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**HUMAN RESOURCES MANAGEMENT & DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN**

**TABLE OF CONTENTS**

[1. INTRODUCTION 1](#_Toc163134232)

[2. PURPOSE 2](#_Toc163134233)

[3. LEGISLATIVE CONTEXT 4](#_Toc163134234)

[4.1 Municipal Vision 5](#_Toc163134235)

[4.2. Municipal Mission 5](#_Toc163134236)

[4.3. Municipal Strategic Objectives/Goals 5](#_Toc163134237)

[4.4. Municipal Values 6](#_Toc163134238)

[4.5. The Role of the Human Resources Function 6](#_Toc163134239)

[6. HUMAN RESOURCES STATUS QUO 13](#_Toc163134240)

[6.1. External Analysis 13](#_Toc163134241)

[6.2. Internal Analysis 14](#_Toc163134242)

[7. HRM AND HRD STRATEGY 16](#_Toc163134243)

[7.1. Human Resources Vision 16](#_Toc163134244)

[7.2. Human Resources Mission 16](#_Toc163134245)

[7.3. Human Resources Strategic Direction 16](#_Toc163134246)

[8. HR STRATEGIC PARTNERSHIP MODEL 21](#_Toc163134247)

[9. IMPLEMENTATION PLAN 24](#_Toc163134248)

[10. Human Resource Strategy 25](#_Toc163134249)

# INTRODUCTION

The Human Resources Management and Development Strategy is a multi-year strategy for achieving the desired state of people management across all departments in the organisation. The strategy supports long-term municipal priorities and objectives as outlined in the Integrated Development Plan (IDP) by fostering employee growth and development, encouraging on-going feedback on performance, and promoting leadership at all levels. Based on demographic trends and issues, the HRD Strategy sets a direction and vision for managing the municipality’s people and talent, and for the alignment and synergy of human resources management initiatives and activities across the organisation.

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

1. Planning the municipal workforce in totality;
2. Developing a capable and skilled workforce that is striving towards service excellence;
3. Setting guidelines to strengthen leadership and develop human capital by attracting, retaining scarce, valued and critically required skills for the Municipality.

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

1. Ensuring that the municipality has the right number and composition of employees with the right competencies, in the right places, to deliver on the municipality’s mandate and achieve its strategic goals and objectives;
2. Ensuring that the municipality makes optimum use of human resources and anticipates and manages surpluses and shortages of staff;
3. 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.

# PURPOSE

The purpose of this HRM & HRD Strategy and Implementation Plan is to outline key interventions to be undertaken by the municipality in ensuring that it has the right number of people, 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 employees 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,SDBIPs, The Turn-Around Strategy and Strategic Plan, the municipality needs to have in place a well-structured HRM & HRD Strategy and Implementation Plan. This strategy informs the decision-makers on the three critical issues:

1. current *supply* of Human Resources;
2. Human Resources *demand*, as well as
3. Prioritised and *strategic HR actions* to be taken.
4. Facilitate a Culture of Public service and accountability amongst staff,
5. Be Performance orientated and focused on the objectives of local government
6. Align roles and responsibilities with priorities and objectives reflected in the Integrated Development Plan (IDP)
7. Organise structures and administration in a flexible way to respond to changing priorities and circumstances
8. Perform functions through operationally effective and appropriate administrative units
9. Assign clear responsibilities
10. Maximize efficiency of communication & decision-making
11. Delegate responsibility to the most effective level within the administration
12. Involve staff in management decisions as far as is practicable
13. 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".

1. The Constitution of the Republic of South Africa.
2. Municipal Systems Act
3. Municipal Structures Act
4. Municipal Demarcation Act
5. Municipal Finance Management Act, 1999
6. Treasury Regulations, 2002
7. Employment Equity Act, 1998
8. Labour Relations Act, 1995
9. Basic Conditions of Employment Act, 1997
10. Skills Development Act, 1998
11. Skills Development Levies Act, 1999
12. South African Qualifications Authority Act, 1995
13. Occupational Health and Safety Act
14. Compensation for Occupational Injuries and Diseases Act, 1993
15. Medical Schemes Act 1998
16. SADC Code of Good Practice on HIV/AIDS

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.

# LEGISLATIVE CONTEXT

It is also vital to ensure that the integrated HRM & HRD Strategy and Implementation Plan further address the key requirements of a wide range of legislation. Current legislation governing human resources management and human resources development planning within the local government sector is listed below:

1. The Constitution of the Republic of South Africa.
2. Municipal Systems Act
3. Municipal Structures Act
4. Municipal Demarcation Act
5. Municipal Finance Management Act, 1999
6. Treasury Regulations, 2002
7. Employment Equity Act, 1998
8. Labour Relations Act, 1995
9. Basic Conditions of Employment Act, 1997
10. Skills Development Act, 1998
11. Skills Development Levies Act, 1999
12. South African Qualifications Authority Act, 1995
13. Occupational Health and Safety Act
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16. SADC Code of Good Practice on HIV/AIDS

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 focused 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".

1. **MUNICIPAL BUSINESS OUTLINE**

## Municipal Vision

By 2030 Mkhambathini Municipality will be KwaZulu Natal’s mega-hub for industries, tourism and agriculture along the N3 Corridor which provides a socially cohesive environment.

## Municipal Mission

Mkhambathini Municipality commits itself to the following:

* Upholding our leadership vision
* Working with integrity in an accountable manner towards the upliftment of the community.
* Protecting and enhancing the interest of our clients always.
* Consistently performing our function with transparency honesty and dedication in dealing with clients.
* Responding promptly to the needs of our clients.
* Subscribing to the Batho Pele principles.

## Municipal Strategic Objectives/Goals

* To create of a new town that promotes local economic development.
* To prioritize the municipality’s catalytic projects which focuses on the wastewater treatment works.
* To strengthen intergovernmental relations to ensure the resuscitation of the railway network, accelerating the interchange upgrade programme and augment the water storage facility.
* To develop the municipality’s public transport network.
* To ensure provision of socio-economic infrastructure that provides for a full range of housing types, educational facilities and health facilities.

## Municipal Values

The values governing the way the municipality operates are:

* Integrity
* Accountable
* Committed
* Teamwork
* Proactive
* Service excellence.

## The Role of the Human Resources Function

The role of the human resource unit \ function within the municipality is as follows:

* + - Planning the municipal workforce in totality;
    - Developing a capable and skilled workforce that is striving towards service excellence;
    - Setting guidelines to strengthen leadership and develop human capital by attracting, retaining scarce, valued and critically required skills for the municipality.

In line with the above, the HR unit is responsible for ensuring that the municipality:

* + - has the right number and composition of employees with the right competencies, in the right places, to deliver on the Municipality’s mandate and achieve its strategic goals and objectives;
    - makes optimum use of human resources and anticipates and manages surpluses and shortages of staff;
    - has a suitably skilled and competent workforce to add value to municipality in delivering sustainable solutions, advice and capacity building to the municipality in the following areas:
  + Human resource planning
  + Employment Equity
  + Staffing (recruitment and selection)
  + Compensation and benefits
  + Employee and labor relations
  + Occupational Health and Safety
  + Human resource development
  + Organization and job design
  + Training and development (T&D)
  + Organisational development

1. **Organizational Strategic Outcome**

|  |  |  |  |
| --- | --- | --- | --- |
| ***NKPA*** | ***IDP Goal*** | ***Back to Basics*** | ***Strategic Objective*** |
| ***Municipal Transformation & Institutional Development*** | Capacitate municipal workforce through training | ***Pillar 5: Building capable local government institutions*** | To ensure a functional organizational structure |
| To ensure sound human resource management |
| To ensure effective and efficient Library Services |
| To ensure that municipal staff is skilled according to job requirements |
| To ensure effective and efficient asset management |
| To promote occupational health and safety in the workplace |
| To ensure that efficient and effective fleet management |
| To ensure effective and efficient ICT Management |
| To promote healthy lifestyle amongst employees |
|  |  |  | To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality |
| ***Basic Service Delivery*** | Identify backlogs  in order  To improve  access to  services and ensure proper operations and maintenance | **Pillar 2: Basic service delivery** | To ensure the upgrade, construction and maintenance of infrastructure assets to enhance socio- economic development within the municipality. |

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  | To Ensure a Safe & Healthy Environment |
| To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality |
| ***Local Economic Development*** | Create and promote an environment that promotes the development of the local economy and  facilitate job creation through sustainable projects | **Pillar 2: Basic service delivery** | To support the Municipality's Rural and Agricultural Development Initiatives |
| To develop and support all emerging SMMEs and Cooperatives within the municipality |
| To promote the rights of vulnerable groups through various socio-economic development programmes |
| To Promote Sports and Recreation |
| To create awareness and promote healthy lifestyles that combat dreaded diseases such as HIV/AIDS and COVID-19 |
| To promote tourism within the municipal area |
| To promote Arts and Culture Activities |
| To ensure effective implementation of Operation Sukuma Sakhe and Special Programs |
| To promote emerging businesses |
| ***Municipal Financial Viability and Management*** | Review the revenue enhancement strategy and implement financial management policies, procedures, and systems | **Pillar 4: Sound financial management** | To ensure enforcement of sound financial management practices |
| To ensure that the Budget is spent according to budget projection |
| To ensure compilation of a credible Annual Financial Statements |
| To ensure revenue enhancement |
| To ensure that the Municipal Liquidity position is managed at 1:07 |
| To ensure effective management of the payroll system |
| To ensure effective and efficient grants management |
| To improve report management |
| To ensure effective and efficient supply chain management system |
| ***Good Governance and Public Participation*** | Promote and encourage the culture of participation and ensure that principle of good governance is respected. | ***Pillar 3: Good Governance*** | To implement and maintain effective enterprise risk management system |
| To Transform the Municipality into  a performance driven Municipality ensure an effective Audit and Performance Committee |
| Ensure Functional Public Municipal Accounts Committee |
| To ensure continuous engagement  with ward constituency |
| To ensure rapid response to community issues that threaten to halt service delivery |
| To provide reasonable assurance on  the adequacy and effectiveness of internal control system |
| To ensure that services provided to the Municipality by service providers is of high quality |
| To transform the municipality into a performance driven institution |
| ***Cross Cutting Issues*** | Development of schemes and unlocking of municipal land. | ***Pillar 2: Basic service delivery*** | To ensure strategic development and management of the municipality’s Integrated Development Plan |
| To facilitate spatial development in the entire area of Mkhambathini Municipality |
| To promote effective and efficient building control services |
| To enhance public safety control mechanisms |
| To provide support on disaster management services |
| To ensure integrated housing development within the municipality |

# HUMAN RESOURCES STATUS QUO

## External Analysis

The municipality recognises the economic, social and political environment (within South Africa) that exists and operates within. Factors with significant implications for the municipality human capital management relate mainly to the following key factors:

**Demographics of the region**

The municipality seeks to ensure that its workforce, to the greatest extent possible, is a reflection of the South African population demographics. The municipality will continue to analyse and remove the systemic organisational barriers to designated groups’ advancement and encourage diversity within all levels. Consistent review and update of the Employment Equity Plan and Employment Equity Strategies become vital in ensuring a diverse workforce.

**Skills mobility**

* There are significant challenges in maintaining high levels of productivity in a skill constrained economic climate where mobility of skilled professionals skews a demand supply and inflates salaries at all professional levels.

**Fierce talent competition in the market**

* Recruiting and retaining high quality employees at a time of significant competition from similar institutions nationally, poses a further challenge. A comprehensive approach to personal and professional development is necessary so that the municipality can create the career opportunities and reward structures that contribute to ongoing job satisfaction and, hence, retention.

## Internal Analysis

The ultimate end result of the situation analysis is to arrive at a set of action steps that need to be taken in order to move the municipality’s HRM & HRD practices, systems and process from “where they are” to “where they should be”. The following tables show all the challenges identified and the proposed ideal state for all identified challenges. While the initial analysis focused on the following key areas;

* Human Resource Management and Human Resources Development
* Labour Relations
* Organisation Structure and
* Performance Management System;

There are other areas identified from other documents analysed. The desired state for each of the current challenges is highlighted in the following table:

Current Challenges and Ideal State

| **CURRENT CHALLENGES** | **IDEAL STATE** |
| --- | --- |
| **RECRUITMENT AND SELECTION** | |
| No succession planning that will guide the municipality on turnaround time of filling the vacant position | Develop and implement HR succession planning |
| New job description after the updated of organisational structure | New job description to be submitted to the evaluation committee immediately after the structure is adopted for new financial year |
|  |  |
| **LABOUR RELATIONS** | |
| Absenteeism and late coming at work  Lack of understanding on labour matters  Lack of understanding on disciplinary collective agreement | Develop and implement time attendance policy that will cover the procedure of dealing with absenteeism  Arrange /request training from SALGA to train union rep so that they will train the employees on labour matters. |
| **TRAINING AND DEVELOPMENT** | |
| Lack of Skills Audit from employees to HR office | Managers to assist in facilitation of skills Audit and make sure all employees within the department submit skills Audit -this will assist HR when submitting WSP |
| Lack of fundings | The HR to have a plan of applying for external fundings |
| **EMPLOYMENT EQUITY** | |
| Implementation of current EEP | Implement and achieve the targets of EEP |
|  |  |
|  |  |

# HRM AND HRD STRATEGY

## Human Resources Vision

*“To be recognised as a quality, best practice and professional service provider by our customer”*

## Human Resources Mission

Mkhambathini Municipality Human Resource commits itself to the following:

* Recruitment of qualified individuals.
* Retention of valuable employees.
* Training, development and education to promote individual success and increase overall value to the organization.
* A safe and healthful working environment.
* Inspiration and encouragement for a high level of employee morale through recognition, effective communication and constant feedback.
* Resources for administering benefits, policies and procedures.

## Human Resources Strategic Direction

The following HR Strategic Framework illustrates an integrated HR Management Approach. Integration is critical to enhance performance of the human resources value chain. Research shows that without integrating HR activities with other business- processes and objectives or outcomes, the effort invested will tend to degenerate or not be fully realised. Integration lies in understanding how all the pieces of the strategy all fit together to meet the municipality’s HR requirements.

The table below articulates the HR strategic objectives in support of the strategic human resources management and development within the municipality.

|  |  |  |
| --- | --- | --- |
| **Strategic goal** | **Strategic HR Objectives** | **Measure** |
| Strategic Alignment | * + - * Expand human resources efforts into a comprehensive programme that includes human resource planning, collaboration with line management and accountability for human resource operations. * An annual review of the organizational structure to enable the municipality to meet the needs of the community as contained in the IDP. * Implement workforce planning process, techniques and tools to proactively identify human resource required to meet IDP objectives. * Revamp the HR service delivery model 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 | * Documented evidence of HRM and D strategy implementation plan including goals and objectives. * Approve organisational structure aligned to the IDP * Documented evidence of a workforce plan * Key human resources services managed through Service Level Agreements (SLA’s) |
| Effective Human resource planning | * Effectively identify and attract the best talent to help the municipality meets 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 * Identify scarce and critical skills work, also work with higher institutions of learning to develop skills required by the municipality. | * Documented succession strategy * Documented evidence of workforce plan * Register of scarce and critical skills * Documented job profiles |
| Organizational development | * Conduct a formal review of municipality’s orientation process and develop a plan to streamline and improve employee orientation and on-boarding. * Conduct skills audit and identify scarce skills. | * Percentage increase in streamlined onboarding and orientation. |
| Build and sustain a capable, diverse, trained, workforce and enhance through learning professional development opportunities | * Conduct an annual training needs assessment to ensure training is designed to improve individual and municipal performance. * Establish a leadership development programme for all supervisors, managers and executive to invest in the continuous development of leadership. * Provide coaching and consultative support to management on leadership and people management. * Identification of employees who need ABET and matric. | * Document evidence of completed needs assessment. * Document evidence of leadership and management development programme. * Individual performance plan. |
| Sound employee Relations and Human Resource Governance | * Conduct annual review of all HR Policies, SOPs and Processes ensuring alignment to legislative requirements. * Capacitate line management through coaching and continuous training on grievances and disciplinary matters so that these are used as corrective and not punitive measures. * Establish Employee Forums to educate and up-skill employees on labour related matters. * Develop effective Workplace Diversity and Transformation | * Documented policies, processes and procedures to comply with the prevailing legislation * Increased number of effectively handled disputes and cases. * Forums * Targets achieved |
|  |  |  |

# HR STRATEGIC PARTNERSHIP MODEL

One of the weaknesses of the current human resources unit is that it is transactional, administrative and reactive in nature. In order to be a credible partner in the process of service delivery in the future, HR will need to focus less on the ‘what’ it is doing and more on ‘what is being delivered.’ This will require HR to adopt a less inward focus on what is happening within HR, and more of an outward focus to understanding what is worrying service delivery line managers and helping leaders in the municipality to reach their goals. In essence HR must realise and make the connection between what it does, and how this has meaningful strategic and delivery enhancement impact for the municipality.

Below is the table that outlines the HR and Municipal roles in achieving the set goals.

|  |  |
| --- | --- |
| **Business Partner Role** | |
| **Purpose:** | **Activities** |
| **To strategically map and drive HR practices in line with municipality’s objectives** | * Drive the development and implementation of HRM & HRD 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:** | **Activities** |
| **To provide HR administrative support to the Municipality** | * HR administration * Maintain Human Resources Information System * Provide general support in coordinating key HR initiatives * Coordinate and administer HR queries |
| **Specialist Role** | |
| **Purpose:** | **Activities** |
| **To provide high level support and advise to line management regarding organisational development and transformational issues**  **To ensure delivery on HR objectives through the attraction, retention and maintenance of competent employees** | * Execution of the HR objectives through various programmes * Resource municipal departments 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:** | **Activities** |
| **To provide high level support and advise to line management regarding organisational development and transformational issues** | * 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 * Establish formal change management programme and practices * Develop change management capability at all levels of the municipality and embed changes in work practices and culture * Facilitate the development and implementation of improvement initiatives to enhance the municipality’s strategic delivery capability * Analyse individual and municipal competency requirements * Support and coach line functions during change projects * Support strategic initiatives and make sure they happen * Mediate over issues that arise during change initiatives * Act as a catalyst and driver of change |

# IMPLEMENTATION PLAN

The Implementation Plan contains *only* those interventions that have been prioritised and budgeted for in the current annual budget. Progress against the plan and the performance indicators will need to be monitored. The impact and effectiveness of each of the interventions must be measured and if necessary, corrective action taken and interventions made to direct HR activities towards their objectives. The following monitoring and evaluation mechanisms will be utilised to measure effective implementation of the HRM&HRD strategy roll-out plan:

* Monthly management reporting;
* Labour forums;
* Employment Equity Forum;
* Skill Development Committee;
* Ocupational health and saftey commetee
* Annual Reporting;

## Human Resource Strategy

**2024/2025**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **KPA \ Planned Activities** | **KPI \ Outcomes\ Measures (how will**  **Success be**  **measured)** | **Base- line** | **Planned Target Date** | **Actual** | **Responsible Person** | **Evidence** | **Resources** | **Date of submission of progress report** |
| **HR Strategic Goal 1: Organizational Development** | | | | | | | | | |
| Expand human resources  Efforts into a comprehensive  programme that includes human resources planning,  collaboration with line management and  accountability for human  resources  operations. | Documented  evidence of a  HRM & HRD Strategy and Implementation Plan that includes goals  and strategies | None | 01 July  2022 | July  2022 | Corporate  Services  Director  HR Officer | Adopted HRM &  HRD Strategy and  Implementation Plan | Corporate  Services  Manager  HR Officer | Annually  Reviewed |
| Annual alignment of the organizational Structure aligned to the reviewed IDP and SDBIPs | Documented Organizational Structure aligned to the IDP | 2023  Structure | May 2024 | June 2024 | Corporate Services Director r/ HR Manager | Adopted Organizational Structure aligned to the IDP | Director Corporate Services/HR Manager | Annual Management reports |
| **HR Strategic Goal 2: Effective Human Resource Planning** | | | | | | | | | |
| Effectively identify, attract and  retain the best talent to help the municipality meet its IDP objectives | Documented Recruitment & Retention  Policy, Processes | None | January 2024 | June 2024 | Corporate Services Director HR Manager | Performance Agreement approved by Heads of Departments | Corporate Services Manager, HR Manager | Review Annually |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Develop and update standardized job profiles for all positions to be used as a basis for recruitment and career path | Documented Job Profiles | Existing Job Profiles | January 2024 | June 2024 | HR Manager | Updated Job Profiles | HR Manager | Annually |
| 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 | Development and review of Retention Policy | Draft Policy Developed | March 2024 | June 2024 | HR  Manager | Copy of adopted Policy | HR Manager /Corporate Services | Monthly Management Reports |
| Conduct skills audit and identify scarce and critical skills | Skills Audit Report and Register of scarce and critical skills | COGTA  Skills Audit Report | 30 April  2022 |  | HR  Manager | Skills Audit Report and Register of scarce and critical skills to be sub- mitted to Corporate Services  Director | Corporate Services Director | Every 5 years next date of skills audit is June 2027 |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HR Strategic Goal 3: Talent management** | | | | | | | | |
| Conduct a formal review of municipality’s orientation process and develop and implement a plan to streamline and improve employee orientation and  on-boarding. | Increase in percentage of standardized  \ Streamlined orientation and  on-boarding activity | Existing Induction Programme | June 2024 | July 2024 | HR Manager | Records & Reports | SDF  HR Manager | Quarterly Reports |
| **HR Strategic Goal 4: Build and Sustain a Capable, Diverse, Well-Trained, Workforce and Enhance Retention Through Learning and Professional Development Opportunities** | | | | | | | | |
| Conduct an annual training needs assessment to ensure training is designed to improve organizational and individual  performance. | WSP | WSP&  Annual Training Report, Needs Analysis Tool | April 2023 | April 2024 | HR Officer | WSP& Annual Training Report | SDF/HR Manager | Reviewed Annually |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HR Strategic Goal 5: Inculcate A Results-Oriented High-Performance Culture** | | | | | | | | |
| Roll-out of  Employee Performance  Management to enforce  responsibility and accountability by line managers and employees to enhance organizational,  team and individual  performance. | Individual  Performance  Plans &  Development  Plans | Organizational  PMS | July  2023 | June 2024 | HR Manager  PMS | Individual  Performance  Plans &  Development  Plans | Corporate  Services  Director | Quarterly  Management  Report |
| Develop  Individual Development Plans for All employees  and translate that into Workplace Skills Plan  for training interventions  to address skills gaps. | Individual  Development  Plans & Work  Place Skills  Plan | Organizational  PMS | July 2023 | June 2024 | HR  Manager  PMS | Individual Performance Plans & Development Plans | Corporate  Services  Director | Quarterly  Management  Report |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HR Strategic Goal 6: Reward and Recognize Performance** | | | | | | | | |
| Establish a  Recognition  and Reward Programme with both financial  and non-financial incentives | Develop and review IPMS Policy | OPMS | 30 June  2023 | 30 June 2024 | Corporate Service Director | IPMS Policy | Finance | Annually Management Report |
| **HR Strategic Goal 7: Sound Employee Relations & Human Resources Governance** | | | | | | | | |
| Conduct a review of HR  Policies,  and Processes as and when required, ensuring alignment to legislative  requirements and best practice | Documented  Policies,  Processes  and Procedures  aligned to  best practice  and compliant  to prevailing  legislation | Organisational  Policies | June  2023 | June 2024 | HR Manager | Reviewed Policies, | Corporate Services | Annually Policies |
| Capacitate line  Management/ Supervisors through  coaching and  continuous  training on  grievances and  disciplinary  matters so that  these are used  as corrective  and not punitive  measures | Increased  Number of  effective dispute handling  cases | Training  conducted | January  2023 | March  2024 | HR  Manager | Training  Certificates,  Attendance  Register | SDF/HR Manager | Quarterly  Management  Reports |
| Establish Employee Forums  To educate  and up skill  employees on  labour related  matters | Employee  Forums | LLF, EE  Forum,  Skills  Development  Forum | 01 July  2022 | June 2023 | Corporate  Services  Director | Reports,  Minutes | HR  Manager | Quarterly  Report |
| Develop effective Workplace Diversity, Transformation and OHS  Programme | Documented OHS Programme | Existing OHS Forums | July 2023 | June 2024 | Corporate Services Director | Reports, Minutes | Corporate Services Director | Quarterly Report to MANCO |
| **HR Strategic Goal 8: Comprehensive Employee Wellness Programme** | | | | | | | | |
| Develop Employee Wellness Plan | None | None | July 2023 | June 2024 | Corporate Services Director | Employee Wellness Plan | Corporate Services | Quarterly Reports to MANCO |