-style-type: none"> ▪ Organisational PMS ▪ Annual Report 	Capacity Building/ Training
Fundraising/ resourcing		Human Resources
Corporate Image and Marketing <ul style="list-style-type: none"> ▪ Corporate gifts and clothing ▪ Corporate marketing material and marketing adverts in the media ▪ ADM newsletter- quarterly compilation, printing & distribution ▪ Deputy information officer i.t.o. the Promotion of Access to Information Act ▪ Battlefields Destination Branding and Marketing 		Industrial Relations Skills Development

OFFICE OF THE MUNICIPAL MANAGER	PLANNING AND DEVELOPMENT	CORPORATE SERVICES	
<ul style="list-style-type: none"> ▪ Tourism specific events and road shows in partnership with TKZN ▪ The marketing and corporate image component of events arranged by all departments. 			
Mayoral Office Staff/ Activities		Occupational Health and Safety	
Youth and Gender Matters Plan and coordinate matters relating to youth and gender.		Fund Raising and Resourcing	
ENGINEERING SERVICES	FINANCIAL SERVICES	COMMUNITY SERVICES	
Water Service Authority	Management of Grants, Taxes, Levies, etc.	Regulate Passenger Transport	
<ul style="list-style-type: none"> ▪ Governance, Planning and Regulation 			
Electricity	Income and Expenditure	Municipal Airports	
Integrated Waste Management	Debt Management	Cemeteries and Crematoria	
Municipal Roads	Budgets (Planning, Implementation, Control)	Disaster Management	
		<ul style="list-style-type: none"> ▪ Fire Fighting 	
Land Reform	Assets Management	Departmental Policy Development	
<ul style="list-style-type: none"> ▪ Infrastructure Development. 			
Municipal Infrastructure Grant Programme (MIG) and other allocations <ul style="list-style-type: none"> ▪ Basic residential infrastructure. ▪ Public municipal services infrastructure. ▪ Social institutions infrastructure. ▪ Micro enterprise infrastructure. ▪ Departmental policy development. ▪ PMU Unit 	Payroll	Municipal Health Services	
		<ul style="list-style-type: none"> ▪ Water quality monitoring. ▪ Food control. ▪ Waste Management. ▪ Health Surveillance of premises. ▪ Vector Control. ▪ Environmental Pollution Control ▪ Surveillance and prevention of common diseases. ▪ Disposal of the Dead. ▪ Chemical Safety. 	
		Risk Management	Fundraising and Resourcing
		Loans and Investments	Sport and Recreation
			<ul style="list-style-type: none"> ▪ Plan and coordinate implementation of sporting activities. Plan and coordinate implementation of cultural activities.
		Financial Reporting	
		Departmental Policy Development	Thusong Service Centre
	Supply Chain Management	<ul style="list-style-type: none"> ▪ Functioning thereof 	
	Audit Administration		

11. HUMAN RESOURCES POLICIES AND PROCEDURES

Ensure that HR policies and procedures are documented and communicated in a timely and comprehensible manner and that implementation is monitored.

A primary responsibility of the Office of Human Resources Management is to develop, implement and evaluate HR policies and procedures and to ensure compliance and consistency of application. To that end, ADM's HR policies and procedures must be written in such a way that is clear and understandable to all employees. Additional efforts are required to provide easy access to the new policies.

The policy development process must be streamlined and allow for increased stakeholder input so that timeliness, usability and clarity are increased. Communication methods must be expanded with increased frequency to keep employees advised in a timely manner of the status of potential/pending policies as well as those recently implemented. These methods will lead to increasing the HR practitioners' capability to provide timely guidance to managers and employees.

Policies are reviewed annually and approved by Council.

12. RECRUIT, DEVELOP, AND RETAIN EMPLOYEES

Ensure that ADM provides support and programs to recruit, hire, motivate, and retain the best and brightest employees to carry out ADM's mission by continuous training and development. Conduct skills audits of employees on an annual basis to identify skills gaps.

The strategy for achieving this objective is to "recruit, support, and retain a knowledgeable, diverse, engaged, and continuously learning workforce."

The plan goes on to say that the workforce development plan will incorporate diversity training. What this plan strives to support is the uniform tracking of training, leveraging of existing programs for wider use and continuous development of employees. Achieving this goal is a collaborative effort between HR, the training providers and the Head of Departments.

Outcomes of this goal include:

- Employee has access to planning/ training events.
- Opportunities for individuals to continue learning throughout their careers.

13. KEY ISSUES

The Human Resource Strategic Plan will support Council's strategic plan, business strategy and Mission, Vision, by providing the Council with a strategic approach to the management of its people through specifically focusing on employee attraction and retention, equal opportunity, employee training and development, performance management, workplace health and safety, employee relations strategic staffing and service delivery.

13.1. Employee Attraction and Retention

ADM GOAL	HR GOAL	HR STRATEGIES	TIME FRAME
In order for the Council to retain its leadership.	To develop, implement and continually improve employee attraction	Develop, implement, and continually improve competitive selection	2019-12-31

<p>Council recognises the need to employ and retain excellent academic and general employees and to nurture their careers.</p> <p>The Council will implement effective recruitment and selection practices including employing competitive processes for academic and specialist employee positions.</p>	<p>and retention strategies.</p> <p>To ensure that the Council employs excellent employees, and provides a work environment, which encourages employees to reach their full potential and maximise their contribution to the Council.</p>	<p>processes for the recruitment and selection of high quality academic, general and specialist employees.</p> <p>Review and implement an induction program for all employees.</p> <p>Continue to monitor recruitment processes to ensure that they are honest, fair and transparent; comply with relevant legislation, industrial arrangements, and human resources policies.</p> <p>Review the use of recruitment and selection methods and tools including a focus on technology to make efficiency gains.</p> <p>Develop, implement and review retention strategies including rewards and quality of the work environment.</p> <p>Continually assess the cost effectiveness of current recruitment strategies and processes through quarterly benchmarking data and best practice examples.</p>	
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13.2. Employment Equity and Affirmative Action

ADM GOAL	HR GOAL	HR STRATEGIES	2019-12-31
<p>The Municipality recognizes the need to redress discriminatory treatment of persons from designated groups in the previous Local Government dispensation and to establish an environment where "employment equity" prevails. Every effort will be made to establish a representative</p>	<p>To promote human rights, equity and social responsibility by providing a work environment that encourages excellence through diversity.</p>	<p>The Council will fulfil its responsibilities as an employer under human rights and equal opportunity legislation, and will take all reasonable steps to prevent discrimination and harassment in the workplace. This includes implementing precautionary measures to minimise the risk of</p>	

<p>workforce as quickly and equitably as possible, through transparent and legitimate processes that do not impact negatively on the quality of service delivery, and that emphasizes the identification of potential and the development thereof through appropriate systems, processes and performance and career management and training and development practices.</p> <p>In relation to human rights, the Council will behave with care for the individual within policies and actions designed or undertaken for the common good of the Council and wider community.</p> <p>The Council will meet its responsibilities for affirmative action and equal employment opportunity.</p>		<p>discrimination and harassment occurring.</p> <p>Principles and practices of equity will be integrated in all areas of human resources policy, practice and programs.</p> <p>To research, develop and implement policies and programs, which improve employment opportunities, career development and job satisfaction for people in equity groups.</p> <p>Promote 'Equal Opportunity for Women' through human resources activities particularly in the areas of recruitment and selection, induction, learning and development, promotion, mentoring, statistical and other information collection and dissemination, and policy development.</p>	
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13.3. Training and Development of Employees

ADM GOAL	HR GOAL	HR STRATEGIES	2019-12-31
<p>To promote education and training in the Municipality and to empower all employees as per the Skills Development Act, Employment Equity Act and the Basic Conditions of Employment Act.</p> <p>To employ and retain excellent academic and general employees and to nurture their careers.</p> <p>To care for the individual within policies and actions designed or undertaken for the</p>	<p>To provide opportunities for employee development and learning and career enhancement, through development, implementation and coordination of policies and programs designed to increase organisational effectiveness and to develop individual potential.</p> <p>Ensure that all employees at ADM have ongoing opportunities to improve their skills and receive development</p>	<p>Develop, coordinate and deliver a comprehensive organisational development program tailored to meet the needs of employees and the Council's legislative obligations. The program will include skills based workshop and supporting consultancy services.</p> <p>Provide mentoring and multi skilling opportunities to encourage and support employees to maximise</p>	

<p>common good of the Council and wider.</p> <p>Ensure appropriate opportunities for employee induction, staff development and career advancement.</p> <p>Promotes learning and to accommodate new information and technologies.</p>	<p>that complements the needs of their position.</p>	<p>their contribution and meet their full potential.</p> <p>Develop, implement and monitor employee development policies and procedures and Study Assistance processes.</p>	
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13.4. Employee Wellness

ADM GOAL	HR GOAL	HR STRATEGIES
<p>Amajuba District Municipality recognises the obligation to provide a safe, supportive and stimulating work environment for all its employees.</p> <p>The Municipality acknowledges that problems outside of the work context as well as within the work context can affect employee wellness, work performance, safety and productivity.</p> <p>Thus, it is to the Municipality's benefit to assist employees and their dependent's with their problems and in this way promote employee wellness, employee safety and improved work performance.</p> <p>All information received counseling or support will be treated as confidential.</p>	<p>To provide a Council-wide integrated approach to the effective management of workplace wellness programs to ensure a healthy and safe working environment for all employees.</p> <p>To provide a consistent and constructive set of guidelines to assist troubled employees through the provision of confidential and professional counseling services by an Employee Assistance Programme. (EAP)</p>	<p>The work-based programme which has the explicit aim of improving the quality of life of all employees and their immediate families. It is designed to assist in the identification and resolution of performance problems for employees impaired by personal concerns including; health, HIV/AIDS, marital & family discord, financial-, alcohol-, & drug-related challenges, emotional stress or other personal concerns which may adversely affect employee job performance and adversely impact their productivity.</p> <p>Provide coaching, support and organisational counselling for managers, supervisors and employees to take responsibility and effectively deal with workplace issues including occupational stress.</p>

13.5. Employee Relations

ADM GOAL	HR GOAL	HR STRATEGIES	On-going
<p>The Council is commitment to transparent, honest and fair management of its</p>	<p>To further develop and implement strategies and policies within the industrial relations</p>	<p>Monitor current trends and continue to develop and implement strategies to ensure</p>	

<p>human resources. The Council will comply with the legislative requirements that govern workplace industrial relations, while operating in a supportive environment, which educates managers and employees through awareness programs.</p> <p>To optimise working conditions within funding constraints.</p> <p>Ensure consultative and responsive management practices based on two-way communication and the appropriate devolution of responsibilities.</p> <p>Ensure Consultative Committees continue to actively participate in human resource policy and procedure developments.</p>	<p>framework and ensure that the Council maximises benefits emerging from enterprise bargaining initiatives, legislation and National Government employment initiatives.</p>	<p>compliance with decisions and initiatives within the current industrial relations framework.</p> <p>Develop and maintain effective communication strategies to educate managers and employees in relation to human resources policy, industrial and employee relation's issues.</p> <p>Ongoing management of the industrial arrangements and supporting human resource policies focusing on flexible work practices, policy development and review, and the development of guidelines.</p>	
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13.6. Strategic Staffing

ADM GOAL	HR GOAL	HR STRATEGIES
<p>To balance strong central leadership with devolved budgeting, delegated authority, collegial practices and individual empowerment</p>	<p>To develop and implement a formalised strategic staffing process to provide workforce capability by, ensuring that employees required to meet future strategic business needs are attracted, developed and retained; that staffing levels are appropriate; and that employee development and career management needs are identified.</p>	<p>Integrate strategic staffing and planning with the business needs of the Council.</p> <p>Review and monitor performance indicators to ensure they inform human resource planning strategy.</p> <p>Continue to monitor trends in human resources benchmarking to identify best practice and support informed business decisions.</p> <p>Coach and support managers to facilitate strategic staffing to ensure that workforce capability and goals are met</p>

13.7. HR Management Systems

ADM GOAL	HR GOAL	HR STRATEGIES	TIME FRAME
			2018-12-31

Develop and implement a comprehensive Human Resource Management System to assist all Departments in their Human Resource Functions.	To provide the opportunity to develop current knowledge, creativity and skills of our employees so to provide Council with a distinct competitive advantage and place our organisation at the forefront of the Government industry; providing best practice business and services for our customers	To utilise technology to streamline human resource processes, provide reliable human resource information, and improve efficiency for managers in the effective management of people.	
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13.8. Employment Equity

In accordance with the Employment Equity Act (No. 55 of 1998), the District Municipality developed and is continuously implementing the Employment Equity Plan, and as required by the Act. The Plan will reflect the significant progress the District Municipality has achieved thus far and actions to address challenges relating to enhanced demographic representativity, skills development, fast-tracking, diversity management and organizational culture assessment

The employment equity profile illustrates progress made towards transformation. In terms of women empowerment, significant initiatives need to be introduced at top level to bring women to the fore. Refer to the Employment Equity Plan- available on request at HR.

14. HUMAN RESOURCE POLICIES

The following Policies were adopted by Council and these Policies should be read in conjunction with the HR Strategic Plan.

<p>Corporate Services</p> <ul style="list-style-type: none"> • Access to Employee Files Acting Allowance • Assistance with Household Removal Costs: Employees • Cellular Phones • Confidentiality • Employment Equity and Affirmative Action • Employee Promotion • Employee Wellness • Experience Training • Workplace HIV/AIDS • Interview Questionnaires and Shortlisting Criteria: Appointment of Staff • Involvement of Spouses Accompanying Councilors and/or Officials on Official Business • Mayoral Vehicle • Official Attendance of Memorial Services and Funerals • Overtime • Pool Vehicles • Protective Clothing • Recruitment • S&T Allowance • SALGA: Scarce & Critical Skills: Retention & Recruitment Policy • Security of Municipal Affairs • Sexual Harassment • Smoking • Staff Study Bursaries – Application for Study Bursary • Subsistence Allowance: Visits Outside the Country • Training & Development 	<p>Finance</p> <ul style="list-style-type: none"> • Supply Chain Management • Use of Municipal Assets & Resources • Asset Management • Anti-Fraud and Anti-Corruption Policy and Response Plan • Investigation of Fraud and Corruption • Whistle Blowing
<p>Engineering Services</p> <ul style="list-style-type: none"> • 	<p>Community Services</p> <ul style="list-style-type: none"> •
<p>Planning</p> <ul style="list-style-type: none"> • ICT 	<p>Office of the Municipal Manager</p> <ul style="list-style-type: none"> • Communication Policy

15. ACCOUNTABILITY, MONITORING AND EVALUATION

The implementation of the HR Strategic Plan 2017-2021 shall be the responsibility of Director Corporate Services, who shall be accountable to the Municipal Manager.

Management, through the HOD: Corporate Services, shall table quarterly regular to Council on the implementation of the HR Strategic Plan.