



HUMAN RESOURCES STRATEGY PLAN

2023/2024

1. BACKGROUND AND LEGISLATIVE FRAMEWORK

In the context of Developmental Local Government, Municipalities are tasked with the crucial responsibility of fulfilling the constitutional mandates delegated to them. As the staff component of any municipality is the vehicle of service delivery and ultimately responsible for compliance with the listed constitutional mandates, it is incumbent on municipalities to ensure that its human resources capacity is developed to a level where it can perform its responsibilities in an economical, effective, efficient and accountable way.

In addition to legislation typically guiding Human Resources, amongst others the Labour Relations Act (Act 66 of 1995), Basic Conditions of Employment Act (Act 75 of 1997), Employment Equity Act (Act 55 of 1998), Skills Development Act (Act 97 of 1998) and the Skills Development Levies Act (Act 9 of 1999), within the Local Government Environment specific obligations are placed on municipalities by means of the Local Government Municipal Systems Act (Act 32 of 2000) concerning the alignment of its administration and specifically human resources with its constitutional responsibilities.

The Human Resources related obligations placed on municipalities in terms of Section 51 of the Municipal Systems Act is to 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 focussed on the objectives of local government
- Align roles and responsibilities with priorities and objectives reflected in the Integrated Development Plan (IDP)
- Organise structures and administration in a flexible way to respond to changing priorities and circumstances
- Perform functions through Operationally effective and appropriate administrative units
- Assign Clear responsibilities
- Maximize efficiency of communication & decision-making
- Delegate responsibility to the most effective level within the administration
- Involve staff in management decisions as far as is practicable
- Provide an equitable, fair, open and non-discriminatory working environment.

This legislative mandate concerning Human Resources is endorsed by section 67 of the Local Government Municipal Systems Act stating, under the heading Human Resources Development, that “a municipality, in accordance with the Employment Equity Act, **must** develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration”.

2. HUMAN RESOURCES MISSION AND VALUES

Consistent with the constitutional mandate of Local Government, the legislative obligations for Human Resources and the Organisational Strategies, the Human Resources Section regards its mission as dedicating itself to serve and support the organization in achieving its strategic objectives, whilst serving the interest of the AbaQulusi community in general and the AbaQulusi Municipality in particular.

To give effect to its mission, HR endeavour to:

- (i) Empower employees towards maximizing their personal potential and deliver on and exceed organizational requirements,
- (ii) Continuously align the HR Strategy with the Organizational Strategy (IDP), Legislative Requirements and Best Practices in AbaQulusi Local Municipality IDP and SDBIP
- (iii) Champion the cause of our human resource (employees/people) as the AbaQulusi Municipality's most valuable resource and the key to success in service delivery,
- (iv) Promote and practice "People First Principles", Equity, Fairness, Objectivity and Consistency,
- (v) Actively influence the achievement of an employee corps with high morale, high commitment to organizational goals/values and dedication to public/community service,
- (vi) Commit to professional conduct, promote professional HR management practices and advance the knowledge and proficiency of HR to the benefit of the AbaQulusi Municipality, and
- (vii) Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.

In this context, the values that HR subscribe to include that:

- (i) The human resource (our staff/employees) is Council's most valuable resource as every service or product is ultimately created or delivered through human intervention,
- (ii) HR is focused on maximising the human resource potential, guided by community/public needs (as contained in IDP), and
- (iii) HR champion and support diversity.

2.1 KEY PERFORMANCE AREA 1: RECRUITMENT AND SELECTION

The Recruitment and Selection process is primarily aimed at procuring staff with the necessary competencies, thus enabling the organisation to deliver on its strategic and operational priorities.

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

2.1.1 OBJECTIVES: RECRUITMENT

- The Recruitment and Selection Policy which had been extensively consulted with management, trade unions and Local Labour Forum, Councillors and adopted by Council.
- A transparent and objective approach to appointments is currently being followed where both trade unions are invited to interviews as observers. This will always be applied on the final approval of the reviewed Recruitment and Selection Policy.
- Pre-employment testing and interviews, which are focused on the job requirements and competencies be put in place. Testing and interviews were suggested as one way of limiting and guarding against undue influences associated with racism, nepotism, political influence and biased. In this regard, the municipality will ensure that assessments are fair, equitable, objective, consistent, transparent and non-discriminatory. Psychometric assessments, whether utilized in-house or by consultants, must adhere to the requirements stipulated in Section 8 of the Employment Equity Act, i.e. (a) have been *scientifically shown to be valid and reliable*, (b) can be *applied fairly to all employees* and (c) are not *biased against any employee or group*.
- A uniform, competency-based approach to appointments of Senior Managers is put into practice.
- The Procedures as contained in the draft Recruitment and Selection Policy will be further developed and refined, which will include the proper keeping of records and reflect the basis of appointment decisions that should be available for scrutiny by the EE forum and appropriate stakeholders.
- Development of user-friendly guides on Recruitment and Selection Processes.

- Training on Competency-based Interviewing and Assessments for Human Resources Team Members, Line Managers, Trade Union Representatives, Employment Equity Forum members.
- Acquiring and development of assessment tools, for example Role Plays, Learning Potential Assessments, Ability Assessments, Competency-based Assessments, Work-sample assessments, Assessment Centres and In-Baskets.
- Refine procedures to ensure vacancies reached as wide a sample of employees as possible. (Allowing more time between advertising date & closing date; Effectiveness of notice boards; Management responsibilities in terms of communication).
- Reducing our current vacancy rate (33%) to at least 20% for 2022/2023 financial year and ensuring that at least 3% of those disabled are appointed in the new financial year .
- Ensuring that positions that are filled appear on the approved organogram
- Ensuring that the Organogram is approved by Council after consultation with all relevant committees (LLF, Corporate Services, ExCo) by 30th May 2023, the emphasis of the organogram should be on vacancy rate reduction.

To achieve its strategic objectives, it is just as crucial for the municipality to retain its competent staff. The retention of staff is becoming more and more of an issue locally as the Staff retention Policy and Strategy need has been developed of which Human Resource Management is currently in the process of reviewing it. Competent staff from designated groups and staff in areas of scarce or critical skills are often targeted.

2.1.2 OBJECTIVES: RETENTION

- A major source of discontent amongst staff is the drawn out process of TASK Job Evaluations, which was targeted at (a) “a consistent basis for pay and remuneration in which the relationships between jobs are systematic and transparent both within and between municipalities; (b) “clearer and consistent job descriptions and job titles/designation;” (c) “a better understanding by employer and employees of the skills content of posts and therefore their education and training needs; and (d) “a basis for understanding employment cost factors from one municipality to another.”
- The process of Job Evaluation is still in progress and once concluded the results are being awaited from the PAC through SALGA. The finalisation of post level adjustments, remuneration adjustments and addressing all issues of parity following the Job Evaluation Process might significantly boost the municipality’s ability to retain competent staff as proper recognition will be given to current responsibilities performed, Staff Retention and Exit Management is currently practiced on an ad-hoc basis.
An integrated:
 - Staff Retention and Exit Management strategy will be formalised and standardised (including amongst other Exit interviews, Financial planning/Coaching etc.).
 - The ability of the municipality to retain competent staff is closely linked to, amongst others, staff morale, motivation, job satisfaction and the organisational culture. Consistent monitoring of these factors will inform interventions to be addressed via Employee Wellness and Employment Equity Strategies.

2.2 KEYPERFORMANCE AREA 2: EDUCATION, TRAINING AND DEVELOPMENT OF STAFF AND COUNCILLORS

- Education Training and Development of the Abaqulusi Municipality is focused on the enhancement of knowledge, skills and behavioural competencies of employees, councillors and community to the appropriate levels required to deliver on and exceed organisational requirements, as embedded in the Organisational Strategy / Integrated Development Plan and legislative prescripts.
- The main purpose of training and development to date is to ensure that the Organisation's staff have the competencies necessary to meet performance and quality standards in their current jobs.
- Training and development interventions are also focusing on the development of individual employees' career and personal potential in order to meet their growth needs as well as the future human resource needs of the Organisation. Due to financial constraints, the addressing of organizational needs had to take priority. For the 2023/2024 financial year an Organisational Needs Analysis needs to be conducted.
- During the engagements with staff, concerns linked to:
 - a. lack of an internal training department and facilities
 - b. unwarranted preferential treatment w.r.t. training opportunities,
 - c. limited training opportunities,
 - d. No proper channels followed by departments.
- A specific limitation from a Good Governance point of view is that while it is undisputed that education, training and development is an investment in staff and not a cost, the return on this investment is not always evident or measurable.

2.2.1 OBJECTIVES:

- It should be resolved that Skills Development Processes, Policies and Procedures must be finalized as a matter of priority. A comprehensive policy (containing processes, procedures measurements and principles) has to be adopted by the Council.
- In order to ensure a Return on Training investment, the Municipality shall monitor the effectiveness of its skills development interventions through appropriate measurement and evaluation methods.
- Training shall be relevant to the position an employee holds.
- Employees trained /paid tertiary fees shall at least serve the municipality for a period of 24 months depending on the duration of the course.
- Employees that were trained shall be moved to fields/posts relevant to their training following relevant procedures.
- Each Learner shall complete an evaluation form at the end of each intervention with the assistant of superiors and such evaluation forms will be kept on file.
- The Municipality need to design an evaluation form.
- ❖ .After a period of 6 months (or other period as appropriate), reports from the Learner and his/her Supervisor shall be sought that indicate the degree to which the new or improved skills have been implemented on the job. Any negative report or disagreement in the 2 reports shall be investigated and resolved by the Training Officer.
- ❖ After a period of 1 year (or other period as appropriate), reports from the Learner and his/her Supervisor shall be sought that indicate the degree to which the new or improved skills have contributed to the achievement of the goals of the department. Any negative report or disagreement in the 2 reports shall be investigated and resolved by the Training Officer.

- ❖ Once the measurement and evaluation of training is in place, the Training Officer will use the evaluation defined above to gather information for calculating the training cost/benefit ratio on an annual basis.

- Considering that the minimum Skills Development Levy payable is 1% of payroll, whilst the Local Government Sector Education and Training Authority recommends that municipality's contribute between 5% and 10%, the Training committee should recommend on submission of the review/ draft Training Policy for approval, that the municipality must reserve 2% of payroll for training and thereafter consider and increase on an annual basis to systematically move closer to the LGSETA recommendation.

- To ease financial constraints the Training Committee should support that all grants successfully claimed against the skills development levy be utilized exclusively for purposes of the education, training and development of staff or purposes closely linked to the education, training and development of staff.

- The Abaqulusi Municipality acknowledges the value to its own development and that of its employees in cooperating fully with the LGSETA and shall ensure that it participates in all relevant grants and training opportunities.

- The Abaqulusi Municipality shall comply with LGSETA requirements and shall make all reasonable and cost effective efforts to obtain the highest possible rebate on the Skills Development Levy. The Skills Development Facilitator shall ensure that the full Mandatory Grant is received for each levy-year and shall maximise all appropriate opportunities for Discretionary grants and other training opportunities offered by the SETA.

- With reference to learnership, the municipality shall take all reasonable steps to prepare its workplaces for learners and to ensure that sufficient numbers of line managers, supervisors and officers are trained as workplace coaches, mentors and assessors in order to ensure successful workplace-learning experiences for learners.
- WSP to be inextricable linked to IDP of the Municipality.
- SDF to be part of IDP and Budget Road Shows in order to ensure that they observe, advice and develop a coherent WSP with the needs of the community.
- The municipality shall make all reasonable and cost-effective efforts to offer relevant learnership opportunities to the pre-employed and unemployed, with a strong biased in favour of the youth. Learnership shall be carefully planned in order to ensure that the Municipality's resources are not overloaded.
- The Skills Development Facilitator shall apply for relevant Discretionary Grants from the LGSETA to cover the Training and Assessment costs of learnership.
- The Skills Development Facilitator shall apply for relevant grants from the LGSETA to cover the costs of training of Section 18(2) learners.
- The Skills Development Facilitator shall keep records of indirect or incidental costs in order to inform the Organisation of the value of any indirect or non-financial costs.
- The appropriate Organisational Needs Analyses and Workplace Skills Plans will be finalised timeously for each Financial Year in the reporting period.
- Training Implementation Reports will be submitted as per LGSETA requirements.

- Coordinate the implementation of training and development initiatives contained in the WSP subject to funding and availability of service providers.
- Source additional funding and Roll out identified generic training including Management and Supervisory Development, Customer Service, Batho Pele, Legislative Requirements, Communication/Conflict Management, Project Management, Business Studies, MFMP,LED, Diversity Management (including conversational IsiZulu for beginners) and all generic needs flowing from the final Integrated development Plan.
- Roll out in-house generic skills programs to complement SETA accredited training interventions.
- Facilitate regular Training Committee meetings.
- The extension of staff capacity in the Training Section and appropriate alternatives will be investigated and motivated.

IMPORTANT TRAINING PRIORITIES for 2023/2024

The new revamped training seek on focusing in the following for 2023/20 financial year;

- ✚ Offering Stipend to Inservice's Trainees.
- ✚ Offering registration fees for municipal employees and Councillors.
- ✚ Training of Employees, EPWP and Councillors
- ✚ Offering Student Assistance (Mayoral Programme)

For 2022/2023 only one programme the Municipality Managed to do in 2022/2023 financial year which was Mayoral Programme (Student Assistance Programme). This was due to financial constrains.

1. STIPEND TO INSERVICE'S TRAINEES.

- ✚ The municipality will cater an overall 60 in-services trainees for 2023/2024 financial year as follows;
 - Corporate Services(4),
 - Finance Services (5)
 - Water Reticulation (10)
 - Water Plumbing (10)
 - Electricity (15 for Eastern Towns, Vryheid and EMondlo),
 - Road and Storm Water (6)
 - Community Services (5)
 - Development Planning (3)
 - Office Of The MM (2).
- ✚ Inservice's trainees should be strictly placed according to their fields of studies.
- ✚ Local students should be given first preference.
- ✚ There should be a mention allocated to each student
- ✚ A sound policy needs to be developed and approved by Council by May 2023
- ✚ Each student should be given a stipend of R1000 to cater travelling expenses and lunch.
- ✚ A total budget of R600 000 will be needed for 2023/2024 financial year
- ✚ It should be noted that student that comes with their own stipend will not be offered R1000 incentive.

2. OFFERING REGISTRATION FEES FOR MUNICIPAL EMPLOYEES AND COUNCILLORS.

As an initiation stage, for 2023/2024 the municipality will priorities registration assistance fee for its employees and Councillors as follows;

Programme	Assistance Fee
Higher Certificates (NQF 5)	R3000
National Diplomas (NQF 6)	R5000
Degree (NQF 7)	R7000
Honours (NQF 8)	R9000
Master's Degree and Doctorate (NQF 9 and 10)	R12 000

There will be a clear policy that will gives clarity on condition and procedures for this assistance programme for employees and Councillors that has to be approved by the Council before May 2023.

The budget for the current financial year should be at least R1m when considering number of employees who are studying.

3. STUDENT ASSISTANCE (MAYORAL PROGRAMME)

- This programme belongs to the Office of The Mayor.
- The main objective is rewarding best performing learners and offer registration assistance.

- Per ward at least five (5) best performing learners should be offered R5000 registration fee as a reward for their performance.

23 wards X 5 learners per ward= 115

115 x R5000=R575 000

- The top achiever of these learners, the municipality will offer a further R10 000 on top of a R5000 issued.
- Top 10 Achievers overall should also receive an additional money
- Therefore, the total cost for this programme yearly will be R700 000 which needs to be budgeted for 2023/2024 financial year.
- The office of the Municipal Manager and HRD should also seek sponsors for this programme such as Vodacom,
- Furthermore, a clear and a detailed policy needs to be approved by council with these financial implications by May 2023.

4. TRAINING OF EMPLOYEES, EPWP AND COUNCILLORS

4.1. EMPLOYEES TRAINING.

- For 2023/2024 financial year, training should be more focused at Essential Services employees and where there is an urgent demand due to nature of work.
- Prioritisation of Water and Sanitation employees (Process Controllers and Assistant Process Controllers) and Electrical Employees to match their services (skills) with work demand.
- Offering training assistance to employees who work with systems.
- Offering MFMP training to Managers for financial management of municipal funds.

- A budget of R2 Million will be made available to cover these training costs.
- Human Resources Development will make a clear plan that will be approved by the Municipal Manager and the Training Committee.

4.2. COUNCILLORS TRAINING.

- It should be noted that the term of Councillors is five(5) years, therefore training should be linked to this terms.
- For better Management of funds, MFMP programme should be offered for 2023/2024 financial year to Finance Services Portfolio Committee/ EXCO and MPAC Committee.
- Further training opportunities that could be offered to Councillors entail, Local Government Certificates, Public Admin, Project Management, Business Studies and Entrepreneurship
- Councillors will have to choose within this range mentioned above so that a proper plan can be developed.
- A Budget of R600 000 will be made available to cover training costs.

4.3. EPWPS TRAINING.

- The 5% budget of training allocated to EPWP grant should be used to train EPWP employees based on their work fields

2.3 KEY PERFORMANCE AREA 3: EMPLOYMENT EQUITY & DIVERSITY MANAGEMENT

As an employer designated in terms of the Employment Equity Act (Act 55 of 1998), the Abaqulusi Municipality is under legal obligation, in terms of Section 20(1) of the Act to draft an Employment Equity Plan, for a period between 1 and 5 years in duration, effective from 01 October 2021 to 30 September 2024.

The Abaqulusi Municipality's Employment Equity Plan for the period in question is informed by:

- (i) the relevant stipulations in the Employment Equity Act,
- (ii) the strategic priorities of the municipality as captured in the Integrated Development Plan (IDP),
- (iii) the Codes of Good Practice on the "Employment Equity Plans", "HIV/AIDS and Employment", as well as "Employment of people with disabilities";
- (iv) the previous Employment Equity Plan of the municipality as submitted to the Department of Labour,
- (v) the Employment Equity Progress Report for the reporting period ending 30 September 2020, and
- (vi) Relevant benchmarks similar in nature and/or size to the municipality.

In October 2021, the Municipality approved the Municipality's Employment Equity Plan for the period 1 October 2021 to 30 September 2024, with the

condition that it should be tabled before the Local Labour Forum for their input. The objectives the EEP are to:

- Formulate and implement action steps, methodologies and strategies in pursuance of the objectives and principles of the EEA
- Promote Equal opportunity and Fair treatment in employment
- Eradicate Unfair discrimination (and harassment), albeit on listed grounds (such as race, gender, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth); or any grounds that is systematic or indirectly discriminatory, must be eliminated;
- Pursue the equitable representation of designated groups in all occupational categories and levels in the workforce
- Implement Affirmative Action measures; and
- Actively support an organizational culture and climate based on diversity, equality, mutual respect and dignity for all.
- At least appoint 3% of disabled people by in 2023/2024 financial year (with more emphasises on position where they will be accommodated in terms of working environment, this shall be in accordance with the employment equity plan.

2.3.1 QUANTITATIVE OBJECTIVES:

It should be maintained that the available demographic data of the Kwazulu-Natal be utilized to determine the Employment Equity Targets for the Abaqulusi Municipality. The Employment Equity Forum should resolve that the numerical targets be calculated based on the demographic data will be set as the ultimate target and recorded as the targets for 5 years of the current plan.

2.3.2 QUALITATIVE OBJECTIVES

Some of the Employment Equity initiatives to be actioned are:

- The education and capacity building of staff, managers and councillors pertaining to Equity, Building partnerships with Organisations for People with Disabilities (access database, forward adverts) Addressing nepotism, undue influence and bias in the recruitment process through the formulation of policies and procedures, Assessments and interviews were targeted as one way of limiting and guarding against undue influences associated with racism, nepotism, political influence and bias, The development of a draft workplace HIV/AIDS policy, The role out of Diversity Management programs Actively addressing Staff Motivation and Employee Wellness through programs and interventions, The running of workshops, interventions and training in diversity. Objectives to be met:
- Research and develop Policy Guidelines and practical procedures on RPL and RPL assessments
- Consult and obtain approval for the draft Sexual Harassment Policy
- Strengthen partnerships with local organisations for "people with disabilities"
- Expand the EE forum to accommodate under-represented groups.
- Implement in-house customer service development and diversity appreciation programs
- Implement Batho Pele initiatives in consultation with DPLG. Timely submission of Annual Employment Equity Progress Reports to the Department of Labour Formulate Succession strategy with mentoring and coaching components Integration of key Employment Equity outcomes in Individual Performance Contracts of Managers and Supervisors Conduct continuous analyses of policies, procedures and practices to identify the

employment barriers experienced by designated groups Where significant under-representation of a designated group is evident, targeted advertising could be embarked upon The development of a Comprehensive internal staff communication strategy in consultation with Communications Department. Continuous auditing to inform the EE Forum on whether the municipality meets the statutory requirements in terms of access to buildings, ramps, toilet facilities and related facilities. In partnership with reputable organizations representing the interests of “persons with disabilities” an audit of work practices to ensure that work practices are modified to broaden the scope and responsibility of work for persons with disabilities. In this regard, as an example, computer software could be obtained to assist blind employees in reading emails and reports by means of a “screen reader”. These audits will inform the corrective measures to be formulated and budget provision.

- Diversity Management being included in the Workplace Skills Plan of the municipality as a priority.
- Significant progress has been made considering the level of representation of Blacks (Africans, Coloureds and Indians). The under-representation of women and persons with disabilities especially at the senior levels in the organization, remain one of the major areas to be addressed.

2.4 KEY PERFORMANCE AREA 4: OCCUPATIONAL HEALTH AND SAFETY

The Occupational Health and Safety function is primarily focused on:

- (i) Creating and maintaining a safe working environment and
- (ii) Preventing workplace accidents. A major obstacle in achieving these objectives was the dormant (departmental) safety committees and the lack of awareness and capacity amongst members of staff to fulfil the responsibilities of Safety Representatives. Additional to that is non appointment of Safety Officer.

The major objectives are:

- The reactivation of safety committee, which lead to all sites becoming operational.
- Conducting risk assessment that will address issues that needs to be attended to urgently(continuous)
- Ensuring that there is sufficient budget for OHS related matters(achieved)
- An intensive capacity building drive leading to the skills development of safety representatives(achieved)
- The training of 26 employees in First Aid,(Achieved)
- The medical checking of employees who are at risk due to the nature of their jobs, against contagious diseases.(Not yet achieved)
- Quality Protective clothing to be provided annually to all employees.

- Electricity, Cemeteries, water and Sanitation to be workshopped on Safety annually. (quarterly)
- Hazardous Incident Risk Assessment training, Facilitating and conducting regular safety inspections.

OBJECTIVES:

- Review of OHS policy and procedures.
- Reduce Workplace Injuries by 100% per annum.
- Ensure and facilitate meetings of OHS Committee.
- Risk management systems and practices implemented in response to Internal Audit Risk Assessment Report.
- Investigation of losses, injuries and incidents and implementing preventative measures.
- Facilitating pro-active injury and disease prevention interventions.
- Conducting regular Health and Safety Audits.
- To have fire extinguishers in place which are to be serviced annually.
- To have an evacuation plan in place.

2.5 KEY PERFORMANCE AREA 5: INDIVIDUAL PERFORMANCE MANAGEMENT

In terms of Section 67(1) and specifically Section 67(1)(d) of the Local Government Municipal Systems Act (Act 32 of 2000), the Municipality is compelled to “develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including (d) “the monitoring, measuring and evaluating of performance of staff.” The development of such an Individual Performance Management

System in essence enables municipalities to give effect to the legislative requirement of being “performance-oriented” and ensures the achievement of the strategic and operational objectives of the organisation. The roll-out of an Individual Performance Management System further creates the opportunity to ensure the achievement of legislative obligations as, amongst others, Employment Equity Objectives can be reflected in the Individual Performance Agreements of managers, consistent with the recommendations in the relevant Employment Equity Act Code of Good Practice. The agreement can also entrench organisational values and consequently contribute to the development of a positive corporate culture.

To be effective, the Individual Performance Management Process and Procedures need to be closely aligned with the Organisational strategies and objectives as currently being formulated in the Organisational Performance Management Process. Against this background the Individual Performance Key Performance Areas (KPA’s), Objectives/Outcomes, Key Performance Indicators (KPI’s) and Performance Targets will be formulated following the approval of the Organisational Strategies and Objectives, informed by these objectives, operational requirements, contents of job descriptions, organisational values and legislative requirements.

2.5.1 OBJECTIVES:

- Develop policy processes and procedures on Individual Performance Management.

- Consult Stakeholders (Councillors, Managers, Labour) on strategy, processes and implementation).
- Training of stakeholders and development of Individual Performance Management Scorecards.
- Implement Individual Performance Management System.
- Research, Develop & Implement a Performance Recognition System based on objective and measurable criteria.
- Conduct Service Delivery and Productivity Awareness Campaigns and Interventions

2.6 KEY PERFORMANCE AREA 6: LABOUR RELATIONS

The aim of the application of the Labour Relations Act in the Municipality is to promote and maintain a sound Labour Relations through the following:

- Implementation of a new Disciplinary Code and Procedure Collective Agreement;
- Implementation of fair Grievance and Dispute Procedures;
- Implementation of Collective Agreement;
- Implementation of Employment Equity Plan;
- Conflict management;
- Having Local Labour Forum in place and have regular meetings;
- Conducting training and workshops on Code of Conduct and Disciplinary Code and Procedure Collective Agreement.

Delays between alleged transgression and actual Precautionary suspensions, disciplinary hearings/tribunals are too lengthy and counterproductive to discipline in the workplace. Some of the contributing factors reported to the Human Resources Section were:

- (i) the heavy workloads of officials appointed as presiding officers and prosecutors (whilst proper preparation for cases are time consuming),
- (ii) hesitancy of senior officials to officiate in disciplinary proceedings, especially where close colleagues are involved, and
- (iii) the competency levels of a percentage of presiding officers and prosecutors.
- (iv) Insufficient staff at Legal Services.
- (v) Lack of disciplinary panel of which it currently being established.

Absenteeism in general and especially during certain times of the month (following payment of salaries), is reaching worrying proportions and requires in priority intervention.

2.6.1 OBJECTIVES:

- To implement the newly adopted Disciplinary Code and Procedure Collective Agreement.
- Directors and Managers should be trained as presiding officers and prosecutors.
- They also need to be subjected to an intensive capacity-building and upskilling interventions,
- The pool of presiding officers and managers be increased by means of training additional employees to serve in these capacities,
- Presiding officers and prosecutors should be workshopped on case studies similar in nature to the disciplinary cases of the past 12 months, to serve as learnings, promote uniformity in approaches to similar cases and prevent the repetition of “common mistakes”
- Finalise Agreement on Minimum Service Levels.
- Facilitate regular Local Labour Forum meetings.
- Conduct and Facilitate a Local Labour Forum strategy workshop.

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

2.7 KEY PERFORMANCE AREA 7: EMPLOYEE WELLNESS

Employee Wellness, is based on the premise that “People who are well work well”. In this context, *Employee Wellness entails all the strategies, action plans and methods used to promote physical, emotional and mental health of employees.*

Substance abuse and especially Alcohol Abuse was continuously addressed within the municipality by means of raising awareness, identifying peer counsellors and external referrals. Employees experiencing difficulties are to be referred for substance abuse rehabilitation, mainly to the locally based Rehabilitation Centre. In support of these initiatives, managers and supervisors should be workshopped by the Rehabilitation Centre on the management of substance abuse in the workplace. A Drug and Alcohol Support Group must be initiated to provide further assistance to staff members that were rehabilitated.

In certain instances employees are experiencing distress as a result of emotional, psychological or relationship difficulties. Where these occurrences of distress have a direct impact on work performance or result from work-related incidents, employees are to be provisionally counselled internally and in the event of severe and/or deserving cases referred for external counselling or psychological

intervention. Post-Traumatic Stress and Incident Debriefing sessions must be facilitated for all employees at Abaqulusi Municipality.

Most of the employees are under administration and have garnishee orders instituted as part of their salary deductions of which this has a negative impact towards service delivery. As an intervention, financial education should be conducted to the affected employees.

2.7.1 OBJECTIVES:

- Facilitate Employee Wellness Interventions based on identified needs,
- Formulate a staff HIV/Aids management and prevention strategy to support the policy implementation.
- Formulate and implement a Stress Management Program & Motivation Interventions for roll out to staff.
- Continuous Financial/Budget Management/Planning interventions for employees.
- Managers and supervisors that have been trained must a Drug and alcohol abuse group to provide further assistance to staff members that have been rehabilitated.
- A graft wellness policy should be adopted by Council.

WELLNESS MAIN PLANS FOR 2022/2023

-  **IMPLEMENTING A SOUND EMPLOYEE ASSISTANCE PROGRAMME THAT WILL CATER FOR THE FOLLOWING;**
- Arrange Staff Interventions and initiatives focussed on addressing staff morale, staff motivation, health and wellness.

- Research, Develop & Implement a Performance Recognition System to boost staff morale.
- Facilitate Drug & Alcohol Abuse Prevention Interventions.
- Facilitate workshops by Rehabilitation Centre on the management of substance abuse in the workplace for managers and supervisors.
- Ensuring that employees suffering from any kind of stress that will highly affect their productivity are referred for professional help using the Wellness Budget (proposed R200 000 budget inclusive of employee referrals)
- Implementing programmes that will assist employees in terms of financial management through liaising with financial institutions.
- Having annual calendar that will talk to programmes the municipality is intending to implement in 2023/2024 financial year.

INTRODUCTION OF WORK AND PLAY.

- Ensuring that work and play is introduced in the municipality to boost employee's moral
- Ensuring that the municipality participate in the regional and provincial proposed work and play games (soccer, netball and volleyball).
- Every Quarter ensuring that there are games set by the municipality inviting other institution to participate in sport and also inviting financial institution that will sponsor and assist employees in terms of financial management and updating their policies.
- Ensuring that there is at least R50 000 budget annually that will cater for refreshment during these games

EMPLOYEE REWARDS

- Introduction of employees rewards who performed well per departments at the end of financial year.
- The proposed plan entails the following,
 - ❖ Each department will have its own best employee that will compete with others for an Employee of the Year reward.
 - ❖ An employee voted by the department as its best employee will receive a R10 000 cash reward.
 - ❖ The best employee of the year will receive a R20 000 cash reward
 - ❖ In total the Municipality will need a R70 000 budget yearly.

INTRODUCTION OF MEMORIAL SERVICES.

- Ensuring that there is a memorial service for an employee that passes on as from 2023/2024 financial year.
- A proposed offer of R10 000 per an employee lost that will be given to the family of a deceased employee

2.8 KEY PERFORMANCE AREA 8: WORKFORCE PLANNING AND PERSONNEL ADMINISTRATION

Personnel Administration is attending to the administration of all employee contracts, benefits and conditions of service as well as all administration and procedures incidental to employee appointments and terminations.

The intensive TASK Job Evaluation process is in progress and job descriptions (including generic positions) need to be submitted to the TASK Job Evaluation Committee for evaluation. The completion of the TASK process is considered to be a major milestone and will have a significant positive impact on staff morale, staff uncertainties and parity between positions, as it will ultimately lead to:

- (a) “A consistent basis for pay and remuneration in which the relationships between jobs are systematic and transparent both within and between municipalities;”
- (b) “Clearer and consistent job descriptions and job titles/designation;”
- (c) “A better understanding by employer and employees of the skills content of posts and therefore their education and training needs;” and
- (d) “A basis for understanding employment cost factors from one municipality to another.”

2.8.1 OBJECTIVES:

- Facilitate the implementation of TASK results and manage the TASK Project and Job Evaluations going forward,

- Conduct an audit to ascertain future shortages of critical expertise based on resignations, pending retirements, medium-term anticipated retirements and identified areas of scarce skill.
- Compile a Human Resources forecasting and planning report based on audit and including Gap identification and action plan.
- Development of a succession management program with initial aspects of mentorships and formal coaching implemented.
- Continuous enhancement of Personnel Administration Systems catering for effective and efficient service delivery to the organisation and staff, including the computerised integration of personnel processes.
- Administrative assistance with Medical Aid Registrations and Claims, Resignations, Leave Benefits, Pension Benefits, Retirements, Death claims, Funeral benefits, Medical Disability and Dismissals provided on an on-going basis to line managers and employees.
- Submitting applications for Pension Fund Loans, liaising with funds and dealing with follow-up queries.
- Continuous Processing of and introduction of enhanced controls to warn staff against possible forfeiture of compulsory leave.
- Manage the movement of staff between medical aids, entailing arranging for information sessions with all qualifying medical aids to address workforce on benefit structures and ensuring that where employees opted to move that all paperwork was in order.
- Enhance Organisational Awareness through the Development of a Standardised Induction Manual and Computer-based presentation.
- Adoption of Long Service awards by Council.
- Measures to be put in place to minimise overtime.
- Training of supervisors, foremen and managers on monitoring and completion of overtime forms.
- Minimising Employees acting on vacant Positions.

- Allocating Employment budget (Finance Department to secure and ring fence budget for exited employees).
- Appointment of staff on vacant critical positions as a top priority.

3. GENERAL

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

