

GREAT KEI MUNICIPALITY



HUMAN RESOURCES STRATEGY

2016/17

Human Resources Strategy (HRS) for Great Kei Local Municipality

1.1 Preamble

It is through the skill and effort of the employees and excellent leadership and support by Councilors of the Great Kei Municipality that its aims will be achieved.

The Great Kei Municipality's Human Resources Strategy (HRS) will enable it to attract and recruit staff with qualities that it requires. It also sets out the ways in which it will retain staff through effective rewards, good management, leadership and establishing a culture and environment that encourages well-being.

The aim of the Great Kei Municipality's HRS is consistent with its vision and mission and is captured as follows:

The Great Kei Municipality will achieve a peaceful and sustainable environment, where all communities enjoy an improved quality of life, affordable services, democratic governance and employment through infrastructural development, thriving agriculture, commerce, SMME'S and tourism activities.

The role of Human Resources will flex to include leadership, support and advice.

1.2 Legislative background

- (1) Labour Relations Act, 1995 (Act No 66 of 1995) regulates the relations between the employer and the employee and requires that policies be formulated to regulate the relationship.
- (2) Basic Conditions of Employment Act, 1997 (Act No 75 of 1997) prescribes the minimum conditions that the employers must meet for the employees to work effectively and efficiently. The employer is expected to formulate policies that are not in contradiction with the set minimum standards.

- (3) Skills Development Act, 1998(Act No 97 of 1998) aims to develop the skills of the South African workforce and to improve the quality of life of workers and their prospects of work. To improve productivity in the workplace and the competitiveness of employers and to promote self-employment.
- (4) Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) requires that the Municipality exercises its executive and legislative authority by developing and adopting policies, plans, strategies and programmes, including setting targets for delivery.

2. The HR Strategy and the IDP

The Great Kei Municipality's IDP 2011 – 2016 identifies people issues as capacity challenges for the municipality. All cluster challenges revolve around lack of capacity in terms of skills, work bodies, culture, etc.

The Human Resources Strategy has taken these critical issues into account and in developing solutions both in the long and medium term as well as the short term action plan.

2.1 Key Strategic Priorities of the Great Kei Municipality's Human Resources Strategy

- (1) To lead a municipal-wide approach to support, reward, develop and manage staff so that consistent levels of high performance are the norm.
- (2) The building of the municipal capacity to achieve successful change in the short and the long term through appropriate leadership and support for managers and councilors.
- (3) The establishment and maintenance of effective relations with staff, individually and collectively and with their recognized trade unions to achieve high levels of employee engagement.

- (4) The development of an environment that fosters employee wellbeing, respect for diversity and difference and in which there is no tolerance for unfair discrimination.
- (5) The development and delivery of HR systems, policies, procedures and structure in a way that is cost efficient and consistent with other elements of the HRS.
- (6) The development of the role of Human Resources staff such that through behaviour and activity every opportunity is taken to model, promote and sustain effective partnerships working with stakeholders.
- (7) The building and sustaining good municipal image through service excellence provided by our employees.

In essence, the aim of this HRS is to deliver a culture and working environment which values:

- ◇ High performance
- ◇ Fairness of treatment
- ◇ Respect for diversity and difference
- ◇ Excellence in leadership, management and supervision
- ◇ Innovation, creativity and adaptability to changing circumstances
- ◇ Team working
- ◇ Effective and meaningful employee engagement and involvement
- ◇ Responsiveness to diverse needs of our communities and customers, internal and external, in a professional and appropriate manner
- ◇ Municipal learning and development through the giving and receiving of constructive feedback
- ◇ Image building through service excellence

3 SWOT analysis of the Municipality

STRENGTHS <ul style="list-style-type: none">• New employees skilled and qualified• A researched organogram has been adopted• HR Policies in place• Sound Management and Leadership structures	WEAKNESSES <ul style="list-style-type: none">• Reputation of the municipality affecting skilled staff attraction• Financial constraints• Staff shortage (skilled & experienced)• Culture of work (laziness, tardiness and absenteeism)
OPPORTUNITIES <ul style="list-style-type: none">• Government grants and subsidies for training• Reputation of the Municipality• IT Systems	THREATS <ul style="list-style-type: none">• Internal and external politics• Non compliance to policies and legislation• Information Management• Financial viability and sustainability (culture of non-payment of rates and services)• Rapid technological development and innovations• Resistance to change• Information gap between politicians and administrators• Poverty and unemployment levels

3.1 Human Resources Analysis

In the detailed analysis of the human resources of the municipality the strategy concentrates on :

COPS (Culture, Organization, People and HR Systems). It looks at where the municipality is currently and where it wants to be as well as identifying gaps between the reality of the current state and the desired state of affairs.

3.2 Culture

In this strategy culture refers to the personality of the Municipality, ie, values, norms, attitudes, beliefs, experiences and artifacts of the

members of the Great Kei Municipality and the manner in which they behave.

The current state of affairs

Currently the Municipality is undergoing change and at the core of this is changing the culture of the municipality so that there is effective leadership.

The following are cultural values that are visibly displayed by the majority of members of staff of Great Kei Municipality:

The negatives

- Lack of discipline
- Lack of customer care
- Absenteeism and tardiness
- Undefined dress code

The positives

- Strong leadership and management
- Employees carrying for one another
- Willingness to learn

Desired state of affairs

- Highly skilled employees who will work their way up the municipality's ranks
- Stable environment for development and exercise of skills
- Reward and encouragement of individual and collective effort
- High levels of customer care

3.3 Organization

In this strategy organization refers to the institutional arrangements of the municipality, ie, the structure, office equipment and facilities.

The current state of affairs

The organizational arrangements have not reached the levels that are required by the municipality.

There is a recently approved organizational structure and the process of filling in positions is in progress but has its challenges.

In terms of existing personnel, there are huge skills gaps between the various levels of the municipality.

The office arrangements are a huge challenge for the municipality both for internal and external stakeholders, which negatively affect customer service.

The desired state of affairs

The municipality envisages a structure that is fully or reasonably populated for it to effectively deliver on its mandate. It requires a working environment where effective supervision and management is possible.

It also requires an environment where customers, stakeholders and community have access to without being sent from one building to another before they can receive a service.

3.4 People

In this strategy people means the Councillors and employees of the Great Kei Municipality.

The current state of affairs

The municipality has ensured that new recruits have the necessary qualifications, skills and experience required to perform a function.

The issue regarding councillors is different. Councillors are elected to represent the communities and there are neither qualifications nor skills required for a member to become a councillor.

The desired state of affairs

- An employee recruitment and selection strategy that will ensure that employees that join the municipality are readily productive
- An employee retention strategy to ensure that the municipality does not lose best qualified, skilled and experienced employees
- An employee capacity building programme to ensure that employees are productive and effective
- A functioning system of performance management aimed at translating the IDP and/or strategic plan of the municipality into operational plans and individual performance agreements.
- A municipality that encourages, recognizes and rewards good performance at all its levels thereby creating a unifying culture (end of the year functions, sporting and cultural activities, etc).
- A councilor development strategy that will ensure that councilors are able to carry out their mandate effectively and efficiently
- A well-regulated municipal environment in terms of policies and their implementation to ensure consistency and confidence in delivery of services
- An effective and efficient councilor and employee wellness programme that will ensure that professional support and advice is provided to our troubled councilors and employees

3.5 HR Systems

The Great Kei Municipality is currently using the PayDay System. The system is linked to the Financial Management System and the two systems talk to each other.

The current state of affairs

The municipality is currently under-utilizing the system, in that only payroll system is fully utilized. The Electronic Human Resources Management System with HR modules, is not fully utilized.

Most HR activities are performed manually, which means the municipality is not taking advantage of the information technological advancement that could simplify the performance of duties.

The municipality is losing a lot of money through the leave administration system that is not fully utilized resulting in haphazard monitoring mechanisms.

The manual filing of personnel records is also a challenge that with the full utilization of the HRM system could be overcome.

Savings could be made in terms of space for files and stationery. The risks related to fire hazards could also be eliminated.

The desired state of affairs

The availability of effective and efficient HR system in order to meet the human resources requirements of the municipality such as the following:

- Administration of leave
- Managing the training and/or skills development programmes and producing compliance reports
- Managing personnel record (recording and retrieval)
- Producing reports on compliance issues such as employment equity

3.6 Identifying Critical People Issues

The SWOT and COPS analysis have highlighted the critical areas that the strategy needs to address. This area of the strategy outlines the people issues that, if not addressed, would impact negatively on municipal service delivery.

The following are those people issues:

- Skills and capacity gaps
- Recruitment and selection
- Uninspired and de-motivated workforce
- Ill-discipline, insolence and disloyalty
- Absenteeism and tardiness
- Performance not managed and monitored properly
- Under-utilized electronic HRM system

3.6.1 Developing Solutions

The following issues identified above can be addressed with the commitment of the municipality to carry out the programmes outlined below in the long, medium and short term.

- (a) Development a comprehensive training and/or capacity building programme that is relevant to address the weaknesses and challenges as outlined in the SWOT and COPS
- (b) Develop a well-researched recruitment and selection strategy to ensure that new employees become productive in a short space of time when they join the municipality
- (c) Develop and implement an employee retention strategy through introducing incentives, rewards and providing a conducive work environment

- (d) Develop policies and procedures to address people issues such as recognition of excellence in performance for both Councillors and employees
- (e) Develop a programme to fully utilise the electronic Human Resources Management System for effective work performance
- (f) To roll-out the customer care programme in line with the Customer Care Strategy and Batho Pele principles
- (g) Develop a comprehensive wellness strategy and programme to ensure that the municipal Councillors and employees are fully productive
- (h) Develop a comprehensive programme of employee discipline as a means to correct behavior rather than a punitive measure
- (i) Develop information management systems
- (j) Develop awareness programme for the human resources function as a municipal-wide issue rather than an individual directorate issue
- (k) Review policies and ensure that in the development of new policies there is practical implementation of those policies

3.7 Conclusion

The human resources function is an institution-wide function and the support of both council and management is very important for its effective implementation.

All Directors are Human Resources Practitioners and the strategy must be internalized by all to be successful.

4. Policy Audit

Audits will be conducted on the strategy annually to determine its impact in achieving the objectives it is set out to achieve as well as alignment to the process.

5. Approval of the Strategy

The approval of this strategy rests with the Great Kei Council on the recommendations of the Mayor.

6. Violation And Enforcement

The violation of this strategy may lead to disciplinary processes taken against the offender.

7. Authentication

This Strategy to be adopted by Council

Signature of the Municipal Manager

Signature of the Mayor.....

The image shows two handwritten signatures. The top signature is a large, stylized cursive signature, likely belonging to the Municipal Manager, written over a horizontal dotted line. The bottom signature is a smaller, more compact cursive signature, likely belonging to the Mayor, also written over a horizontal dotted line. The signatures are written in dark ink on a white background.