

HUMAN RESOURCES DIRECTORATE

HR MANAGEMENT STRATEGY

PURPOSE

To formulate, develop, elucidate, implement and monitor the Human Resources Management Strategy in order to achieve the SDM objectives in providing service delivery.

BACKGROUND

The Sedibeng District Municipality, in compliance, following and applying the national Human Resources Management Standards and elements, in pursuant of attaining its objectives both internally and externally to its stakeholders, intends aligning its plans through to professionalise Human Resources.

The Municipality has adopted the Integrated Development Plan (IDP) for the period 2017- 2022 as a long term plan to achieve its objectives. The Service Delivery Budget Implemented Plan (SDBIP) as a short term plan ensures achievement of projects within a brief period of time and provides means for effectiveness and efficiency.

The Human Resources derived Integrated Development Plan (IDP) deliverables for the long term period are:

- **To ensure effective, competent and motivated staff**

To attain the objective, the Human Resources Directorate is divided into the following executive pillars:

DIRECTORATE FUNCTIONS



Human Capital Development (HCD)

Human Capital Development (HCD)

Human Capital Management (HCM)

Labour Relations (LR)

Through the pillars above, the Directorate is expected to provide, amongst others, the following on an annual basis: (Service Delivery and Budget Implementation Plan: SDBIP)

- Promote equal opportunity and fair recruitment in the workplace. (HCM)
- Empower employees for efficient and effective execution of their duties.(HCD)
- Promote Employees' Wellness (HCD)
- Improve, maintain and manage good and sound Labour Relations (LR)
- Ensure application of best Human Capital Management Practices
- Ensure application of best Human Capital Development Practices

Audit of Human Resources by CoGTA and SALGA

The South African Board for People Practices (SABPP) conducted the Human Resources (HR) Audit and introduced the National Human Resources Management Standards to Sedibeng District Municipality in 2017.

These Standards units are meant to guide and facilitate the processes for achieving a standardized form of attaining the objectives (IDP and SDBIP) for the SDM in a professional manner.

The thirteen (13) Standard Units recommended for application on order to achieve Human Resource's objectives, are:

1. STRATEGIC HUMAN RESOURCES MANAGEMENT

This is a systematic approach used in developing and implementing Human Resources Management Strategies, policies and plans within the organisation for attaining objectives.

The objectives of this Standards Element include:

- To ensure the Strategy is derived from and aligned to the organizational objectives in consultation with Stakeholders.
- To analyse the internal and external socio-economic, political and technological environment and provide pro-active people/ community related business solutions.
- To provide strategic direction and measurements for innovation and sustainable people practices.
- To provide a foundation for employment value proposition of the organisation.
- To establish a framework for HR element of organisational governance, risk and compliance policies, practices and procedures which meet the client or stakeholders needs.

- To determine an appropriate HR structure, allocate tasks and monitor development of HR competence to deliver strategic objectives.

2. TALENT MANAGEMENT

Talent Management is the pro-active design and implementation of an integrated talent-driven strategy meant to attract, deploy, develop, retain and optimise the appropriate talent requirements identified in the workplace plan to ensure sustainable organisation.

The objectives of this Standards element are:

- To build a talent culture which defines philosophy, principles and integrated approach, which leverages diversity and is communicated in a clear employment value proposition.
- To identify critical positions and leadership roles and capabilities within the organisation into the future based on workforce plan determining the sustainability and growth of the organisation.
- To set processes and system that will:
 - Attract a sustainable pool of talent for current objectives and future organisation needs.
 - Achieve employment equity progress in the spirit of the legislation to achieve transformation.
 - Manage the retention and reward of talent.
 - Develop the required leadership skills.
 - Plan for succession to key position.
 - Identify high potential employees and link them with key future roles through monitored development plans.
 - Identify under-performance in key role or in a person identified as high potential and raise the level of performance through Performance Improvement Plan .
 - Through assessment, identify the optimal development opportunities for talent.
 - To agree to appropriate roles for relevant stake- holders in the development of talent.
 - To monitor and report on talent management key results and indicators.

3. HR RISK MANAGEMENT

It is a systematic approach of identifying and addressing people factors (uncertainties and opportunities) that can either have a positive or negative effect on the attainment of the institutional objectives.

The objectives of HR Risk Management are:

- To increase the probability and impact of positive events and decrease the probability and impact of negative caused by people factors on achieving institutional objectives.

- To align HR and people management practices within governance, risk and compliance framework and integrated reporting model of the organisation.
- To ensure appropriate risk assessment practices and procedures relating to people factors are embedded within the organization.
- To ensure appropriate risk controls are designed and applied to HR activities and that interventions are based on evidence to ensure best use of time and resources (efficient and cost effective).
- To contribute in creating and sustaining a risk management culture and this also encourages innovation, creativity, management- by- fact and continues learning.

4. WORKFORCE PLANNING

It is the systematic identification and analysis of organisational workforce needs culminating (resulting) in a workforce plan to ensure sustainable organisational capability in pursuit of the achievement of its strategy and operational objectives. (It sets out the actions necessary to have the right people in the right place at the right time).

The objectives of a workplace planning are:

- To design a strategic workforce plan which meets the needs of the institution in consultation with line management, and adjust strategy accordingly, taking into account workforce and labour market trends within the employment equity legislation.
- To align the workforce planning cycle of the organisation as well as talent management where relevant.
- To ensure appropriate budgeting or cost modelling to prepare the budget for the workforce plan.
- To ensure an adequate supply and pipeline of appropriately qualified staff through sourcing staff and building the future supply of the right skills to meet the organisational needs.

5. LEARNING AND DEVELOPMENT

It is the practice of providing occupationally directed and other learning activities that enable and enhance the knowledge ,practical, skills and workplace experience and behaviour of individuals and teams based on current and future occupational requirements for optimal organisational performance and sustainability.

The objectives of Learning and Development

- To create an occupationally competent and engaged workforce which builds organisational capability, providing employees with opportunities to develop new knowledge and skills.
- To focus learning and development plans on improving people's ability to perform in order to achieve organisational objectives and provide the means for measuring the impact of learning and development interventions.
- To support and accelerate skills development and achievement of employment equity and institutional transformation and limit skills shortages.

- To create a learning culture and environment that enables optimal individual, team and organisation learning and growth in competencies and behaviour.
- To capture and replicate and enhance critical knowledge with the organisation.
- To ensure learning and development, change and innovation.

6. PERFORMANCE MANAGEMENT

It is a planned process of directing, supporting, aligning and improving individual and team performance in enabling the sustained achievement of organisational objectives.

The objectives of Performance Management are:

- To translate and cascade broad organisational performance drives into team and individual performance targets.
- To establish an appropriate performance management system, process, and methodology relevant to the needs, size, scope and complexity of the organisation which will support the development of a performance culture
- To link performance management to other HR processes to align appropriate performance consequence (reward, recognition, and development opportunities) that attracts, retain and motivate employees and to address poor performance.
- To ensure fair, ethical and organisational culture practice focusing on the achievement of performance targets in a sustainable way.
- To measure progress against agreed individual and team objectives that enable achievement of objectives.

The SDM has an electronic PMS and configured already on the system are employees from level 0 to 4 (Directors, Managers and Assistant Managers).

7. REWARD

Reward is a strategy and system that enables organisations to offers fair and appropriate levels of pay and benefits in recognition for their contribution towards the achievements of agreed deliverable in line with organisation values and objectives.

Recognition is a related strategy and system that seeks to reward employees for other achievements through mechanisms outside the pay and benefits structure.

Rewards objectives are:

- To design and implement an appropriate reward strategy, aligned with business strategy, operating conditions, culture, objectives and employment value proposition which drives the achievement of organisation objectives, and achieves a fair balance between the needs of all the shareholders.
- To deliver a fair and equitable reward system and process that is ethical, cost effective and suitable.

- To ensure the strategy is in line with current national and international industry and sector norms.
- To ensure compliance with organisational governance principles and practices aligned to national and relevant international governance codes of practice and legislation.
- To design and implement an appropriate recognition strategy which meets employee's need for recognition of particular efforts or achievements which are valuable to the institution.

8. WELLNESS

- Employee Wellness is a strategy to ensure that a safe and healthy work and social environment is created and maintained, together with individual wellness commitment that enables employees to perform optimally while meeting all health and safety legislative requirement and other relevant wellness good practices in support of the achievement of the objective.

The Employee Wellness objectives are:

- To promote opportunities and guidance that enable employees to engage in effective management of their own physical, mental, spiritual, financial and social well-being.
- To enable the employer to manage all aspects of employee wellness that can have a negative impact on employee's ability to deliver on objectives and to demonstrate the impact of wellness on achieving set goals.
- To promote a safe and health working environment in pursuit of optimum productivity and preservation of human life and health.
- To reduce employee risk emanating from health and wellness issues.
- To contain health and wellness costs.
- To enhance the employment value proposing by means of promoting a culture of individual health and overall institutional wellness.

9. EMPLOYMENT RELATIONS

Employment Relations is the management of individual and collective relationships within an institution through the implementation of good practices that enable the achievement of organisational objectives complaint with statutory requirements or framework and appropriate to socio-economic conditions.

The Employment Relations Management objectives are:

- To create a climate of trust, co-operation and stability within the organisation and a harmonious and productive working environment which enables the institution to compete effectively in its market place and contributes to a respected reputation
- To provide a framework for conflict resolution.
- To provide a framework for collective bargaining where relevant.
- To ensure capacity building and compliance to relevant labour legislation, codes of good practice (International Labour Organization and Department of Labour) and international standards.

10. ORGANISATIONAL DEVELOPMENT

Organisational Development (OD) is a planned systemic change process to continually improve an organization 's effective and efficiency by utilising diagnostic data, and designing and implementing appropriate solution and interventions to measurably enable the institution to optimise its purpose and strategy.

The Organisational Development objectives are:

- To establish links with organisational purpose across all levels and functions of an organisation.
- To ensure organisation design facilitates the purpose of the institution.
- To improve the ability of individuals, departments and functions to work co-operatively to meet organisation objectives and optimise engagement at work.
- To facilitate stakeholders involvement in Organisational Development process to ensure optimum engagement.
- To build the relevant Organisational Development capability to meet institutional needs.
- To ensure compliance with relevant continuous improvement principles and good practices.

11. HR SERVICE DELIVERY

HR Service Delivery is an influencing and partnering approach in the provision of HR service meeting the needs of the organisation, its managers and employees which enables delivery of institutional goals and targets.

The HR Service Delivery objectives include:

- To ensure timorousness, consistency, credibility and quality in the delivery of HR services, using resources productively and measuring and improving on delivery.
- To ensure sustainability of HR practices within the organisation.
- To support the effective management of the human element in an organisation by means of an effective HR service delivery model and system.
- To provide effective professional advice and guidance to managers and employees regarding the correct implementation of labour laws and other statutory requirements, HR Policies, practices and procedures.
- To establish functional standards for accurate HR record-keeping and administration, developing and implementing an end-user friendly administrative process and system enabling proper data management.
- To measure employee engagement on the one hand, and satisfaction with the delivery of HR services on the hand.

12. HR TECHNOLOGY

HR Technology is the effective utilization of technological applications and platforms that makes information real-time, accessible and accurate, providing HR and line management with the knowledge and intelligence required for more effective decision-making, and that supports efficiency and effectiveness in other HR services.

HR Technology objectives are:

- To leverage technology to allow easy access to relevant data (real-time, self-service) in compliance with relevant data security and other information technology compliance requirements, laws, codes and standards (privacy), to support efficiency and effectiveness in HR functions (for example, learner management systems and e-learning in Learning and Development), and to create more capacity within existing HR structure to deliver value-adding services and interventions.
- To consolidate and rapidly extract HR information in real time to deliver effective presentation of HR information to the Council of Governing body, line management and executive committee meetings to support planning, decision-making and management of the workforce with full knowledge of potential people risks.
- To streamline the HR Management System and its associated process for effective and efficient use.
- To enable the effective implementation of change and improvement to the technology solutions to ensure they remain continually aligned with the institution's objectives.

13. HR MEASUREMENT

HR Measurement refers to a continuous process of gathering, analysing, interpreting, evaluating and presenting quantitative and qualitative data to measure, align and benchmark the impact of HR practices on institutional objectives, including facilitating internal and external auditing of HR Policies, processes, practices and outcomes.

The HR Measurements objectives are:

- To determine measurement approaches methodologies and metrics to assess the effectiveness and efficiency of HR practices.
- Identify relevant measurement areas for the purpose of integrated reporting.
- Implement appropriate tools and methods to measure timely the efficiency, effectiveness and consistency of HR practices, across the organisation.
- Provide a clean framework for measuring HR impact on the bottom-line of the institution.
- Develop performance indicators for HR service delivery and business impact and present to the institution in an appropriate HR scorecard.

WAYFORWARD

The Human Resources Directorate is still at an infancy stage and still utilising manual processes on a number of aspects for administrative objectives. However, it is fast keeping pace with the technical

developments as proven by HR Audit carried out by the South African Board for People Practices (SABPP) and based on the recommendations made by the Audit.

The National Human Resources Management Standards will serve to guide the Directorate to pit itself against the identified Standard Units to ensure professionalism and smooth attainment of objectives compatible with other institutions and within the same sector.

It will therefore, be imperative to equip the staff within the Human Resources Directorate to enable the staff to master their own fields of operation and be able to implement, monitor, evaluate and improve on their acquired expertise.