

**UMZIMVUBU  
LOCAL MUNICIPALITY**



**UMZIMVUBU**  
— LOCAL MUNICIPALITY —

**HUMAN RESOURCES DEVELOPMENT  
STRATEGY AND IMPLEMENTATION PLAN**

**2018 - 2022**

## 1. INTRODUCTION

Human resources are the most important, and the most expensive, resource that the municipality has. Hence, it is vital that it makes optimum use of this resource. The municipality needs to have the right number, the right competencies and the most appropriate organisational and functional spread of human resources, as well as well functioning systems and structures that allow it to be effective and efficient. The need for these resources will change over time as priorities and budget limitations change, and hence we need to update our Human Resource Management and Human Resource Development Strategy and Implementation Plan every year to keep it relevant.

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:

- 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 Human Resource Management Strategy and Implementation Plan are aimed at:

- 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;
- Ensuring that the municipality makes optimum use of human resources and anticipates and manages surpluses and shortages of staff;
- Ensuring that the municipality's employees are suitably skilled and competent to add value to the municipality in delivering sustainable solutions, advice and capacity building to the municipality.

### 3. LEGISLATIVE CONTEXT

It is also vital to ensure that the integrated HRM 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:

- The Constitution of the Republic of South Africa.
- Municipal Systems Act
- Municipal Structures Act
- Municipal Demarcation Act
- Municipal Finance Management Act, 1999
- Treasury Regulations, 2002
- Employment Equity Act, 1998
- Labour Relations Act, 1995
- Basic Conditions of Employment Act, 1997
- Skills Development Act, 1998
- Skills Development Levies Act, 1999
- South African Qualifications Authority Act, 1995
- Occupational Health and Safety Act
- Compensation for Occupational Injuries and Diseases Act, 1993
- Medical Schemes Act 1998
- SADC Code of Good Practice on HIV/AIDS
- ILO Code of Practice on HIV/AIDS in the world of work

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
  - Equal employment opportunity
  - Staffing (recruitment and selection)
  - Compensation and benefits
  - Employee and labor relations
  - Health, safety, and security
  - Human resource development
  - Organization and job design
  - Performance management/ performance appraisal systems
  - Research and information systems
  - Training and development (T&D)
  - Organisational development
  - Career development

## **6. Human Resources Status Quo**

### **6.1 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 Umzimvubu 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 skills 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.

### **6.2 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 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

## 7. UMZIMVUBU DEMOGRAPHICS AND SOCIO ECONOMIC CHARACTERISTICS

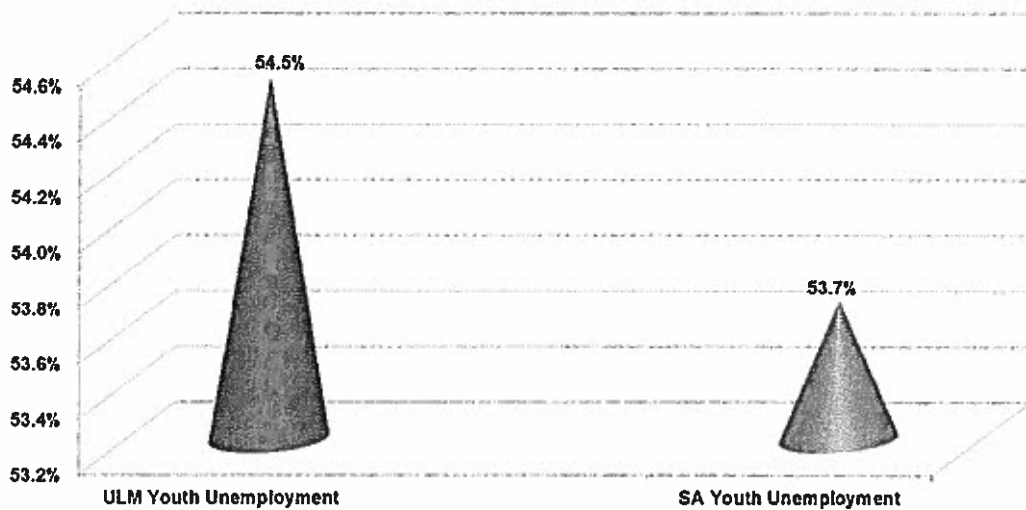
- a). Umzimvubu Local Municipality (EC442) is one of four local municipalities situated within the Alfred Nzo District Municipality (DC44).
- b). The municipal area comprises of 27 administrative wards spread over approximately 2506 km<sup>2</sup>.
- c). There are two main urban centres: KwaBhaca (Mt Frere) and EmaXesibeni (Mt Ayliff) and both towns contribute about 8.7% of the total population and 91.3% consist of rural population.
- d). The Municipality is a category B Medium capacity.
- e). There are 53 elected Councillors - 27 Ward and 26 PR

### 7.1 TOTAL POPULATION STATISTICS

Total population	191,620
Young (0-14)	38,3%
Working Age (15-64 Years)	55%
Elderly (65+)	6,7%
Dependency ratio	81,9
Growth rate	-0,55% (2001-2011)
Population density	74 persons/km <sup>2</sup>
Unemployment rate	45,9%
Youth unemployment rate	54,5%

Unemployment rate stands at 45,9% which is relatively higher than the SA unemployment rate at the average of 26.6%

**7.4 YOUTH UNEMPLOYMENT RATE**

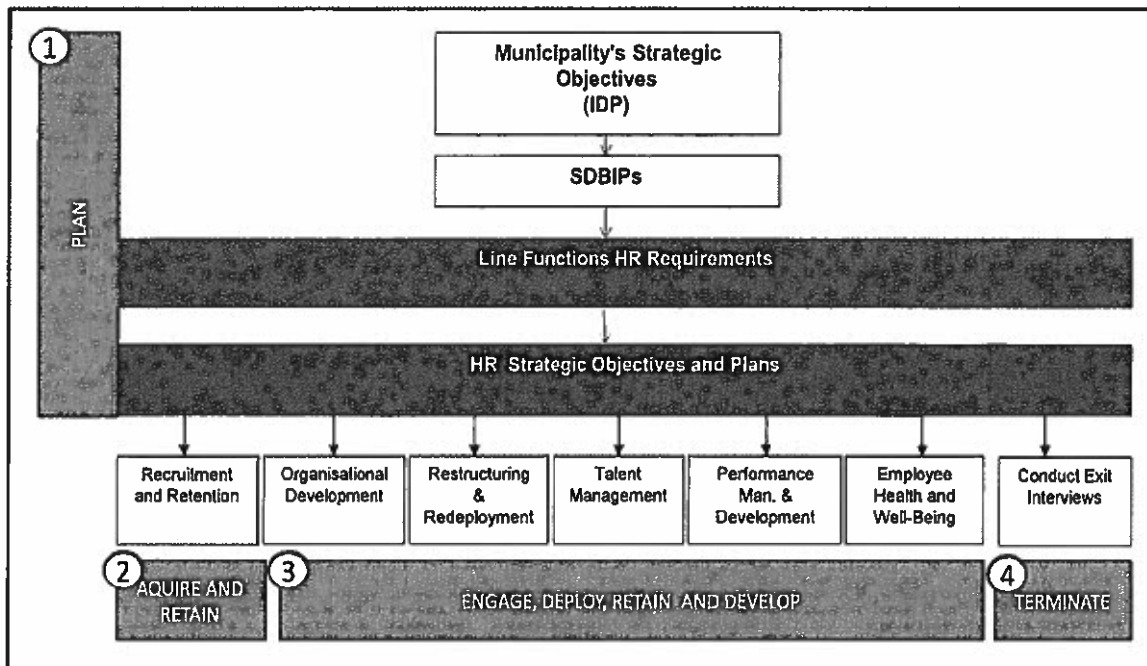


Youth unemployment rate stands at 54,5% is comparatively higher than SA averaged at 53.7%

**7.5 EDUCATIONAL PROFILE**

SCHOOLING	%
No schooling aged 20+	8%
Higher Education 20+	6.5%
Matric aged 20+	13.7%

Figure 1: HR Strategic Framework



The table below articulates the HR strategic objectives in support of the strategic human resources management and development within the municipality. The table further gives a detailed break-down in a manner that covers the entire human capital value chain:

Table 3: High Level HR Strategic Objectives aligned to the municipality's IDP

HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES
<p><b>HR Strategic Goal 1:</b> <b>Strategic Alignment</b></p>	<p>Expand human resources efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.</p>
	<p>Annual alignment of the organisational structure to the newly reviewed IDP and SDBIPs.</p>
	<p>Implement a workforce planning processes, techniques and tools to proactively identify the human resources required to meet IDP objectives</p>
	<p>Revamp the HR service delivery model and business processes for the municipality and introduce the Strategic Partnership Service Model</p>



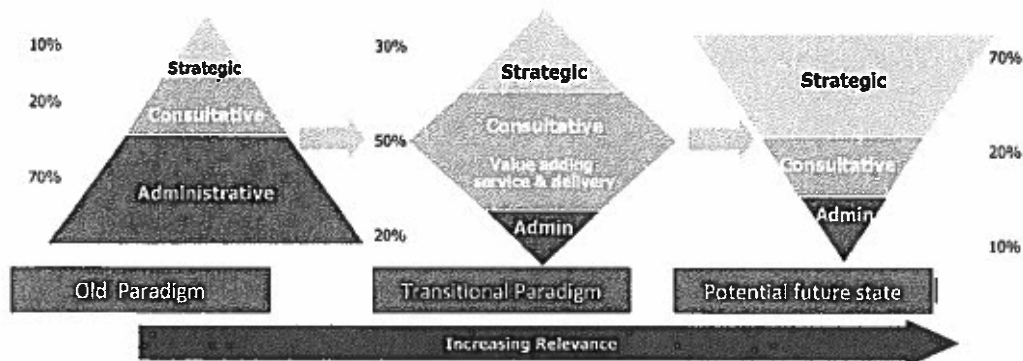
<b>HR STRATEGIC GOALS</b>	<b>HR STRATEGIC OBJECTIVES</b>
	Conduct exit surveys \ interviews to identify reasons for attrition and use the information to enhance or improve employee experience of the municipality
<b>HR Strategic Goal 4: Build and Sustain a Capable, Diverse, Well-Trained, Workforce and Enhance Retention Through Learning and Professional Development Opportunities</b>	Conduct an annual training needs assessment to ensure training is designed to improve organisational and individual performance.
	Establish a leadership development programme for all supervisors, managers and executives to invest in the continuous development of leadership.
	Provide coaching and consultative support to management on leadership development and people management issues
	Identify employees who need ABET up-skilling and implement relevant actions
<b>HR Strategic Goal 5: Inculcate A Results-Oriented High Performance Culture</b>	Develop employee performance management system
	Improve employee Performance Management to enforce responsibility and accountability by line managers and employees to enhance organisational, team and individual performance.
	Ensure Individual Development Plans for all employees are translated into Work Place Skills Plan for training interventions to address skills gaps.
<b>HR Strategic Goal 6: Recognise &amp; Reward Performance</b>	Establish a Recognition and Reward Programme with both financial and non-financial incentives

## 9. NEW 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.

In repositioning itself as a strategic partner to the municipality, the Human Resource unit needs to adopt a service model which will improve the service level of its performance. The diagram below illustrates how HR should transform from an administrative function to a strategic business partner. As the diagram below indicates, the achievement of this increase in relevance requires a shift from a primary administrative focus, to one that is more strategic and consultative.

Figure 2: New HR Strategic Partnership Model



This new HR Strategic Partnership Model challenges the current administrative roles and ensure that administration is just but one of the functions of HR services. The model promises to execute the HR mandate by means of the following roles:

	<ul style="list-style-type: none"><li>▪ Facilitate the development and implementation of improvement initiatives to enhance the municipality's strategic delivery capability</li><li>▪ Analyse individual and municipal competency requirements</li><li>▪ Support and coach line functions during change projects</li><li>▪ Support strategic initiatives and make sure they happen</li><li>▪ Mediate over issues that arise during change initiatives</li><li>▪ Act as a catalyst and driver of change</li></ul>
--	---

KPA \ Planned Activities	KPI \ Outcomes \ Measures (how will success be measured)	Baseline	Planned Target Date	Actual	Responsible Person	Evidence	Resources	M & E Date of submission of progress report
<b>HR Strategic Goal 1: Strategic Alignment</b>								
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	HR Strategy existed but has expired	30 June 2018	31 January 2018	Manager: CS	HRM & HRD Strategy and Implementation Plan submitted to Council for adoption	Line Management Human Capital	Monthly Management Reports
Annual alignment of the organisational structure to the newly reviewed IDP and SDBIPs.	Documented Organisational Structure aligned to the IDP	2016 Organisational Structure	01 July 2017	31 January 2017	Manager: CS	Organisational Structure aligned to the IDP submitted to Council	Municipal Manager and Budget & Treasury	Monthly Management Reports
Implement a workforce planning processes, techniques and tools to proactively identify the human resources required to meet IDP objectives	Documented evidence of a workforce plan	None	31 May 2018	30 June 2018	Manager: CS	Documented workforce plan submitted to Municipal Manager	Finance Line Management EXCO	Monthly Management Reports
Revamp the HR service delivery model and business processes for the municipality and introduce the Strategic Partnership Service Model	Key human resources managed through Service Level Agreements (SLA's)	Current Transactional Admin Practises	30 June 2018	30 June 2018	Manager: CS Line Managers	Service Level Agreements (SLA's) approved by Municipal Manager	Line Management	Quarterly
Proactively engage customers in the analysis of their workforce management								

<i>KPA \ Planned Activities</i>	<i>KPI \ Outcomes \ Measures (how will success be measured)</i>	<i>Baseline</i>	<i>Planned Target Date</i>	<i>Actual</i>	<i>Responsible Person</i>	<i>Evidence</i>	<i>Resources</i>	<i>M &amp; E Date of submission of progress report</i>
	scarce and critical skills					scarce and critical skills	HR	
Partner with Institutes of Higher Learning programmes to develop skills requirements specific and critical to the municipality	Memorandum of Understanding between municipality and these institutions (WSU, UNISA, TVET)	None	31 December 2020	31 December 2019	Manager: HR	Memorandum of Understanding between municipality and these institutions	Budget & Treasury Line Management HR	Quarterly
<b>HR Strategic Goal 3: Organisational Development</b>								
Conduct climate survey to understand current challenges around organisational culture, and use results to design the future/ ideal organisational culture	Documented evidence of conducted surveys	None	30 July 2019	30 July 2019	Manager: HC	Climate Survey Report	Line Management HR	Quarterly Management Reports
Prepare and implement transition process that provide for continuity in the municipality's operations	Documented Succession Policy	None	30 June 2019	30 June 2019	Manager: HR	Succession Policy submitted to Council	Budget & Treasury HC	Monthly Management Report
Establish a sound knowledge management and knowledge transfer programme for all key positions	Documented Mentorship and Coaching Plan	Internship Programme, Artisan Programme	30 July 2018	30 July 2018	Manager: CS	Mentorship and Coaching Plan	HR Line Functions LGSETA	Monthly Management Report

<i>KPA \ Planned Activities</i>	<i>KPI \ Outcomes / Measures (how will success be measured)</i>	<i>Baseline</i>	<i>Planned Target Date</i>	<i>Actual</i>	<i>Responsible Person</i>	<i>Evidence</i>	<i>Resources</i>	<i>M &amp; E Date of submission of progress report</i>
Establish a leadership development programme for all supervisors, managers and executives to invest in the continuous development of leadership.	Documented evidence of Leadership and Management Development Programme	None	30 June 2019	30 June 2019	Manager: CS	Leadership and Management Development Programme	Budget & Treasury HR	Monthly Management Report
Provide coaching and consultative support to management on leadership development and people management issues	Coaching Plans	None	30 June 2019	30 June 2019	Manager: HR	Coaching Plans	HR	Monthly Management Report
Identify employees who need ABET up-skilling and implement relevant actions	Individual Development Plans	Existing Training Plan	30 June 2018	30 June 2018	Manager: HR	Individual Development Plans	Budget & Treasury HRD	Monthly Management Report
<b>HR Strategic Goal 5: Inculcate A Results-Oriented High Performance Culture</b>								
Develop employee performance management system	Approved Individual Performance Management System	Organisational PMS	30 July 2018	01 July 2018	Manager: HR	Signed Individual Performance Management Plans	HR Line Management Employees	Monthly Management Report
Improve employee Performance Management to enforce responsibility and accountability by line managers and employees to enhance organisational, team and individual performance	Individual Performance Plans & Development Plans	Organisational PMS	30 June 2019	30 June 2019	Manager: HR	Individual Performance & Development Plans	HR	Monthly Management Report

<b>KPA   Planned Activities</b>	<b>KPI   Outcomes / Measures (how will success be measured)</b>	<b>Baseline</b>	<b>Planned Target Data</b>	<b>Actual</b>	<b>Responsible Person</b>	<b>Evidence</b>	<b>Resources</b>	<b>M &amp; E Date of submission of progress report</b>
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	30 June 2019	30 June 2019	Manager: HR	Training Certificates, Attendance Register,	Finance HR ER	Monthly Management Report
Conduct policy-roll out programme to educate and up-skill employees on labour related matters	Effective departmental meetings Fully effective employees	None	30 June 2018	30 June 2018	Manager: HR	Reports, Attendance Registers	HR ER	Monthly Management Report
Develop effective Workplace Diversity, Transformation and OHS Programme	Achieved Targets EE Forum Documented OHS Programme	Existing EE & OHS Forums	30 June 2018	30 June 2018	Manager: HR	Reports, Minutes	HR ER	Monthly Management Report
<b>HR Strategic Goal 8: Comprehensive Employee Wellness Programme</b>								
Develop Employee Wellness Strategy and Plan	Wellness Days	Wellness days with poor attendance	30 June 2018	30 June 2018	Manager: HR	Attendance Register for wellness days Employee Wellness Strategy	HR ER	Monthly Management Report

**11. COMPLIANCE AND ENFORCEMENT**

- 11.1 Violation of or non-compliance with this policy will give a just cause for disciplinary steps to be taken.
- 11.2 It will be the responsibility of all Managers, Supervisors, Executive Committee and Council to enforce compliance with this policy.

**APPROVAL OF THE POLICY**

The Municipal Council has approved this policy and amendments thereof.

**APPROVAL OF THE POLICY**

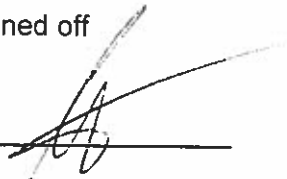
The Municipal Council has approved this policy and amendments thereof.

**AUTHENTICATION**

The amendments of the policy and or the new policy was adopted by the Council on the  
23 / 01 / 2020

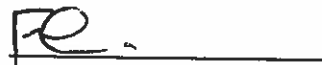
As per Council Resolution number 215 / 19 / 20

Signed off



Mr. G.P.T. Nota

Municipal Manager



Cllr. N.F Ngonyolo

Speaker of the Council