

**Langeberg Human Resources
Management and Development
Strategy and HR Plan**

2022 – 2024

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Table of Acronyms	
BBBEE	Broad-based Black Economic Empowerment
BCEA	Basic Conditions of Employment Act
CGE	Commission for Gender Equality
COIDA	Compensation for Occupational Injuries and Diseases Act
EAP	Employee Assistance Programme
EEA	Employment Equity Act
ERM	Employee Relations Management
HR	Human Resources
HRD	Human Resources Development
HRIS	Human Resource Information System
HRM	Human Resources Management
HRM&D	Human Resource Management and Development
IDP	Integrated Development Plan
IT	Information Technology
KM	Knowledge Management
LRA	Labour Relations Act
MFMA	Municipal Finance Management Act
MREF	
OD	Organisational Development
OH&SA	Occupational Health and Safety Act
PFMA	Public Finance Management Act
SAQA	South African Qualifications Authority
SDA	Skills Development Act
SDBIP	Service Delivery and Budget Implementation Plan
SDL	Skills Development Levy
SMT	Senior Management Team
UIA	Unemployment Insurance Act
UIC	Unemployment Insurance Contributions (Act)

List of Definitions

- **Organisational Structure:** Indicates how activities within the Organisation are directed toward the achievement of organisational goals. It provides the foundation for standard operating procedures and identifies each post and where it reports to within the Organisation.
- **Capability Development:** The development of the workforce which incorporates such aspects such as relationships, mandate and directions, tools and work environment, time, motivation and previously acquired knowledge with the traditional scope of professional

development (development based on skills, education and experience). A Capability Development Program implemented correctly will lead to addressing top talent scarcity and staff retention.

- *Batho Pele Principles*: Batho Pele means "People First". The principles include consultation, service standards, access, courtesy, information, openness and transparency, redress, and value for money.
- *The Organisation*: Refers to the Langeberg Municipality.
- *Line Management*: Refers to the management of employees directly involved in the production of services.
- *Line Manager*: An employee of the Organisation directly managing other employees and operations while reporting to a higher-ranking manager.

1. INTRODUCTION

1.1. Vision

The Langeberg Municipality endeavours to enhance excellence within the Municipality by promoting an ethical and professional working environment and empowering a loyal and diverse workforce toward maximizing personal potential, competency and productivity. It aims to be a trendsetter in the continuous improvement and alignment of individual and organizational effectiveness. They strive to that people are at the centre of development.

1.2. Mission

- To provide human resources consultation, comprehensive solutions and support to the various departments enabling optimum functionality and a committed, competent workforce.
- To supply the tools, training and motivation to the various sections enabling them to meet and exceed department tasks and service delivery.
- To be a model of excellence resulting in a motivated and representative Municipal workforce with high ethical standards, accountability, loyalty and dignity.
- To lead the organisation in establishing and maintaining optimal and transparent corporate governance and in applying the Batho Pele Principles.
- To recruit and retain a high-performing, culturally compatible and diverse workforce, and to position the Langeberg Municipality as an employer of choice.
- To provide the workforce with equal opportunity for learning and personal growth.
- To recognize and encourage the value of diversity within the workplace, and to provide a safe, fair and healthy working environment.
- To encourage a collaborative, creative and innovative philosophy within the workplace.
- To ensure the implementation of value-added policies and practices whilst maintaining compliance with legislation.

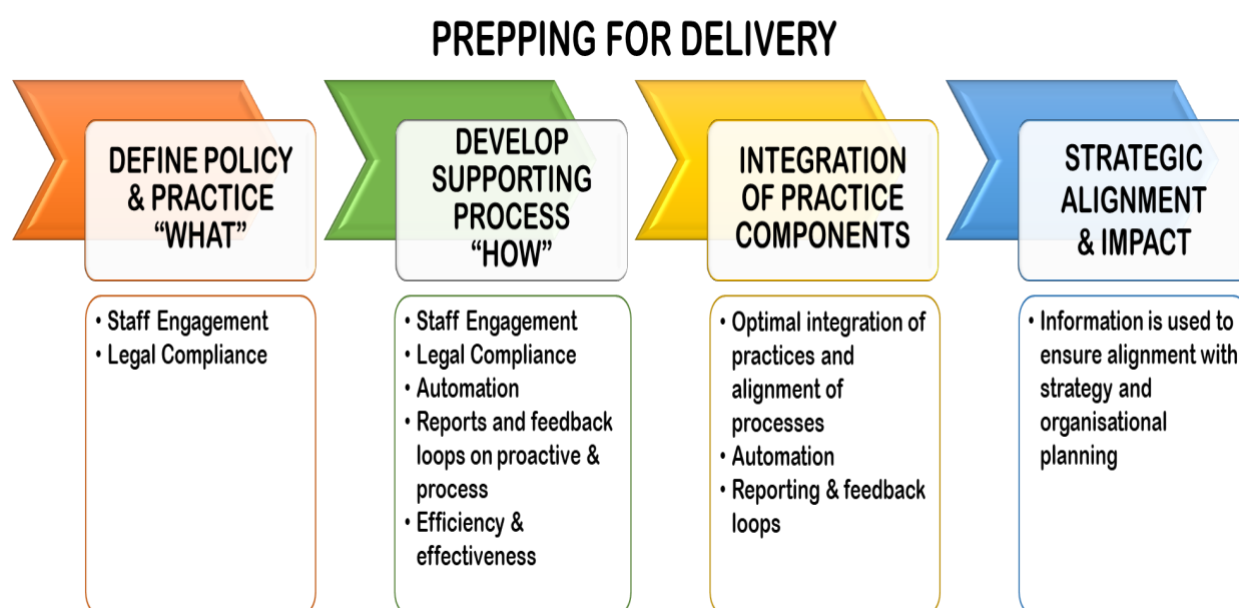
1.3. Values

- Accountability
- Loyalty & Integrity
- Transparency
- Open-mindedness
- Effectiveness
- Efficiency
- Reliability
- Ethical
- Equity
- Honesty

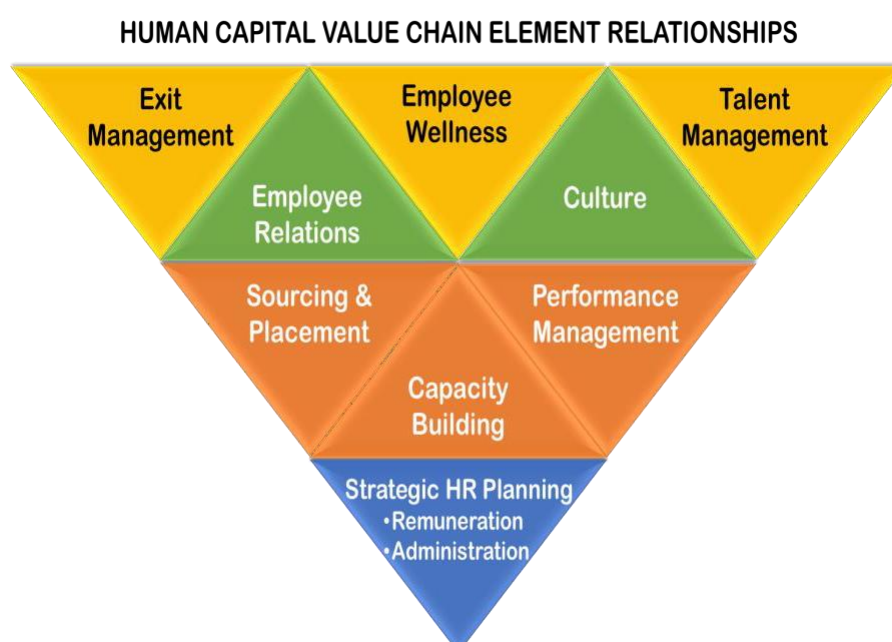
1.4. HR Maturity at Langeberg Municipality

Evaluating maturity in the Human Resources function and addressing next steps for improvement is not a linear process. This process involves the evaluation of the internal enablement of the Human Resources function and the delivery of Human Resources practices (the Value Chain) to the Organisation separately. To some extent this separation is artificial, but if not done in this format it becomes unnecessarily complex.

The internal enablement of the Human Resources function is depicted through:



The Value Chain Items relating to the Human Resources function has a hierarchy of inter relationships to consider when rolling them out into the organisation:



This diagram implies that certain practices form the foundation of other practices. Even if all these practices exist in the Organisation, maturity in for e.g. Talent Management, will only be achieved once maturity in Strategic Planning, Sourcing and Placement and Performance Management is achieved. This is however invariably linked to the establishment of policy, processes, supporting technology and information reporting.

Considering the outcome of the current Municipal Human Resources Developmental Capability Maturity Profiling effort for Langeberg Municipality, the following recommendations can be made to address as a **Phase I**:

- The Human Resources Strategy i.e. the strategy containing objectives regarding the establishment and improvement of HR practices in the Municipality must be drawn up to address the development and implementation of the basic elements as described below.
- The Organisational Structure must be relevant, up to date and approved by all stakeholders reflecting the IDP requirements.
- Up to date role profiles and/ or job descriptions must be drawn up reflecting the outputs and competency requirements of all positions in the Organisational Structure. Generic role profiles are preferred to detailed job descriptions. These documents should be automated in an HR Management system if possible, but must be agreed to by all stakeholders.
- These role profiles and job descriptions must be graded through an agreed grading model.

The grade results and related financial implications must be incorporated in the Resource Plan:

- An implementation & resource plan that defines the actions required to appoint the required number of people possessing the required capabilities at the appropriate time, to fill the vacancies in the Organisational Structure enabling the achievement of the Municipality's strategic objectives contained in the IDP and SDBIP.
- Structures and job titles must be updated in payroll.
- Basic costing reports must be available reflecting headcount, grade, and generic- job profile/descriptor links.
- Relevant policies and processes for the above must be developed and must be legally compliant.
- A clear effort should be made to engage the workforce and related structures on the process and its outcomes.
- Current efforts pertaining to other practices should be maintained.

Phase II: With the above basics in place and continually maintained the following should receive attention:

- Appropriate sourcing strategies should be developed given the resource plans, role profile requirements and strategies of the Municipality.
- Staff contracts and induction for all staff members should become a part of the normal sourcing process.
- Performance Management as a development tool should be socialized across all levels.
- Performance contracts reflecting the role profiles and Organisational Strategic Plans (SDBIP) must be drawn up and signed with all staff members and regularly reviewed.
- Capability for development purposes must be assessed. At this point technical capability for staff and specialists, and behavioural competence of management and leadership should receive focus.
- Appropriate Capability Development Programs must be instituted, and effectiveness monitored in relation to resource plans.
- Updated Human Resources technology with end-to-end process capabilities is recommended.
- Relevant policies and processes for the above must be developed and must be legally compliant.
- A clear effort should be made to engage the workforce and related structures on the process and its outcomes.
- HR Processes efficiency must be driven through process reports on processing time, error rates etc.
- HR Practice reporting must start receiving attention.
- Current efforts pertaining to other practices should be maintained.

Phase III will then be considered to design & implement greater integration such as the alignment of Recruitment, Performance Management and Development Strategies. Talent Management, succession plans and so forth can become a focus. Greater alignment to departmental IDP and SDBIP's by role requirements featuring critical skills in each area must get the focus.

Please see below the generic characteristics of the Maturity Model that gave precedence to the Development of this HRM Strategy:

LEVELS OF MATURITY	GENERIC CHARACTERISTICS
LEVEL 0: Entry level / Ad Hoc Performance	• No documented HRM&D artefacts * • No evidence of consistent HRM&D practices
LEVEL 1: Transactional / Defines / Consistency	• HRM&D artefacts defined and documented • Evidence of consistency • Defined patterns of doing things
LEVEL 2: Fundamental / Reportable & Aligned	• Some evidence is found of good HRMD practice • A certain level of awareness around HRM&D artefacts exists • HRM&D artefacts reflect compliance to regulations • The content of HRM&D artefacts is aligned to good functional HR practice
LEVEL 3: Institutional / Managed	• Basic data and operational transactional reporting available • HRM&D artefacts are reviewed in consultation with appropriately constituted forums • HRM&D artefacts are socialised amongst relevant stakeholders • HRM&D data is interpreted and analysed to provide intelligence • HRM&D intelligence is used to initiate corrective and preventative action • HRM&D functional integration (from Planning to Exit Management) • HRM&D intelligence is used to compare with internal and external benchmarks/targets
LEVEL 4: Developmental / Integrated / Excellence	• Organisational functions are integrated, and strategies are formulated through HR and capacity management • Strategies are integrated and formulated through wisdom obtained from being a learning organisation • The organisation is in equilibrium with its community, partners and environment • Full professionalisation is evident, Batho Pele is the way, employees are in service of their community • Continuous improvement culture using HRM&D intelligence and feedback from stakeholders

HRM&D artefacts include, but are not limited to:

- Policies
- Procedures
- Strategy documents
- Plans
- Forms & templates

HR VALUE CHAIN	1st Profiling Maturity Level	2nd Profiling Maturity Level
Strategic HRM&D Planning	4	2
Sourcing & Placing	4	3
Capacity Building	3	2
Performance Management	1	1
Remuneration & Reward	3	0
Employee Relations	4	3
Exit Management	4	4
HRM&D Administration & Reporting	1	3
Organisational Culture	0	3
Employee Wellness	3	3
Talent Management	2	2
Technology	0	4

2. PURPOSE OF THIS HRM AND HRD STRATEGY

2.1. Introduction

Human Resources are the most important, and the most expensive resource that Langeberg Municipality has. Hence, it is vital that it makes optimum use of this resource. The Municipality must have the right number, the right competencies, and the most appropriate organisational and functional spread of human resources, including 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 construct a Human Resource Management and Human Resource Development Strategy and Implementation Plan annually 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 resources.

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 resources by attracting and 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 Municipal staff are suitably skilled and competent to add value to the Municipality in delivering sustainable solutions, advice and capacity building;
- Ensuring that the Municipality attracts, retains and develops a diverse workforce in line with Employment Equity regulations and targets.

2.2. Purpose

The purpose of this HRM & HRD Strategy and Implementation Plan is to outline key interventions to be undertaken by the Municipality in ensuring that it has the right number of staff with the right composition and with the right competencies in the right places to enable it to deliver on the mandates and achieve its strategic goals and objectives. HR strategic planning is about determining the demand and supply of staff that are critical to achieving strategic objectives, analysing the gap between the demand and supply, and developing a plan that seeks to close the gap. In order to ensure that the Municipality makes the best possible use of its resources to attain its commitments and programme objectives set out in the IDP, BUDGET and SDBIPs, the Municipality must have in place a well-structured HRM & HRD Strategy and Implementation Plan.

This strategy informs the decision-makers on three critical issues:

- Current supply of human resources;
- Human resources demand;
- Prioritized and strategic HR actions to be taken.

2.3. The Process to develop and formulate an HRM and HRD Strategy

This strategy is depicted in the following diagram:



a) Defining Corporate Strategy – IDP

The Integrated Development Plan (IDP) is defined as the long-term objectives of the Municipality. It requires alignment with a range of Organisational strategies including the long-term HR strategy. The modern role of an HR department is to be a strategic partner to the Organisation. It is thus important for HR Practitioners to be actively involved in the formulation of a Corporate Strategy in order to, amongst other reasons, ensure that issues pertaining to the Organisation's most valuable resource, its staff, is addressed.

b) Analyse the context

The Human Resources department must understand not only the requirements of the Corporate Strategy, but also the context in which it is prepared and implemented. The context includes the Organisation's internal and external threats, opportunities, strengths and weaknesses, together with the consideration and adherence at all times to legislative requirements. The source of the strengths or competitive advantage of the Organisation refers directly back to its talent pool, the staff, and it is thus important to nurture these success factors along with the staff complement making it possible.

c) Identify organisational needs

It is critical to identify organisational issues in order for these to be addressed within the HR Strategy. For example, if the IDP includes plans for new service delivery approaches, one would need to determine the resourcing implications in terms of headcount and skills needed to meet the new requirements. It is at this stage that the HR function will need to develop a strategy for dealing with the human resource implications as a result of the altered plan, which is likely to involve the reviewing of organisational structure, job profiling and remuneration.

d) Identify key HR issues

Key HR issues directly affect the achievement of corporate goals. These issues may stem from the following factors, to name but a few: Compliance with legislation, changes in

management, leadership development, compensatory issues, adapting to innovation, recruiting and retaining talented staff, and managing workplace diversity.

e) Develop the Strategic Framework

The Strategic Framework defines the vision, mission and objectives of the Organisation, elaborating on action points and timeframes to achieve each goal. Links between the main goals of the Organisation must be established in order to develop processes which complement and support each other.

f) Define specific HR Strategies

Define how various HR strategies are designed to meet various organisational needs as indicated in the Strategic Framework. An indication is given on how the needs will be met, the resources required to meet such needs, the implementation process of such strategy, and the benefits the Organisation will derive on the successful implementation of each strategy.

g) Assess HR Capability and resources required

The next step is to assess the capacity of the HR function to implement each action. The following two factors should be considered:

- Current HR Management practices: Assess strengths and weaknesses within current HR processes. Continue driving strong points but identify and focus on rectifying gaps that could hinder the achievement of the Corporate Strategy.
- The adaptability of the HR function: The HR function must be fluid and able to adapt and react successfully to changes within the Organisation's structure and strategy.

h) Prepare Action Plans

Key action points should be specific in the goal, the method and the timeframe for achievement. Measurable tools should be developed and implemented to assess the processes, outputs and outcomes of each action plan.

3. LEGISLATION

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.

The Human Resources related obligations placed on municipalities in term of the Municipal Systems Act are:

- **Staff establishments**

66. (1) A municipal manager, within a policy framework determined by the municipal council and subject to any applicable legislation, must—

- (a) approve a staff establishment for the municipality;*
- (b) provide a job description for each post on the staff establishment;*
- (c) attach to those posts the remuneration and other conditions of service as may be determined in accordance with any applicable labour legislation; and*
- (d) establish a processor mechanism to regularly evaluate the staff establishment and, if necessary, review the staff establishment and the remuneration and conditions of service.*

(2) Subsection (1)(c) and (d) do not apply to remuneration and conditions of service regulated by employment contracts referred to in section 57.

- **Human resource development**

67. (1) A municipality, in accordance with the Employment Equity Act. 1998, must develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including-

- (a) the recruitment, selection and appointment of persons as staff members;*
- (b) service conditions of staff;*
- (c) the supervision and management of staff;*
- (d) the monitoring, measuring and evaluating of performance of staff;*
- (e) the promotion and demotion of staff;*
- (f) the transfer of staff;*
- (g) grievance procedures;*
- (h) disciplinary procedures;*
- (i) the Investigation of allegations of misconduct and complaints against staff;*
- (j) the dismissal and retrenchment of staff; and*
- (k) any other matter prescribed by regulation in terms of section 72.*

(2) Systems and procedures adopted in terms of subsection (1), to the extent that they deal with matters falling under applicable labour legislation and affecting the rights and interests of staff members, must be consistent with such legislation.

(3) Systems and procedures adopted in terms of subsection (1), apply to a person referred to in section 57 except to the extent that they are inconsistent with the person's employment contract.

(4) The municipal manager must—

- (a) ensure that every staff member and every relevant representative trade union has easy access to a copy of these staff systems and procedures, including any amendments;*
- (b) on written request by a staff member, make a copy of or extract from these staff systems and procedures, including any amendments, available to that staff member; and*

(c) ensure that the purpose, contents and consequences of these staff systems and procedures are explained to staff members who cannot read.

- **Capacity building**

68. (1) 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 this purpose must comply with the Skills Development Act, 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 1999 (Act No. 28 of 1999).

(2) A municipality may in addition to any provision for a training levy in terms of the Skills Development Levies Act, 1999, make provision in its budget for the development and implementation of training programmed.

(3) A municipality which does not have the financial means to provide funds for training programmed in addition to the levy payable in terms of the Skills Development Levies Act, 1999, may apply to the Sector Education and Training Authority for local government established in terms of the Skills Development Act, 1998, for such funds.

LEGAL FRAMEWORK FOR HRM&D IN THE SECTOR

• Promotion of Equality & Prevention of Unfair Discrimination Act • The Municipal Systems Act • Protected Disclosure Act	• SDL • SDA • SAQA Act • White Paper in LG • National Archives of SA Act	• Prevention & Combating of Corrupt Activities Act No 12 of 2004 • BBBEE • Promotion of Access to Info Act	• Public Service Act & Regulations • Performance Management Regulations 2006 • BCEA • PFMA • MFMA	• EEA • COIDA • UIA, UIC Acts • Municipal Planning & Performance Management Regulations	• LRA • OH & SA • CGE • Promotion of Equality & Prevention of Unfair Discrimination Act
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STRATEGIC FRAMEWORK FOR HRD IN THE PUBLIC SECTOR

• White Paper on Public Service Education & Training	• White Paper on HRM in the Public Service	• National Skills Development Strategy	• HRD Strategy of SA • HRD Strategy for the Public Service	• National Skills Accord	• Millennium Development Goals
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LEGAL FRAMEWORK FOR HRM&D IN THE SECTOR

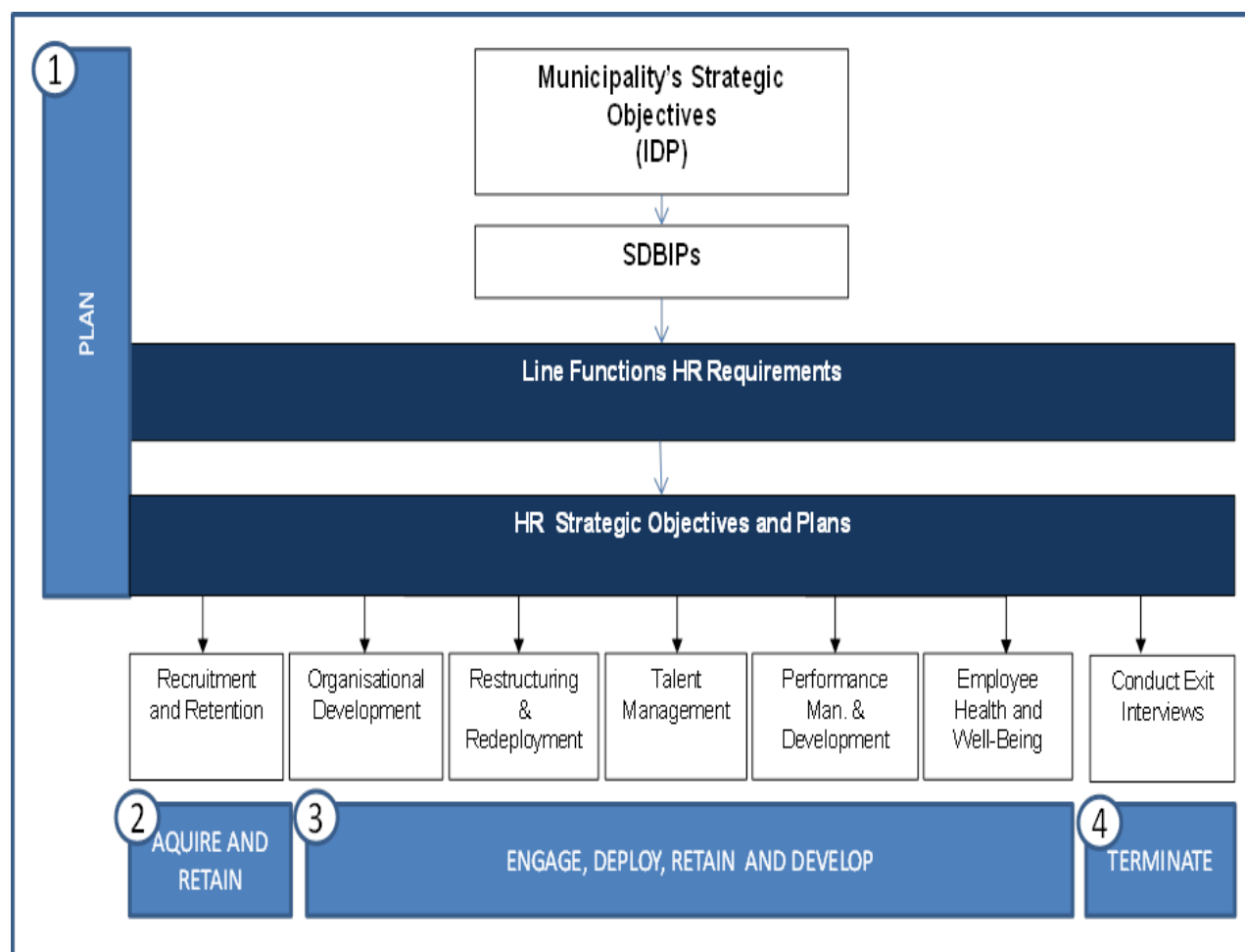
• Batho Pele White Paper	• White Paper on Transforming the Public Service	• White Paper on a new Employment Policy for the Public Service
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ECONOMIC & SOCIAL POLICY FRAMEWORK & PROGRAMMES

• Presidential Pronouncements & Budget Speech	• Integrated Development Plans (IDPs)	• Medium Term Expenditure Framework (MREF)	• National Spatial Development Strategies
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4. LANGE BERG MUNICIPALITY: HRM and HRD STRATEGY FRAMEWORK

The HR Strategic Framework illustrates an integrated HR Management approach. Integration is critical to enhance performance of the Human Resources Value Chain. Without integrating HR activities with other business processes and objectives or outcomes, the effort invested will tend to degenerate or not be fully realised. To arrive at the ideal state, the Municipality must ensure that the overall Human Resources Strategy is linked to the overall Municipal objectives.



4.1. Human Resource Roles

The Human Resources mandate will be executed by means of the following:

BUSINESS PARTNER ROLE	
PURPOSE	To strategically map and drive HR practices in line with the Municipality's objectives.

BUSINESS PARTNER ROLE

	• Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.
FUNCTIONS	• Drive the development and implementation of HRM & HRD Strategy • Manage key HR stakeholders. • Analyse trends and submit reports on HR information to all stakeholders. • Manage and develop subordinates. • Coordinate HR functional issues in line with business unit requirements. • Keep abreast of best practice within the sector. • Advise Executive Management on HR risks that affect service delivery and propose mitigation actions.

ADMINISTRATOR ROLE

PURPOSE	• To provide HR administrative support to the Municipality. • Empower employees towards maximising their personal potential and deliver on and exceed organisational requirements. • Promote and practice “People First Principles”, Equity, Fairness, Objectivity and Consistency. • Actively influence the achievement of a workforce with high morale, high commitment to organisational goals/values and dedication to public/community service.
FUNCTIONS	• HR administration. • Maintain Human Resources Information System. • Provide general support in coordinating key HR initiatives. • Coordinate and administer HR queries. • Provide ‘walk-in support’ for relevant HR services.

SPECIALIST ROLE

PURPOSE	• To provide high-level support and advice to line management regarding organisational development and transformational issues. • To ensure delivery on HR objectives through the attraction, retention and maintenance of competent employees. • Champion the cause of our human resource staff as the Langeberg Municipality’s most valuable resource and the key to success in service delivery.
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SPECIALIST ROLE	
FUNCTIONS	• Execution of the HR objectives through various programmes. • Resource business units with the required employees. • Ensure compliance and foster sound HR legislation and corporate governance. • Design and implement training plans to develop organisational skills levels.

CHANGE CATALYST ROLE	
PURPOSE	• To provide high-level support and advice to line management regarding organisational development and transformational issues. • Continuously align the HR Strategy with the Organizational Strategy (IDP), Legislative Requirements and Best Practices in the HR field.
FUNCTIONS	• Manage transformation within the Municipality. • Develop a communication plan to actively raise the level of awareness in the executive team in respect of strategic HR issues and opportunities. • Drive development of a culture and value system which best supports the Municipal vision and objectives. • Develop Change Management capability at all levels of the Municipality and embed changes in work practices and culture. • Support and coach line functions during change projects. • Analyse individual and Municipal competency requirements. • Support strategic initiatives and make sure they happen. • Mediate over issues that arise during change initiatives. • Act as a catalyst and driver of change. • Facilitate the development and implementation of improvement initiatives to enhance the Municipality's strategic delivery capability. • Establish formal change management programmes and practices. • Analyse workforce composition in relation to legislative requirements and drive effective Diversity Management principles.

4.2. HR Policies at Langeberg Municipality

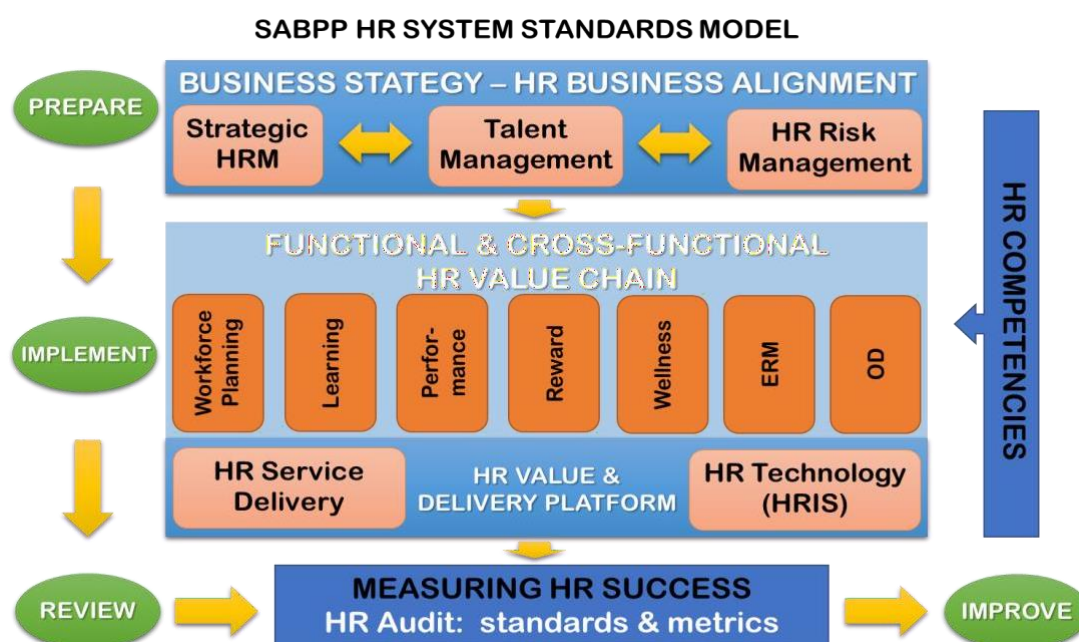
Policies, procedures and guidelines provide guidance for fair and consistent staff treatment and an unswerving approach towards the management of staff. Policies are not cast in concrete and are therefore revised regularly. During the revision of policies, Trade Unions are invited to participate in the process to ensure a confluence of valuable ideas and input.

POLICIES:

1	Acting Appointments
2	Cell Phone
3	Code of Conduct with regards to Political Activities by Municipal Employees
4	COVID-19
5	Disciplinary Code and Procedures
6	Dress Code - Draft
7	Employee Assistance
8	Internal Bursary
9	Gift
10	Grievance Procedures
11	Induction Programme
12	Leave
13	Occupational Health and Safety
14	Main Collective Agreement
15	Overtime
16	Perk Vehicle Scheme
17	Performance Management
18	Attraction & Retention
19	Private Work
20	Exit Management
21	Recruitment & Selection
22	Retirement
23	Recognition of Long Service
24	Smoking
25	Sexual Harassment
26	Task Job Evaluation
27	Travel & Substance
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5. STRATEGIC OBJECTIVES OF HRM IN THE LANGEBERG MUNICIPALITY

Although HRM&D in local government can be constructed as a specialist field that differs in some extent from the private sector, the core principles of HRM&D is generic across all sectors and industries. Langeberg Municipality therefore will align its HR practices with the 13 national HR standards. The table below articulates the HR strategic objectives in support of 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 Resources Value Chain. We added Exit Management, Employment Equity and Occupational Health and Safety separately to the list as it forms part of the Strategic Framework.



5.1. Strategic Human Resource Management

Strategic HRM is an approach to make decisions on the intentions and plans of the Municipality in the shape of policies, programmes and practices concerning all HR matters. It adds to the key concepts of strategy, namely: Strategic intent, resource-based strategies, competitive advantage, strategic capability and strategic fit.

**SHRM done through integrated HR strategies, policies & practices,
aligned with corporate objectives by:**

- Validating an HR strategy aligned to the Organisation's objectives.

- Upholding an employment value proposition of the Organisation.
- Endorsing a framework for the HR element of the Organisation's governance, risk and compliance policies, practices and procedures which balances the needs of all stakeholders.
- Supporting strategies and measurements for strategic innovation and sustainable people practices.
- Internal and external socio-economic environment analysed for proactive people-related business solutions.

Key Action Points

- Translating the overall strategic intent of the Organisation into the HR strategy.
- Positioning the strategic HR agenda as an integral part of strategic decision making and operational plans.
- Allocating HR resources and building capability to implement the HR mandate.
- Ensuring the development and revision of HR policies, plans, practices and procedures.
- Ensuring accountability and responsibility for the execution of the HR strategy.
- Driving continuous implementation and improvement of the HR strategy through planned reviews and reporting.
- Expand human resources efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.
- Annual alignment of the organisational structure to the newly reviewed IDP and SDBIP's.
- Implement a workforce planning processes, techniques and tools to proactively identify the human resources required to meet IDP objectives.
- Revamp the HR service delivery model and business processes for the Municipality and introduce the Strategic Partnership Service Model.
- Proactively engage customers in the analysis of their workforce management issues and identify strategies to address concerns.

5.2. Talent Management

Talent Management describes an organisation's commitment to employ, manage and retain talented staff. Talent Management gives managers a significant role and responsibility in the recruitment process and in the ongoing development and retention of high-performing staff.

Langeberg Municipality attracts, retains, motivates & develops the talented people it needs now, and in the future by:

- Identifying future critical positions and leadership roles from the Workforce Plan.
- Verifying processes and systems which will attract a sustainable pool of talent for current objectives and future organisation needs.

- Managing the retention of talent.
- Linking high potential employees with key future roles in the Organisation.
- Pinpointing, through assessment, optimal development opportunities for talent.
- Accomplishing consistently high levels of performance from employees.
- Ensuring relevant roles for all stakeholders in the development and management of talent.
- Monitoring and reporting on Talent Management key result areas and indicators.

Key Action Points

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|--|
| <ul style="list-style-type: none"> • Analyse the talent needs of the Organisation. • Conduct a workforce and labour market trend analysis based on internal and external requirements and realities. • Create a Talent Management System focusing on current and future needs. • Engage line management regarding talent requirements. • Decide on interventions to support effective talent management in the Organisation. • Conduct a talent review linked to organisational objectives |
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5.3. HR Risk Management

Managing risk is a process of the Municipality, supported by the Municipal Manager and the SMT, to decide which risks to eliminate, accept, reduce or transfer. An HR risk is any person, culture or governance factor that causes uncertainty in the Organisational environment and that could adversely affect the Organisation's operations.

Langeberg Municipality ensures HR Risk Management through coordinated activities & methods applied, identifying & addressing risks that can affect the achievement of Organisational objectives by:

- Increasing the probability and impact of positive events and decrease the probability and impact of negative events caused by human factors on the achievement of Organisational objectives.
- Supporting a foundation of alignment for HR and People Management practices within the governance, risk and compliance framework and integrated reporting model of the Organisation.
- Validating appropriate risk assessment practices and procedures relating to human factors are embedded within the organisation.
- Endorsing of appropriate risk controls designed and applied to HR activities and interventions.

Key Action Points

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| <ul style="list-style-type: none"> • Positioning the role of HR in influencing and communicating HR related organisational risks. • Assessing potential positive and negative human factor risks to achieving organisational objectives. |
|--|

- Identifying and evaluating the potential risk impacts regarding strategic and operational HR activities.
- Deciding on appropriate risk appetites for the different components of the HR function.
- Designing and implementing appropriate people-based risk management systems and risk controls.
- Ensuring all HR risk practices conform to the Organizational governance, risk and compliance strategies and policies.
- Analysing the percentage of employee job satisfaction.

5.4. Workforce Planning

Workforce planning is the process to ensure the right number of staff, with the right skills, are employed in the right place at the right time to deliver an organisation's short- and long-term objectives.

A Strategic Workforce Plan exists meeting the needs of the Organisation by:

- Supporting organisational structure meeting the needs of the Organisation.
- Approving alignment of workforce planning cycle with the strategic planning cycle of the Organisation.
- Evaluating and reviewing of workforce and labour market trends in relation to the local government sector.
- Validating a salary budget to give effect to the Organisational structure.
- Confirming HR Management processes for the supply of appropriately qualified and diverse persons in line with legislative requirements.

Key Action Points

- Conducting skills gap analysis in conjunction with the development of organisational objectives.
- Aligning organisational structure with employment value proposition.
- Translating the strategic organisational structure into operational capability.
- Planning and implementing interventions to achieve your organisational structure (e.g. recruitment and selection, succession planning).
- Developing career planning processes and programmes.
- Assessing the impact of workforce strategy and planning on achieving organisational objectives.
- Effectively identify, attract and retain the best talent to help the municipality meet its IDP objectives.
- Develop and deploy an integrated workforce plan which will enable the Municipality to hire and retain the right talent, at the right time, in the right place.
- Identify scarce and critical skills.
- Partner with Institutes of Higher Learning to provide customised learning programmes to develop skills requirements specific and critical to the Municipality.

- Develop standardised job profiles for all positions to be used as a basis for recruitment and career pathing.

5.5. Knowledge Management

Knowledge Management is a process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and performance. HRM aims to support the development of organisation-specific knowledge and skills that are the result of organisational learning processes. Knowledge Management promotes the sharing of knowledge by linking people with people, and by linking them to information so that they learn from documented experiences.

Explicit & systematic management of vital organisational knowledge & its associated processes of finding, creating, storing, organising, sharing & applying by:

- Supporting a framework to capture the Organisations collective expertise, transform knowledge resources within the organisation by identifying relevant information to be disseminated so that learning can take place.
- Endorsing a framework to transfer knowledge from those who have it to those who need it in order to improve organisational effectiveness.
- Upholding Standard Operation Procedures.

Key Action Points

- KM embedded in technologies, rules and organisational procedures.
- KM encultured as collective understandings, values and beliefs.
- KM embodied into the practical activity-based competencies and skills of key members of the Organisation (practical knowledge or 'know-how').
- KM embraced as the conceptual understanding and cognitive skills of key members (conceptual knowledge or 'know-how').
- Knowledge is codified and stored in databases where it can be accessed and used easily by anyone in the Organisation.
- Knowledge is closely tied (personalised) to the person who has developed it and is shared mainly through direct person-to-person contacts.

5.6. Individual Performance Management

Individual Performance Management is a holistic process that ensures staff performance contributes to organisational objectives. It brings together elements of good People Management practice, including training and development, measurement of performance, and organisational development.

Individual goals aligned to organisational goals aiding individual performance plans for review, progress assessment & development of capabilities by:

- Validating processes to establish and maintain an appropriate Performance Management process, methodology and system relevant to the needs, size, scope and complexity of the Organisation.
- Endorsing a framework providing for appropriate performance consequences (recognition and development opportunities) that attract, retain and motivate employees.
- Upholding a framework and policies for fair, ethical and organisational cultural practices focusing on the achievement of performance targets.
- Creating and maintain a high-performance organisation culture driving sustainable performance.
- Implementing systems and processes to measure progress against agreed individual objectives that enable attainment of organisational objectives.
- Assessing progress and achievements so that action plans can be prepared and agreed on, and performance can be rated.
- Developing and implementing Performance Management and related policies.
- Creating awareness of performance-related processes.
- Consultation with stakeholders regarding changes to processes and policies to ensure effective communication.
- Ensuring a performance-driven organisational culture.
- Ensuring user-friendly systems and processes.
- Enforcing responsibility and accountability for the attainment of individual, team and organizational goals.
- Ensuring alignment between individual performance and organizational performance.

5.7. Compensation and Benefits

Compensation and benefits include not only salary, but also the direct and indirect rewards and benefits the employee is provided with in return for his/her contribution to the organisation.

A consensus exists in accordance with fair and appropriate levels of reward and recognition by:

- Validating and implementing a remuneration policy and framework, aligned with organisation culture and objectives, and achieving a balance between the needs of an employer and an employee.
- Supporting and implementing a fair and equitable remuneration system and processes that are ethical, cost effective and sustainable.
- Inscribing a structure for compliance with organisational governance principles and practices aligned to national governance codes of practice and relevant legislation.
- Endorsing a remuneration policy and framework that is in line with current industry and sector norms.

Key Action Points

- Formulate a remuneration policy that attracts, motivates and retains staff.

- Ensure the remuneration policy is aligned with appropriate legislative, governance and other directive requirements.
- Identify and implement policies, practices and procedures that enable the remuneration system to operate effectively.
- Ensure understanding and awareness of the remuneration system.
- Review the remuneration policy, process and practices at regular intervals to ensure relevance and impact (e.g. pay scales, benefits incentives).

5.8. Staff Wellness

Staff wellness promotes and supports the health and well-being of employees.

Good wellness practices exist by:

- Upholding a foundation to promote opportunities and guidance enabling employees to engage in effective management of their own physical, mental, financial and social well-being.
- Enabling the employer to manage all aspects of staff wellness that can have a negative impact on employees' ability to deliver on organisational objectives.
- Promoting a healthy working environment in pursuit of optimum productivity and to preserve human life and health.
- Containing health and wellness costs.
- Enhancing the employment value proposition by means of promoting a culture of individual health and overall organisational wellness.

Key Action Points

- Evaluating the Organisational need and set objectives and boundaries for wellness programmes paying particular attention to high risk groups.
- Formulating an Employee Wellness strategy, policies and relevant HR procedures fair to all employees, to promote and manage wellness programmes and risks.
- Promoting awareness of the Wellness Policy, Strategy and Procedures of the Organisation.
- Maintaining statistical records across the Organisation regarding all aspects of wellness and specific case and incident analysis.
- Reviewing the effectiveness of wellness programmes and interventions in support of operational objectives.

5.9. Employee Relationship Management (ERM)

Employee relationship management aims to create a climate in which productive and harmonious relationships can be maintained through effective collaboration between management, employees and their trade unions.

A climate of trust, cooperation and stability exist in the Organisation by:

- Creating a climate of trust, cooperation and stability within the Organisation.
- Establishing well defined unambiguous workplace rules which are consistently applied.
- Maintaining a framework to ensure appropriate and effective conditions of employment and fairness across all levels.
- Driving a framework to facilitate a harmonious and productive working environment.
- Upholding a framework to meet the employer's duty of care towards its staff and other stakeholders.
- Supporting a structure for conflict resolution and collective bargaining, where relevant.
- Endorsing a framework for capacity building and compliance to relevant labour legislation and codes of good practice (Department of Employment and Labour).
- Effective consultation and negotiation with organised labour.

Key Action Points

- Formulating appropriate employment relations strategies, structures, policies, practices and procedures.
- Implementing appropriate dispute resolution mechanisms (mediation, arbitration, conciliation).
- Creating awareness of the disciplinary procedures contained in the Disciplinary Procedure Collective Agreement as well as the procedures to attend to grievances.
- Ensuring all employment relations procedures, policies and practices conform to appropriate legislation and codes of good practice.
- Creating effective communication channels and build relationships between stakeholders.
- Evaluating the state of employment relations by conducting appropriate employment relations surveys to establish current climate.
- Enhancing the established practices and procedures by innovative interventions that foster sound relationships.
- Leveraging employment relations to promote diversity and prevent unfair discrimination.

5.10. Organizational Development (OD)

A system-wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at (1) enhancing congruence among organisational structure, process, strategy, people and culture; (2) developing new and creative organisational solutions; and (3) developing the organisation's self-renewing capacity.

Adopt a planned & coherent approach to improving organisational effectiveness by:

- Establishing links across all levels and functions of the Organisation.
- Organisational design facilitating the purpose of the Organisation.
- Regularly revising the Organisational structure.

- Capabilities of individuals, teams, departments and functions work co-operatively to meet organisation objectives and optimise engagement at work.
- Endorsing a framework for stakeholder engagement in all OD processes to ensure optimum buy-in.
- OD capability to meet organisational needs.
- Endorsing a framework for compliance with relevant continuous improvement principles and practices.

Key Action Points

- Designing, developing and prioritising appropriate responses to systemic OD issues.
- Ensuring the clarity of OD interventions by identifying the anticipated outcomes of the OD process.
- Ensuring OD has a clear implementation roadmap that is applicable to the organisation structure, culture and processes.
- Facilitating relevant change and improvement activities in line with agreed organisational requirements.
- Contributing to creating, building and sustaining the organisational culture needed to optimise the purpose and strategy of the organisation.
- Conduct climate survey to understand current challenges around organisational culture, and use results to design the future/ ideal organisational culture.
- Prepare and implement transition process that provide for continuity in the Municipality's operations.
- Establish a sound knowledge management and knowledge transfer programme for all key positions.
- Develop a Change Management and Communication Strategy to address culture challenges and ensure effective transition of the Municipality.
- Conduct a formal review of Municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.
- Conduct exit surveys \ interviews to identify reasons for attrition and use the information to enhance or improve employee experience of the Municipality.

5.11. HR Service Delivery

HR service delivery entails strategic guidance and management of the overall provisioning of human resources services, policies, and programs for the entire Organisation.

The HRM function meets the HR strategic & HR support services needs of the Organisation & its employees by:
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- Punctuality, consistency and quality in the delivery of HR services.
- Sustainability of HR practices within the Organisation.
- Endorsing a framework to support the effective management of the human element in the Organisation.

- Encouraging a framework to provide effective professional advice and guidance to managers and employees regarding the correct implementation of labour laws, HR policies, practices and procedures.
- Supporting functional standards for HR record-keeping and administration.
- Endorsing a structure to measure employee engagement and satisfaction with the delivery of HR services.
- Endorsing a framework and processes to provide management and the Council with appropriate HR data and statistics.

Key Action Points

- Designing and implementing HR policies, practices and procedures.
- Ensuring adequate understanding of the role of HR within organisation.
- Establishing relevant communication channels with both management and employees to address relevant HR matters.
- Ensuring a user-friendly mechanism for understanding, promoting and ensuring compliance with all appropriate legislation applicable to the Organisation.
- Determining the methodology and process for establishing HR client satisfaction.
- Providing independent professional oversight, guidance and consulting with regard to HR policy, strategy and organisational people practices and ethical values.
- Facilitating appropriate interventions building organisational culture and capacity

5.12. HR Technology

A Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within an organisation.

Utilisation of effective technology applications providing accurate data & information enabling performance measurement & decision-making by:

- Punctuality, consistency and quality in the delivery of HR services.
- Sustainability of HR practices within the Organisation.
- Endorsing a framework to support the effective management of the human element in an organisation.
- Endorsing a framework to provide effective professional advice and guidance to managers and employees regarding the correct implementation of labour laws, HR policies, practices and procedures.
- Endorsing functional standards for HR record-keeping and administration.
- Endorsing a framework to measure employee engagement and satisfaction with the delivery of HR services.
- Endorsing a framework and processes providing management and the Council with appropriate HR data and statistics.

Key Action Points

- Analysing and prioritising all the relevant HR categories of data and information.

- Uploading and configuring data to the system.
- Testing the effectiveness of the system.
- Forecasting future system needs.
- Building capacity of relevant staff members to access and use the system.
- Implementing continuous improvement process.
- Ensuring HR-IT requirements, practices and procedures are aligned with organisational IT governance.
- Monitoring and evaluating the effectiveness of the system.

5.13. HR Measurement

HR measurement identifies and focuses on determining the areas where HR can make a strategic impact in the organisational context. It enables the organisation to identify priority areas for measurement which are aligned with organisational goals and strategies and identify capability opportunities or problem areas from an organisational perspective.

Langeberg Municipality measures & align the impact of HR practices on organisational objectives, including facilitating internal & external auditing of HR polices, processes, practices & outcomes by:

- Endorsing measurement frameworks, policies and procedures to assess the effectiveness and efficiency of HR practices.
- Endorsing a framework for relevant measurement areas for the purpose of integrated reporting.
- Endorsing tools and methods to measure the efficiency, effectiveness and consistency of HR practices across the whole Organisation.
- Endorsing a framework for measuring HR impact on the effectiveness of the Organisation.
- Endorsing performance indicators for HR service delivery and business impact.

Key Action Points

- Developing an integrated HR measurement and systems framework for gathering data and organisational intelligence.
- Ensuring data accuracy and integrity.
- Establishing and implementing appropriate frameworks, policies and procedures for the Organisation.
- Developing an HR scorecard and relevant dashboard with key performance targets and objectives for the Organisation.
- Creating awareness and building organisational capability for utilising and optimising HR measurement and audits.
- Conducting an audit of the HR function and people practices of the Organisation.
- Measuring the level of employee engagement and organisation climate and implement appropriate solutions.

- Ensuring HR reporting is infused in overall organisational governance and integrated reporting.
- Monitoring the key indicators of the HR dashboard and address all risk areas

5.14. Exit Management

Employee Exit Management aims to create a climate of trust and honest feedback between management and staff in relation to reasons for exiting the company. It enables the Organisation to determine its shortcomings in terms of HR Service delivery and to address key identified gaps in order to retain current and future talent. Exit Management ensure the smooth transition of work handover between the exiting staff member and the new incumbent, so as to ensure an uninterrupted workflow.

Adopt a planned & coherent approach to managing and improving the transition process as a result of staff exits by:

- Creating a climate of trust, cooperation and stability within the Organisation.
- Endorsing a framework for relevant measurement areas for the purpose of integrated reporting on Exit Management and transition.
- Endorsing tools and methods to measure the efficiency, effectiveness and consistency of Exit Management practices.
- Endorsing a framework to provide effective professional advice and guidance in terms of the way forward for the employee post-exit.

Key Action Points

- Formulating appropriate Exit Management strategies, structures, policies, practices and procedures.
- Creating awareness of alternatives such as post transfer or development opportunities within the organisation in order to retain talent as far as possible.
- Ensuring a culture of trust and transparency between employee and line manager to ensure the proper planning and implementation of sourcing and placing, and to ensure the most effective and efficient transition process.
- Ensuring the consistent application of Exit Interviews and the confidential treatment thereof.
- Identifying key issues and reasons for exits and reviewing strategies continuously to address and rectify issues.
- Providing guidance and counselling sessions to ensure the well-being of the employee post-exit.
- Monitoring and evaluating the effectiveness of the system.

5.15. Employment Equity

The purpose of the Employment Equity Act 55 of 1998 is to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through the elimination of

unfair discrimination. Employment Equity encourages fair representation of the surrounding community within the Organisation and it encourages a synergy of diverse ideas enabling the Organisation to function optimally.

Langeberg Municipality ensures adherence to legislative requirements and the enablement of a diverse workforce by:

- Endorsing measurement frameworks, policies and procedures to assess the effectiveness and efficiency of Employment Equity practices.
- Endorsing a framework to meet the employer's duty toward adherence to legislative requirements.
- Adopting a framework to facilitate a harmonious and productive working environment.
- Endorsing a framework within sourcing and placement strategies to ensure Employment Equity targets are met.

Key Action Points

- Developing and reviewing the Employment Equity Plan and related strategies.
- Accurately documenting and reporting on staff exits and placements to ensure a representative workforce.
- Developing and implementing a Diversity Policy and related strategies.
- Keeping abreast to changes in the Employment Equity Act 55 of 1998.
- Aligning Employment Equity targets with recruitment strategies.

5.16. Occupational Health and Safety

Occupational Health and Safety ensures that the Organization complies to legislation as far as reasonably possible, to reduce injuries, remove hazards and make the working environment safe and healthy for employees.

All health and safety legislative requirements and other relevant practices exist by:

- Endorsing a framework to promote a safe and healthy working environment in pursuit of optimum productivity and to preserve human life and health.
- Endorsing a framework and policies to reduce employee risk emanating from health and safety issues.
- Endorsing a framework to increase staff morale and productivity and thereby reducing absenteeism and staff turnover.
- Enhancing a health and safety culture, whereby employees are encouraged to take an active role in their own occupational health and safety.
- Containing cost of insurance premiums.
- Strengthening leadership commitment to proactively improve OH&S performance and meet legal and regulatory requirements.

Key Action Points

- Coordinate, implement and maintain a comprehensive Occupational Health and Safety Program and strategies designed to prevent injuries in the workplace.
- Provide support associated with the implementation of procedures and measures to departments/management in order to facilitate a safe working environment.
- Facilitate the development and implementation of a Health and Safety System.
- Identify and co-ordinate safety-training needs in all divisions.
- Conduct inspections and investigations of workplaces, municipal premises and facilities to determine compliance with statutory legislation.
- Implementation and monitoring delivery of awareness and educational programmes on Occupational Health and Safety approaches.

6. HR&D IMPLEMENTATION PLAN

The Human Resources-related obligations placed on the Municipality in terms of Section 51 of the Municipal Systems Act are to organise its administration to:

- Be responsive to the needs of the local community.
- Facilitate a culture of public service and accountability amongst staff.
- Be performance-orientated and focused on the objectives of local government.
- Align roles and responsibilities with priorities and objectives reflected in the (IDP).
- Organise structures and administration in a flexible way to respond to changing priorities and circumstances.
- Perform functions through operationally effective and appropriate administrative units.
- Assign clear responsibilities, maximize efficiency of communication and decision-making.
- Delegate responsibility to the most effective level within the administration.
- Involve staff in all decisions as far as is practicable.
- Provide an equitable, fair, open and non-discriminatory working environment.

6.1. Purpose of Human Resource Plan

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 resources. It deals with:

- Developing a capable and skilled workforce that is striving towards service excellence;
- Setting guidelines to strengthen leadership and develop human resources by attracting and retaining scarce, valued and critically required skills for the Municipality;
- Planning the Municipal workforce in totality in line with legislative and operational requirements.

In line with the above, the Human Resource Management Strategy and Implementation Plan is aimed at:

- Ensuring that the Municipality has the right number and composition of staff 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 its 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.

6.2. Operational 3 Year Plan

The tables below indicate the necessary measures and achievable timeframes for the HR department to action in order to fulfil the detail in the HR Strategy:

Strategic Human Resources Management Planning:	2022	2023	2024
Formulation of HRM and HRD Strategy	X		
Formulation of HR Dept's Vision, Mission and value set	X		
Review HR Strategy annually (with HR Policies)		X	X
Review Job Descriptions every 5 years, and when changes in functions of organogram. Align to SOPs.		X	
Implementation of COVID Regulations	X	X	X
Update HR Risk Plan and Profile		X	

Sourcing and Placing:	2022	2023	2024
Align the Recruitment Policy to the HR Strategy / Plan.		X	
Keep record of the following and note effectiveness thereof (in order to recommend changes annually during revision of the Recruitment Policy):			
a) Time taken to fill each vacant post, measured from when the HR department is informed of the vacant post until acceptance of appointment by the successful candidate;			
b) The relevant success of various recruitment channels utilized in relation to each post level, measured by documenting the channel(s) through which successfully shortlisted candidates applied for a specific post.	X	X	X
c) The total cost of each recruitment channel used for a specific post and the efficiency thereof in terms of relevant applications received.			
Access wider pools of applicants by:		X	X

Sourcing and Placing:	2022	2023	2024
a) Enabling the use of digital platforms and social media for the advertising of vacant positions;			
b) Review job-related experience specified on Job Descriptions in order to source talent in terms of graduates from academic institutions.			
c) Source talent from digital platforms such as LinkedIn.			
d) Implement open days for internal staff and the public to create awareness of current requirements of Municipal posts.			
e) Continuous engagement with the community to ensure visibility and approachability.			
f) Always maintain professional sourcing and placing practices to ensure that the Municipality is an employer of choice.			
Implement a digital initial screening process for applicants to a post residing in other provinces by use of digital platforms such as Teams or Zoom.		x	x
In the case of few suitably qualified applicants to a post, consider the inclusion of over-represented qualifying applicants in the shortlisting and interviewing processes, followed by an informed decision on the final selection with emphasis placed on Employment Equity considerations.	x	x	x
Link the placement process to onboarding and induction processes.	x		
Collaborate with other high-performing Municipalities and share information (benchmarking) on recruitment processes and statistics.	x	x	x

Capacity Building:	2022	2023	2024
Align Training & Skills Development Policy with HR Strategy and Vision of HR Dept. Include section on Recognition of Prior Learning in Policy.	x	x	x
Review T&S Development Policy annually (align with HR Strategy).	x	x	x
Personal Development Plan in place for all staff.	x	x	x
Monitor and assess effectiveness of training.	x	x	x
Collaborate with other high-performing Municipalities and share information (benchmarking) on Training and Development statistics.	x	x	x
Integration between Performance Management and Training.	x	x	x
Review of Performance Management Policy.		x	
Awareness campaign / drive.	x	x	x
Regular reviews of performance and agreement on training and development needs.	x	x	x
Review of individual performance bi-annually	x	x	x
Moderation and awarding of performance annually	x	x	x

Training and Development:	2022	2023	2024
Management and Leadership: Leadership Development, Middle Management Development Programme, People Management, Emotional Intelligence, Diversity Management, Mentoring & Coaching, Monitoring & Evaluation, Strategic Planning & Change Management, Women in management, Negotiation Skills.	x	x	x
Financial Viability: Municipal Minimum Competency Levels (24-unit standards) / Municipal Financial Management Programme (15-unit standards, accredited training), Risk Management.	x	x	x
Community Based Participation and Planning: Integrated Community Development Programme (ICDP), SMME Development, Local Economic Development, HIV/AIDS Management.		x	
Infrastructure and Service Delivery: Artisan / Apprenticeship Development (Bricklayer, Electrical and Plumber).	x		x
Adult Education and Training (AET): Adult Education and Training – Pre-AET Level 4, National Certificate / Grade 12.	x	x	x
Conduct an annual training needs assessment to ensure training is designed to improve organisational and individual performance.	x	x	x
Develop a leadership succession plan, including a leadership gap analysis.		x	
Establish a leadership development programme for all supervisors, managers and executives to invest in the continuous development of leadership.		x	
Provide coaching and consultative support to management on leadership development and people management issues.			x

Remuneration and Reward:	2022	2023	2024
Implement Remuneration and Reward Policy		x	
Respond in writing to each remuneration query / notch increase application. Keep on record. Line Managers to discuss outcome directly with staff member to ensure understanding and to alleviate possible feelings of incompetence or anger.	x	x	x
Roadshow to update officials regarding benefits.	x		x
Road show to explain types of leave and how to capture leave.	x		
Review of Induction Policy.		x	
Set up SOP of how to do all benefits so that officials have an on hand- (handbook).			x

Employee Relations Management:	2022	2023	2024
Analyse data of ER processes every 6 months and make recommendations of how to improve on effectiveness of function (Review relevant Policy annually). Take into consideration the timeframes of start - end of cases. If process outdrawn, find places to eliminate unnecessary time-consuming factors.		x	
Collaborate with other high-performing Municipalities and share information (benchmarking) on ER practices.	x	x	x
Create awareness that Employee Relations is not only a centralised function, but a concept that must be applied on all organisational levels.		x	
Capacitate managers to deal with employee relations matters at the source by regular guidance, one-on-one training as well as more formal workshops.		x	
Ensure knowledge sharing by distributing Employee Relations related literature, articles and Court Cases to relevant officials.			x
Create a culture of proactive Employee Relations Management by identifying possible problems and possibilities relating to Employee Relations in advance.	x	x	x
Manage knowledge by creating a database of relevant authorities that is readily accessible to the Employee Relations team.		x	

Organisational Culture:	2022	2023	2024
Formulate and implement Diversity Policy in line with HR Strategy		x	
Formulate tool to measure implementation and effectiveness of Diversity Policy (including employee behaviour)			x
Formulate a Change Management Strategy			x
Employee Satisfaction Survey		x	x

Employee Wellness:	2022	2023	2024
Analyse data on H&S audits and IOD claims, note effectiveness of process and shortcomings, amend Policy accordingly.	x		
Collaborate with other high-performing Municipalities and share information (benchmarking) on H&S practices.	x	x	x
Programmes to implement: Health Wellness (the well-being of employees is beneficial to the Employer and the employee). Financial Wellness (financial issues may have a negative impact on health, productivity and performance).	x	x	x

Talent Management:	2022	2023	2024
Formulate and implement Talent Management Policy in line with HR Strategy.	x		
Institute a Succession Planning Implementation Plan.		x	

HR Information Systems:	2022	2023	2024
Collaborator/Promun/Ignite training (if applicable) should be supplied to new staff on 2nd or 3rd working day. Collaborator basic training to be supplied and thereafter on same and (possibly next day) Line Manager to supply in-depth task-related training on how to use system. The same applies to other programmes (if applicable).	x	x	x
Regular review of Induction Programme to make provision for system changes, new policies and to introduction of specific and important processes and procedures e.g. Functional Structure, different municipal offices occupied by directorates.	x	x	x
Implement HR Policy Register to monitor regular review.	x		

Exit Management	2022	2023	2024
Formulate Exit Management Policy and store on Collaborator.	x	x	
Formulate tools to measure termination notice, exit transition period, exit transition plan and exit governance reporting.		x	
Ensure the consistent application of exit interviews and the confidential documenting thereof.	x		
Follow-up with senior managers on where HR can assist.			x
Design reporting process to assess and address negative exit interview comments.			x
Develop a Probation Policy.	x		

Employment Equity	2022	2023	2024
Review Employment Equity Plan every 5 years.	x		
Ensure EE Plan and reporting is in line with legislation.	x	x	x
Foster a culture which values and encourages diversity within the workplace (address in Diversity Policy).	x	x	x
Formulate and implement tools to monitor and address excessive discrepancies in the placing and exiting of under-represented groups (link with Recruitment and Exit Management strategies).		x	
Ensure the development of under-represented groups with the Organisation (link with Sourcing & Placing, Capacity Building, Training & Development, and Talent Management).			x

Health and Safety:	2022	2023	2024
Review OHS Policy annually.	x	x	x
Monitor OHS related training needs based on organizational growth.	x	x	x
Formulation of information sessions and refresher orientation for existing employees.		x	
Provide for regular site inspections and examine the effectiveness corrective measures.	x	x	x
Analyse and evaluate the workplace risk assessments and align with changes in regulation and SOPs.	x	x	x

7. CONCLUSION

The HR Strategy can be described as a set of principles for managing the Organisation's workforce. If properly adopted and implemented, these principles should assist the Organisation's employees in contributing at the highest possible level. In helping staff improve their skills, attitudes and behaviour, and in retaining a talented workforce, the HR department propels the Organisation in meeting its ultimate goals which is reliant on productivity, quality and outmatched service delivery.

A coherent HR Strategy will add value to the Organisation by ensuring adaptability and resilience to local and global trends. Human Resources Management was previously known as Personnel Management. The function has shifted from the restricted process of hiring staff and conducting associated administration duties to a much broader role. As a result, HR Practitioners are compelled to align their strategies with that of the Organisation's strategies and objectives. When the Municipality involves Strategic Human Resources Management in its Strategic Plan and supports the implementation of its trendsetting yet established practices amongst a multigenerational workforce, the potential to improve organizational performance is proliferated.

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