Polokwane
NATURALLY PROGRESSIVE

#371279

HUMAN RESOURCES DEVELOPMENT STRATEGY

1.   INTRODUCTION

This human resources development strategy document details the processes that needs to be taken into consideration in order to ensure that a strong developmental municipal institution is build over a period of 5 years and through effective implementation of the following key elements:

a)   The overall HRD Vision
b)   The overall HRD Mission
c)   The HRD Strategy Pyramids
d)   The controls (which outlines the implementation framework and contingency plan).

The rest of the HRD Strategy document outlines specific strategy details, the proposed tactics or initiatives and the implementation details. The next section below describes the most important contextual considerations informing the human resources development strategy. Strategic controls mark the end of this strategy document.
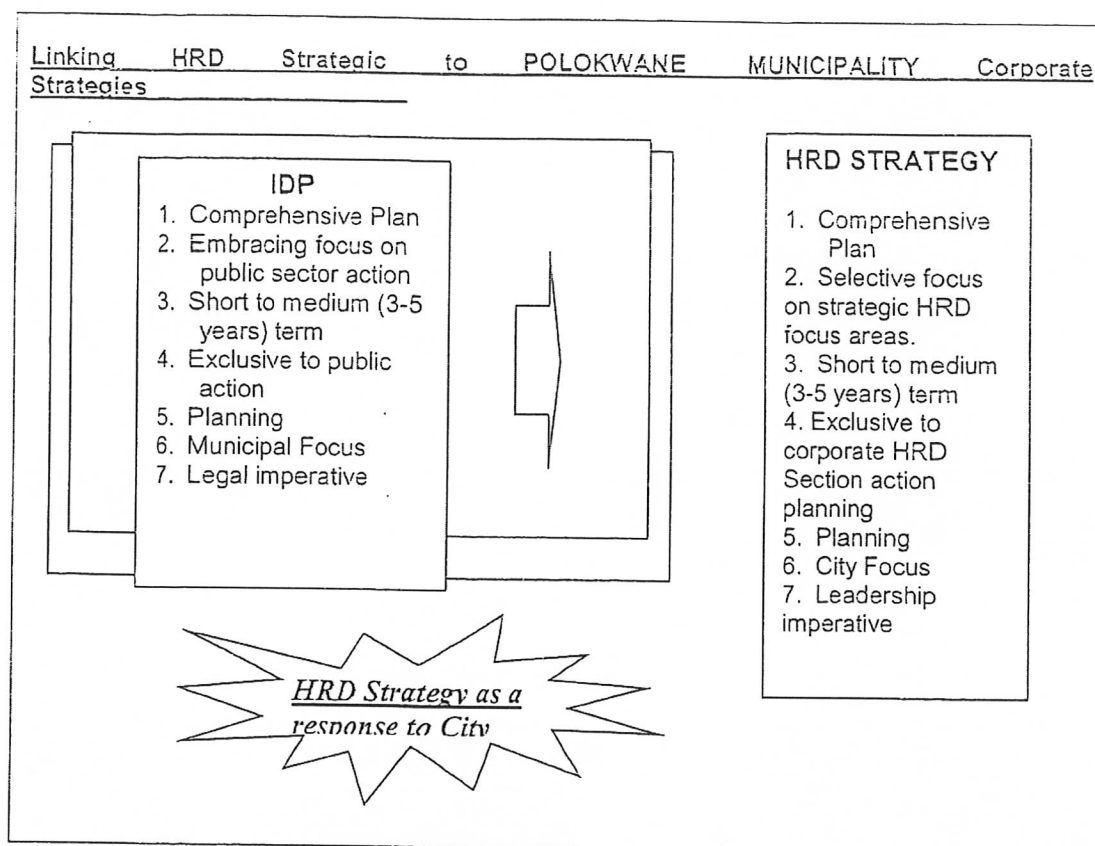
2.   THE CASE FOR HRD STRATEGY

The purpose of this HRD Strategy is therefore to provide a plan or framework that ensures integrated HRD planning and implementation, monitored institutional-wide and at Directorate level with progress measured against approved indicators. The strategy does not seek to usurp Directorate function roles, except to locate HRD within a broader strategic framework of current and future human resource needs of the City of Polokwane.

The "Batho Pele" principle, which has been used to cohere the various strategic objectives of this strategy, is the concept of 'Best Value'. This principle includes giving our customers (both Polokwane Municipality employees and the people of Polokwane in general) the best service we can use all our resources. It also means eliminating waste, fraud and corruption and finding new ways of improving services at little or no cost. This might include us forming partnerships with other service providers and the community. If we work efficiently and maximize our skills we will add value and produce service excellence to give our customers the best value for their money.

It is often stated that an organization's human resource management (HRM) practices – human resource development (HRD) activities amongst them – should fall in line with the overall strategy of the organization. The IDP serves as the vehicle for achieving and evaluating the HRD Strategy.

The above relationship between the IDP and the Corporate HRD Strategy can be depicted as follows:

Linking HRD Strategic to POLOKWANE MUNICIPALITY Corporate Strategies

IDP

1. Comprehensive Plan
2. Embracing focus on public sector action
3. Short to medium (3-5 years) term
4. Exclusive to public action
5. Planning
6. Municipal Focus
7. Legal imperative

HRD STRATEGY

1. Comprehensive Plan
2. Selective focus on strategic HRD focus areas.
3. Short to medium (3-5 years) term
4. Exclusive to corporate HRD Section action planning
5. Planning
6. City Focus
7. Leadership imperative

HRD Strategy as a response to City

The national and provincial legislation alongside other directives, form the context within which Polokwane Municipality's planning looking to the future is embedded. The Limpopo Provincial Growth and the Development Strategy document give a provincial strategic context for Polokwane Municipality to operate within. The field of Human Resources Development (HRD) in the public sector is also regulated and guided by varying national and provincial legislation and directives. The above-mentioned national, provincial legislation and directives alongside the Polokwane Municipality's IDP collectively form the development agenda for the Municipality. Therefore, the HRD strategy development initiative, dovetails with the IDP to form an **institution-wide** strategic context for the development of the Polokwane Municipality's human capital.

3.   STRATEGY GUIDING PRINCIPLES

This strategy is underpinned by the following guiding principles:

The National Skills Development Strategy (NSDS) equity targets: Accelerate broad based Black economic empowerment and employment equity. It is envisaged that the composition of the beneficiaries of learning interventions at Polokwane Municipality should be as follows:

   a)   85% to be black
   b)   54% to be female
   c)   4% to be people with disabilities

All Polokwane Municipality Directorates are encouraged to use these guidelines when implementing the HRD Strategies.

HIV / AIDS: There is need for the Polokwane Municipality and all its Directorates to acknowledge the seriousness of the HIV (Human Immune-deficiency Virus) /AIDS (acquired Immune Deficiency Syndrome) as a medical reality with both social and economic implications.

Research and Development

Fostering the National Education Policy Act through enhancing the quality of educational, innovation through systematic research and development on education, monitoring and evaluating education provision and performance.

Partnerships and Joint Ventures

Partnership and joint ventures should be actively pursued. Consultation with the SBU: Local Economic Development (LED) and other stakeholders are currently taking place in this regard within the Polokwane Municipality.

4.   CURRENT SITUATION

A need has therefore been identified to develop a comprehensive human resources development strategy that integrates with the following strategic processes:

a)   The Integrated Development Plan;
b)   The HRD Strategy should take cognizance of the Sector Skills Plan;
c)   The HRD Strategy should take cognizance of the customer and financial perspectives;
d)   The HRD Strategy should take cognizance of the National Capacity building strategy for local government;
e)   The HRD Strategy should provide guidance on the Public Private Partnership in terms of service providers;
f)   Identify key priorities and performance indicators

4.1   Governance Structure

The principal weakness of corporate governance today is the excessive concentration of power in the hands of top management. Rebalancing or equalizing this power is a prerequisite for promoting accurate financial reporting and human resources development implementation strategies. Polokwane Municipality governance structure should be premised upon formally recognizing employees as a group and as key participants in the learning and development process. This is an important element in a transition to a more balanced HRD governance structure. Therefore, for Polokwane Municipality a comprehensive structure of corporate governance is needed that will reflect this revolutionary view of employees.

Two types of governance structures are currently in place at the Polokwane Municipality to govern learning and development. Namely:

a)   The Training Committee, and
b)   The Functional (HRD) structure

4.1.1.   Functional HRD structure

Refer to the HRD functional organogram.

4.1.2.   Polokwane Municipality Training Committee

It is a legislative requirement that a training committee be established. This committee at the Polokwane Municipality will be responsible for monitoring, control and management of the training and development of both the people and the employees of the Municipality. It is to be utilized for consultation and endorsement on all skills development issues. (Skills Development Act and Regulations of the Skills Development Levies Act)

The appointment of the Training Committee members has to be based on representation of:
a)   Position/rank
b)   Race
c)   Gender

The functions of this Committee will be:

a) Consultative.
b) To assist with the development of the WSP.
c) To inform all employees on the development of the WSP.
d) To collate and assist in collection of relevant information.
e) Skills promotion
f) To report on progress regarding the implementation of the WSP.
g) To meet on a monthly basis to discuss and be informed on ongoing skills planning issues.

5. CRITICAL ISSUES

In an attempt to achieve its mission, the human resource sub unit (within the Human Resources SBU) of the Polokwane Municipality has identified the following key challenges which are faced by the Polokwane Municipality and which form the basis for prioritization in this HRD Strategy. The most obvious critical issues and challenges are:

a) **HIV (human Immune-deficiency Virus) / AIDS (acquired Immune Deficiency Syndrome):** The employees and the people of Polokwane Municipality are affected by Aids, which will impact significantly on the future skills provision and retention. The epidemic will probably exacerbate the existing skills shortage in the City of Polokwane. Particularly attention will therefore have to be given to monitoring and responding to the impact of HIV / AIDS on the available skills.

b) **Fragmentation:** One of the areas of institutional weakness within the local government, water and related services sector highlighted in the national sector skills plan, is the fact that Local councils are bringing about change from the currently fragmented arrangements of education and training.

c) **Skills Development:** The implication of Section 63 of the Municipal Systems Act, according to the sector skills plan (chapter 4), is that every municipality in the country is legally compelled to develop its human resources, even over and above training provided in terms of the Skills Development Act.

d) **Public – Private Partnership in terms of service providers:** At various points in the past attempts have been made to set up workshops and conferences to attempt to create a better alignment and working relationship with groupings such as Schools in Universities and Technikons, yet the relationship seems not to have been consolidated. Therefore there is a strong need within the Polokwane Municipality to take an initiative in this regard.

e) **Ongoing change:** The ongoing nature and pace of change impacts current and future workforce capacity and leadership needs at all levels within the Polokwane Municipality.

6. KEYS TO SUCCESS

6.1 Provision of the highest possible level of service in respect of education, training and development to the Polokwane Municipality customers.

6.2 A co-coordinated set of actions aimed at integrating Polokwane Municipality with its internal business processes, its people and technologies,

6.3 Development of the IDP Need Register that accurately links municipal activities (HRD Sub-unit) to identified constituency needs (training and development needs of both the employees and the people of Polokwane Municipality).

6.4 Training and Development budget centralization: The annual budget of the Polokwane Municipality HRD Sub unit must indicate how it gives effect to the HRD Strategies of the Directorates over the five coming budget years. And how the HRD Strategies may need to be revised given the centralized budgetary resources and spending commitments.

7. CORPORATE HRD STRATEGY

Section 68 of the Municipal Systems Act (Act 32 of 2000) states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way, and for its purpose must comply with the Skills Development Act (Act 97 of 1998) and the Skills

Development Levies Act (Act 9 of 1999). Therefore this strategy document was then designed and developed in the spirit of the above-mentioned legislation.
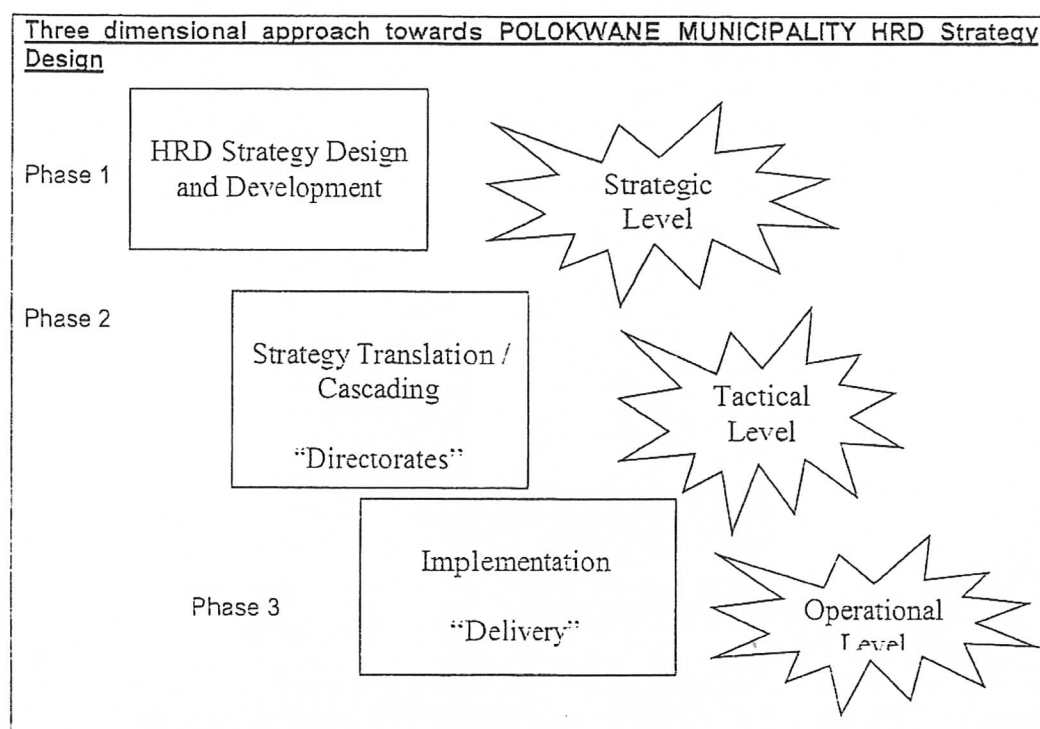
However, in developing IDP the approach began by addressing three key strategic questions:

a) Where are we now?
b) Where do we want to be?
c) How do we get there?

The Human Resources Development sub unit, as part of the overall Polokwane Municipality Human Resources SBU, then had to add two other questions:

a) What kinds of people skills will be needed to manage and sustain the Polokwane Municipality in the future to meet the seven focus areas?
b) What human resources development strategies/tactics and initiatives/programmes will be needed to deal effectively with the external pressures and demands affecting the Polokwane Municipality institution?

The following shows a high-level approach to HRD Strategy design and development: (this document serve as the outcome of phase 1):

Three dimensional approach towards POLOKWANE MUNICIPALITY HRD Strategy Design

Phase 1 — HRD Strategy Design and Development — Strategic Level

Phase 2 — Strategy Translation / Cascading "Directorates" — Tactical Level

Phase 3 — Implementation "Delivery" — Operational Level

7.1 HRD Vision

Vision

"Excellence through people development"

7.2 HRD Mission

Mission

"To develop the competencies of the employees and people of Polokwane Municipality through learning and development that encourages participation and innovation"

8. STRATEGY PYRAMIDS & STRATEGY ALIGNMENT

Strategic alignment is essential matching up all identified human resources development priorities to our tactics and specific programmes, or business activities. The strategy pyramids have been selected, as a visual tool to assist the HRD Section in acting on what the strategy says will be achieved.

We need to establish our training and development programme offerings as quality laden, and impact. We do this by promoting our value added resources (physical and human). Our human resources development strategy pyramids places strategy at the top, supported by tactics in the middle, and programmes at the base. Strategy means nothing without tactics and programmes to make it real.

Therefore the Polokwane Municipality Corporate Human Resources Development Strategy is addressed through five (5) strategy pyramids, each based on one fundamental priority. These priorities will lead to strong financial fundamental and a strong developmental municipal institution.

HRD strategic priorities are listed as follows:

Priority I: To develop the employees of the Polokwane Municipality to perform optimally, thus ensuring service delivery

Priority II: To implement the appropriate governance structures to effectively control, monitor and manage the learning experience within the Polokwane Municipality

Priority III: To support learning and development within the Polokwane Municipality through industry-based competency development, innovation, research and development

Priority IV: To ensuring that the skills and competencies of the Polokwane Municipality youth within manufacturing, government and business services are developed and enhanced.

Priority V: To ensure effective and sound financial management.

8.1. Priority No.1

Our first priority focuses on developing the employees of the Polokwane Municipality to perform optimally and therefore ensuring service delivery.

8.1.1. Tactics

8.1.1.1 The key business activities for this priority are as follows:

a) Determining needs and competencies for the Polokwane Municipality, and the possible programmes for this tactics are as follows:
b) All Polokwane Municipality Directorates to specify functional areas that are critical for service delivery, taking into account the LGW SETA Sector Skills Plan, and the national capacity building strategy for local government.
c) Directorate Core competency framework development
d) Training Needs Analysis based on designed competency framework
e) Competency Assessment conducted for all Polokwane Municipality employees to ensure credits and qualifications are awarded as per learning experience undergone
f) Comprehensive Directorate workplace skills plans

8.1.1.2 Developing the Polokwane Municipality employees based on needs analysis, workplace skills plan and competency assessments. Possible programmes for this tactic are as follows:
a) Identify and pilot relevant internships and learner ships for appropriate Directorates
b) Implement national roll-out of internships and learnerships
c) Design and implement Management Development Programmes
d) Ensure that those who participate in learnership programmes are enabled through the NQF to acquire credits towards a qualification
e) Develop a system to recognize accreditation of informal learning

8.1.1.3 Scarce skills

a) Develop and implement AET programmes
b) Accelerate ICT skills development programmes
c) Finance and accounting development programmes as follows:

    i.   CIMA
    ii. Associate Accounting Technician (AAT) Learnership registered with FASSET SETA

LGSETA Scares and Critical Skills:

a) Chief Financial Officer
b) Internal Audit Manager
c) Policy and Planning Manager
d) Project Manager
e) Construction Project Manager
f) Water Quality Technician
g) Civil Engineer
h) Civil Engineering Technologist
i) Urban and Regional Planner
j) Accountant (General)
k) Compliance Officer (Risk Officer)
l) Internal Auditor
m) Civil Engineering Technician
n) Town Planning Technician
o) Water Plant Operator
p) Building Construction Supervisor
q) Paramedic
r) Finance Clerk/Administrator
s) Legal Advisor/Officer
t) Community Development Worker
u) GIS Specialist
v) Fire Fighter
w) Plumber (General)
x) Electrician (General)

8.2 Priority No. II

The second priority area focuses on the implementation of the appropriate governance structures to effectively control, monitor and manage the learning experience within the Polokwane Municipality

8.2.1. Tactics

The business activities associated with the second priority area are as follows:
a) Training and development committee
b) HRD Functional structure
c) Polokwane Municipality Organogram

8.3 Priority No. III

Our third pyramid is under the main strategic priority of focusing on supporting learning and development within the Polokwane Municipality through industry-based competency development, innovation, research and development.

8.3.1. Tactics

8.3.1.1 The key business activities for the first priority are as follows:

a) Design and implement a learner information, manages all Polokwane Municipality training arrangements and delivers e-learning courses
b) Utilization and optimization of the e-learning methods to enhance learning experience. Possible programmes are as follows
c) Know net
d) SAP Tutor
e) Leaner management system

8.3.1.2 Improving the application of scientific knowledge and appropriate technologies that solve skills shortage within the Polokwane Municipality. Programme are as follows:

a) Collection, analysis and dissemination of data in relation to the HRD Strategy

8.4   Priority No. IV

Our fourth pyramid is under the main strategic priority of focusing on ensuring that the skills and competencies of Polokwane Municipality youth within manufacturing, government and business services are developed and enhanced.

8.4.1.   Tactics

The key business activities for the Fourth priority are as follows:

b) Seek accreditation with relevant SETA as a learnership assessment center
c) Community development:

   i.   Identification of registered unit standards within manufacturing, government and business services sectors
   ii. Recruitment and selection of learnership candidates

8.5   Priority No. V

Our last strategy pyramid is based on ensuring effective and sound financial management.

8.5.1.   Tactics

The key business activities for this priority are as follows:
a) Ensuring effective revenue management
   i.   Budget spending
   ii.   Unqualified audit reports
   iii. Skills grants

b) BBBEE procurement

9.   CONTROLS

This section represents the last part of this human resources development strategy. It is all about tracking progress in terms of the goals and budgets that are spelled out for each year (or month). Through such controls top management can review the results for each period and identify Directorates or sections that are not attaining their goals.

9.1.   Implementation

The Integrated Human Resources Management System is a dynamic management framework, providing a common link between strategic Human Resources processes and systems within Directorates and the Polokwane Municipality as a whole. Theses include:

Change in business strategy: Competency management provides a means to profile existing skills and identify potential skill gaps. This would help Directorates identify strengths and emerging skills they need to recruit or develop.

Improving service delivery: There is a critical need for Directorates to optimize the existing skills of staff through multi - skilling. Competency management facilitates the identification of employee development needs that may impact on efficiency and effectiveness. In these circumstances, competency based management can help ensure employees get targeted training that is required to handle increased service delivery demands within the Polokwane Municipality.

Improving operational effectiveness: Competency management can help identify areas of employee weakness that may impact on operating effectiveness.

Continuous performance improvement: There is a critical need for Directorates to optimize the utilization of staff and ensure that there is continuous performance improvement through the effective implementation of performance management and evaluation system. **Lifelong learning:** Employees should be encouraged and presented with opportunities for lifelong learning and should be equipped with the necessary life skills.

Equity and empowerment: Training and development initiatives should be aligned with the broader plans and programs aimed at promoting equity and empowerment of the previously disadvantaged groups. It is thus of vital importance that the HRD Strategy of the Polokwane Municipality is aligned with the National Equity and Affirmative Action- as well as Recruitment and Selection Policies.

The following is a depiction of the high-level Integrated Human Resource Development model adopted:
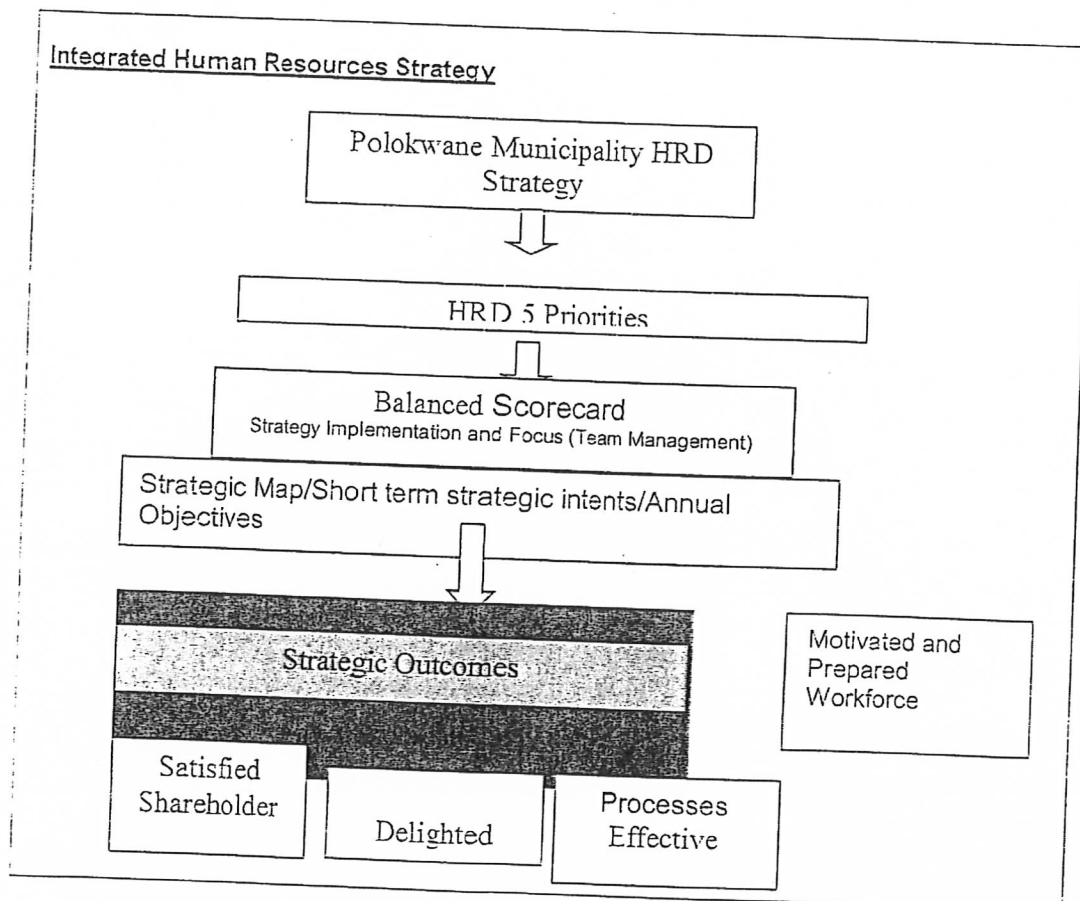
9.2. Proposed time frame for implementation

It is envisaged that the proposed strategy should be implemented over the three (3) Financial Years (2017/2018 -2018/2019 2019/2020) and like the Integrated Development Plan (IDP), it should be reviewed annually.

9.3. Milestones

The accompanying table lists important program milestones, with dates, managers in charge, and budgets for each. The milestone schedule indicates our emphasis on planning for implementation.

What the table doesn't show is the commitment behind it. Our HRD Strategy includes complete provisions for plan-vs.-actual analysis, and we will hold quarterly follow-up meetings to discuss the variance and course corrections.

Milestone					
Business Activities	Start Date	End Date	Budget	SBU Manager	Directorate

9.4. Management Summary

9.4.1. Personnel Plan

Human Resources professionals within the Polokwane Municipality are responsible for:

a) Providing expert advice and support to managers to assist them in applying the HRD strategy;

b) Facilitating the development and implementation of plans for the personal development of staff; and

c) Facilitating the identification of accelerated development program candidates, as well as the development and implementation of accelerated development programs for staff with potential.

Key responsibilities for Skills Development Facilitators are: √

a) To investigate and identify patterns of people development at a strategic level.
b) To identify key strategic skills shortage and priorities.
c) To collate and assist in the identification and prioritization of strategic objectives.
d) To analyze and report on specific skill requirement issues which may be relevant to the development of strategic objectives.
e) To identify strategic opportunities for Learnership development and the promotion of national skills development priorities.
f) To develop structures and systems for effective skills planning.
g) To facilitate the development of Workplace Skills Plans (WSP).
h) To submit Workplace Skills Plans to the relevant SETA.
i) To advise the Municipality on the implementation of the WSP.
j) To facilitate and co-ordinate Learning Committee meetings.   .
k) To assist the Municipality in completing key reporting documentation as required by the SETA and the SBU.
l) To assist the Municipality with the drafting of an Annual Training Report against the WSP.
m) To advise the Municipality on quality assurance requirements as set by the SETA and those as determined by the Municipality.
n) To facilitate the implementation of quality assurance measures.
o) To serve as a contact person between the Municipality and the SETA.

SBU Manager

Every Manager is responsible for:

a) Actively ensuring that all his/her employees are given the opportunity to learn within the Directorate career development framework; skills audit.
b) Approving formal learning activities such as courses and seminars;
c) Ensuring that there is an effective transfer of learning from training programs to the workplace;
d) Closely monitoring and evaluating the transfer of skills from training interventions to the workplace through a process of identifying key performance indicators and performance standards and assessing employees against these;
e) Actively involve themselves with career planning, coaching and mentoring in consultation with employees to develop them to their full potential and ensuring that they are available for appointment in increasingly responsible positions that become available; and
f) Encouraging personnel to participate in Learnerships and skills Programs.

Employees

Every employee is responsible:

a) Determining with his/her supervisor, training and development needs and personal development plans;

b) Planning and managing with his/her supervisor, learning and career development, in a way that is consistent with the needs of the Directorate and Polokwane Municipality at large;

c) Demonstrating willingness to grow and learn through work experience;

d) Accepting responsibility and taking initiative for his/her training and development;

e) Taking full advantage of the training and development opportunities available to him/her;

f) Committing themselves in terms of learning and development, application of learning in the workplace and private time;

g) Applying the knowledge and skills learnt to improve their work performance and job satisfaction;

h) Participating in the evaluation of her/his training and implementation of personal development plans; and

i) Participating in the Learner hips and Skills programs.

Director/ Chief Financial Officer

Every Director/ CFO is responsible and accountable for:

a) Ensuring that his/her immediate subordinate managers are given the opportunity to learn within the Directorate framework;

b) Ensuring that a Directorate Skills Plan is aligned to the Polokwane Municipality HRD strategy, and is developed and implemented throughout the Directorate;

c) Ensuring that a functional Skills Development Facilitator (SDF) is appointed in his/her Directorate for the purpose of developing and implementing a Directorate Workplace Skills Plan (WSP);

d) Ensuring that skills development is budgeted for according to the skills plan for the current financial year;

e) Ensuring that the workplace is converted into a learning environment;

f) Ensuring that the workforce participate in the learnership and skills programs; and

g) Ensuring that opportunities and monitoring progress on special projects for previously disadvantaged individuals are provided.

9.4.2. Financial Plan

From an administrative and management perspective all learning activities should be costed. The budget should be managed and monitored effectively in line with the Council's financial regulations and the Skills Development Levies Act, 1999.

HRD Sub unit shall make provision for the financing of all internal training and development programmes and budget not less than the amount prescribed and specified in their corporate skills plan for this purpose.

Those Directorates that have access to donor funding for training and capacity building shall include these funds in the total training and development budget, which will be centralized and authorized by Human Resources Training and Development Sub Unit.

9.5. Next Steps for Implementation

The following steps are essential for the successful implementation of the Polokwane Municipality HRD Strategy:

a) Approval by the Council

b) Implementation plan for the HRD Strategy

c) Translation of the Polokwane Municipality HRD Strategy through a balanced scorecard

d) Cascading and translation of the Polokwane Municipality HRD Strategy to all Directorates

e) Design and development of Directorate-specific HRD Strategies and translated through balanced scorecards

f) Establishment of the Guiding Coalition (HRD Strategy Implementation project team)
g) Implementation of the communication and mobilization strategy
h) Strategy Implementation
i) Commencement with regular progress review

10. LINKING IMPLEMENTATION BACK INTO HRD STRATEGY

The strategic intents have been derived from the strategic map, which lays a foundation for the HRD Balanced Scorecard. These HRD strategic intents will be reviewed annually and the reviewable thereof mark a step towards the attainment of the overall three (3) year plan (HRD Strategy). The relationship between the HRD Key priorities and the four strategic intents is depicted in the following diagram:

HRD Strategic Directives

HRD priority Areas:	HRD Strategic Intents:
Priority I: To develop the employees of the Polokwane Municipality to perform optimally, thus ensuring service delivery	**Learning and Growth:** Empower and enable the Polokwane Municipality staff with skills & competencies to effectively deliver to their customers
Priority II: To implement the appropriate governance structures to effectively control, monitor and manage the learning experience within Polokwane Municipality	**Internal Business Processes:** Ensure that the internal processes are simple, cost effective and manageable; whilst constantly looking for innovative ways of working
Priority III: To support learning and development within the Polokwane Municipality through industry-based competency development, innovation, research and development	**Customer / Stakeholder:** Provide suitable, cost effective training and development solutions that meet both internal & external customer requirements
Priority IV: To ensure that the skills and competencies of the Polokwane Municipality youth within the manufacturing, government and business services are developed and enhanced	**Financial Perspective:** Optimize cost structure and cost recovery
Priority V: To ensure effective and sound financial management	

11. ACCRONYMS

In this section, we provide simple definitions to all the terms and names. In some cases this means that our definition is not strictly correct as defined in the law or in a textbook.

Abbreviation	Full Name or Term
BSC	Balanced Scorecard
ETD Practitioner	Education, Training and Development
HR	Human Resources SBU
HRD	Human Resources Development Sub Unit
KPA	Key Performance Area
LGSETA	Local Government Sector Education Training Authority
MM	Municipal Manager
NSDS	National Skills Development Strategy
SETA	Sector Education and Training Authority

12. REFERENCES

a) Adult Based Education and Training Act (Act 52 of 2000)
b) Employment Equity Act (Act 55 of 1998)
c) Integrated Development Plan (IDP)
d) LGSETA (Local Government Sector Education Training and Authority): Sector Skills Plan.
e) Local government: Municipal Systems Act (Act 32 of 2000)
f) National Education Policy Act (Act 27 of 1996)
g) National Skills Development Plan
h) South African Qualifications Act (Act 58 of 1995)
i) Sector Skills Plan
j) Skills Development Act (Act 97 of 1998)
k) Skills Development Levies Act, 1999 (Act No. 9 of 1999)

13. AUTHORITY

Consulted with Local Labour Forum   Date:_____

Recommended by Municipal Manager   Date:_____

Approved by Council   Date:_____

14. Signed and witnessed by the following parties:

1. Signed at _____ on this _____ day of _____ 2017 on behalf
   of Polokwane Local Municipality

_____
The Executive Mayor

_____
Date

2. Witness for Polokwane Local Municipality

_____
Municipal Manager

_____
Date