



Human Resources Management Plan
#517495

As far as this secondary function is concerned, the objectives and outcomes are designed to help employees and the management grow and ensure that the interactions within the organization are fulfilling for every member of staff from the bottom up.

2. BACKGROUND

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

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

Section 51 of the Municipal Systems Act postulates that:

A municipality must within its administrative and financial capacity establish and organise its administration in a manner that would enable the municipality to-

- (a) be responsive to the needs of the local community
- (b) facilitate a Culture of Public service and accountability amongst staff,
- (c) be Performance orientated and focused on the objectives of local government set out in section 152 of the Constitution and its developmental duties as required by section 153 of the Constitution;
- (d) ensure that its political structures, political office bearers and managers and other staff members align their roles and responsibilities with priorities and objectives and objectives set out in the Integrated Development Plan (IDP);
- (e) establish clear relationships, and facilitate co-operation, co-ordination and communication, between-
 - (i) Its political structures and political office bearers and its administration
 - (ii) Its political structures, political office bearers and administration and the local community;
- (f) organize political structures, political office bearers and administration in a flexible way in order to respond to changing priorities and circumstances ;
- (g) perform functions-
 - (i) through operationally effective and appropriate administrative units and mechanisms, including departments and other functional or business units;
- (h) assign Clear responsibilities for the management and co-ordination of administrative units
 - (i)
 - (j) maximize efficiency of communication & decision-making within the administration
 - (k) delegate responsibility to the most effective level within the administration
 - (l) Involve staff in management decisions as far as is practicable
- (m) Provide an equitable, fair, open and non-discriminatory working environment

In this context, the values that Human Resources subscribe to include that:

- The human resources (our staff/employees) is Council's most valuable resource as every service or product is ultimately created or delivered through human intervention,
- Human Resources Unit is focused on maximising the human resources' potential, guided by community/public needs (as contained in the IDP), and
- Human Resources Unit champions and supports diversity.

The Strategic Business unit is primarily responsible for the development of an Organisational Structure that is aligned to the IDP. The Organisational Structure informs the recruitment and selection of candidates to fill vacant positions. As an Organisation, we have an obligation to train and develop staff on identified gaps and further enhance their wellbeing. Disciplinary processes are applied in line with the LRA, to officials who transgress on Labour Related matters.

Relevant Legislation applicable to Human Resources Management

- Constitution 108 of 1996
- Labour Relations Act 66 of 1995
- Basic Conditions of Employment Act 75 of 1997
- Employment Equity Act 55 of 1998
- Skills Development Act 97 of 1998
- Skills Development Levies Act 09 of 1999
- Occupational Health and Safety Act 85 of 1993
- Compensation for Occupational Injuries and Diseases Act 130 of 1993
- Employment Equity Act
- Limpopo Provincial human resources development Strategy
- Training and Development Policy
- Learnership Policy
- Internship Policy
- Community Bursary Policy
- Employee Bursary Policy
- Sector Skills Plan
- National Skills Development Strategy
- Recruitment Policy
- Occupational Health and Safety Policy
- Protective clothing Policy
- Travel allowance policy
- Employee Assistance Programme policy
- Sexual Harassment policy
- Business Code of Ethics

KEY PERFORMANCE AREA: Employee Assistance Programme

EAP entails supports human resource goals to improve employee job performance and productivity. The programme includes strategies, action plans and methods used to promote emotional, physical and mental health of employees. Employees who experience challenges are assessed, assisted and referred to external service providers when there is a need.

The objectives of the programme include the following:-

- To assist the municipality to address performance, productivity and behaviour issues.
- To help employees in identifying and resolving personal concerns, including, but not limited to, health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance.
- To encourage appropriate use of medical and mental health benefits.
- To reduce accidents and behavioural risks in the workplace.
- To help the municipality create an atmosphere that values the employee as an important asset to the success of the organization.
- To assist in managing critical incidents in the workplace.
- To facilitate substance abuse prevention interventions, stress management, personal financial management, health awareness and screening, HIV & AIDS, and other programmes which address the well-being of employees.

Objectives:

- Revise all Occupational Health and Safety Policies annually.
- Ensure that personal protective clothing is timely procured and issued.
- Increase occupational health and safety training for all levels of employees. All employees must have some health and safety training within the next 5 years.
- Procure and implement a comprehensive health and safety management system including rail regulatory requirements.
- Annual system legal audit on the system annually.
- All task to have a risk assessment and safe work procedure.
- Reducing injuries cost with an Occupational Health Nurse.
- Weekly construction site visits.
- Annually occupational health surveys.

Information is further captured electronically on the VIP Payroll system, which can be accessed by relevant stakeholders for various reasons, i.e. salary, leave, bonuses, overtime, etc.

- **Leave Administration**

Leave is solely regulated by the Main Collective Agreement and the Collective Agreement on Conditions of Service Limpopo Division, the personnel section ensures that employees utilise appropriate leave as provided for in the above mentioned legislative prescripts.

The municipality is currently in the process of rolling-out the use of the Employee Self Service (ESS) System whereby leave is applied for electronically to reduce the utilization of leave books which is working towards achieving its objective of going green.

- **Labour Turnover Administration**

The municipality experiences labour turnover based on different reasons; i.e. resignations, retirements, deaths and dismissals. The division ensures that the transition is a smooth one by being a link between the affected employees and/or families and the pension/provident funds to ensure that pay-outs are processed within prescribed time frames; and where it is necessary also ensure that employees pay what is due to the municipality by also facilitating internal processes. Exit interviews are also conducted where applicable.

- **Staff Establishment**

The staff establishment is a document which reflects the alignment of the approved organizational structure and salary budget and it is updated as and when there are new appointments or labour turnover or both, or when there is staff movement, e.g. transfers, secondments and promotions; as well as when positions are added or removed on the organizational structure and on the salary budget; it is the responsibility of the division to ensure that this document is current at all times as it also serves as a referral point when filling positions.

- **Employment Equity**

As an employer designated in terms of the Employment Equity Act (Act 55 of 1998), the Polokwane Municipality is under legal obligation, in terms of Section 20(1) of the Act to draft an Employment Equity Plan, for a period of 5 years in duration (to be reviewed annually), the objectives thereof are to:

- * Determine the degree of underrepresentation of people from designated groups in various occupational categories and levels in the workforce,
- * Formulate and implement action steps, methodologies and strategies in fulfilment of the objectives and principles of the EEA,
- * Pursue the equitable representation of designated groups in all occupational categories and levels in the workforce
- * Indicate the numerical goals and timeframes within which the equitable representation of suitably qualified people from designated groups within each occupational category and level in the workforce is to be achieved,

KEY PERFORMANCE AREA: Labour Relations Management

The Labour Relations Division's main purpose is to provide a professional labour advice and assistance, to the institution to ensure the proper protection of the municipality's interests and compliance with its obligations as entrusted by legislations, regulations, formally promulgated rules, and interpretation given by our courts. In labour litigation, the key statutes are the Labour Relations Act 66 of 1995 (LRA), the Employment Equity Act 55 of 1998 (EEA), and the Basic Conditions of Employment Act 75 of 1997 (BCEA). In addition there are rules and regulations that govern and afford directives, as laid down in collective agreements through SALGABC.

- Ensure compliance with employer's disciplinary code of conduct.
- Ensuring the adherence to the provisions of Labour Relations Act and related or secondary legislations including basic conditions of employment act.
- Appearing on behalf of the employer party at disciplinary hearings, conciliations and arbitrations.
- Managing employment dispute matters from grievance level until at court litigation.
- Provide opinions of matters related to employment.
- Develop and review policies related to employee benefits and conduct.
- Provide advice on misconduct cases.

Objectives:

- Employees to have a convenient grievance procedure.
- Reduction of appointments of Attorneys to appear on behalf of the municipality.
- To avoid unnecessary litigation or disputes.
- Reducing rate of absenteeism's in the work place.
- That all employees be work shopped or trained on the possible nature of misconducts.
- Maintain harmonious employer and employee relationship.

Objectives

- To capacitate human capital through training and development initiatives, like offering employees bursaries and capacitating employees through various skills programmes
- Capacitate Councilors in line with their respective roles and mandate within Council
- To conduct Skills Audit with the aim of ensuring alignment between employees key performance areas and their competency profiles
- To develop the Workplace Skills Plan (WSP) and Training Implementation Plan in line with the LGSETA's Sector Skills Plan(SSP)
- To manage Learnerships, internships and Work Integrated Learning Programmes.
- To Induct and orientate New Employees on the municipal's mandate and the contributions their positions make to the entire system
- To provide career awareness to Grade 12 Learners.
- To manage internal and external Bursaries.
- To manage Abet Programmes thereby with the aim of improving the literacy level of employees without basic schooling
- Monitor attendance of courses for Employees and Councilors.
- Measure the impact of training and development initiatives on the organization
- Advice SBU's on Skills Development.
- Quality of Assurance/Standards
- Account, monitor and report on the Training Budget.
- Ensure Compliance with legislative requirements governing training and development within Council
- Report to Council on training and development activities.