HUMAN RESOURCES STRATEGY 2018-19

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1.   INTRODUCTION

This document represent a new dawn for how Okhahlamba Local Municipality proposes to manage its human resources in the quest to achieve a High Quality of Life for it Citizens. It verbalizes our strategic human resource roadmap to confront the challenges of attracting, developing and retaining the critical talent needed to support the attainment of the municipality's strategic objectives and growth trajectory as contained in our Integrated Development Plan (IDP).

1.1   A RATIONALE FOR THE HUMAN RESOURCES MANAGEMENT STRATEGY?

For Okhahlamba Municipality, the human resource management strategy is critical for the following reasons:

- To respond to its constitutional and developmental mandate;
- To help in the articulation of its Employee Value Proposition;
- To sustain the organisation with knowledge, skills and competencies that are relevant to the local government sector by attracting, developing and retaining talent in all functional areas of the organisation within a changing environment;
- To ensure that the HR Department has optimum capacity, systems and processes to enable it to become a strategic business partner for the all functional areas of the organisation rather than a mere provider of services;
- To systematically nurture a culture of excellence, innovation and business ethics;
- To create a learning and development environment; and ☐ To provide care for employee wellness in its totality.

In summary, the human resources management strategy facilitates the provision of a holistic and proactive mechanism for addressing a myriad of issues that principally concern the **acceleration of service delivery** within our area of operation without violating one of the necessary conditions which is simultaneously ensuring that we have satisfied and committed employees.
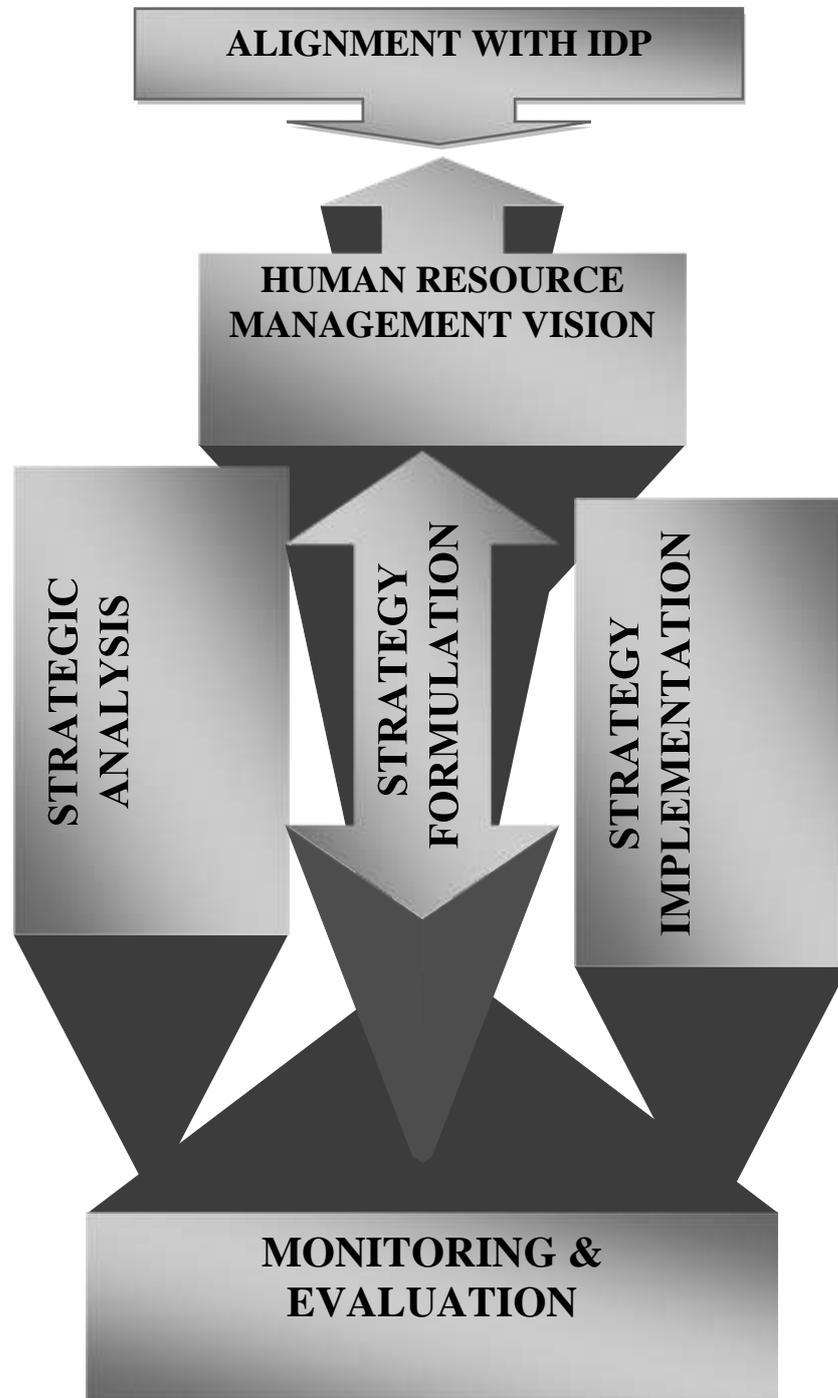
1.2   HOW THE DOCUMENT FLOWS

The Report is divided into sections. In Section 2 the Human Resources Strategy Framework is outlined. The alignment and connection between the human resource strategy and the IDP is outlined in Sction3. The human capital vision and value statements are articulated in Section 4. Section 5 provides an analysis of external and internal factors impacting on the organisation's talent landscape either positively and negatively. The strategic human capital challenges facing Okhahlamba Local Municipality are presented in Section 5. The Human Resources objectives are outlined in Section 6. The implementation of the strategy is articulated in Section 7. Monitoring and evaluation, and the concluding remarks are dealt with Sections 8 and 9 respectively.

2.   HUMAN RESOURCES STRATEGY FRAMEWORK

The process of developing the human resource strategy has been guided by the Framework in **Figure 1**. Principally, the framework moves from a perspective that in crafting the Human Resources Strategy, our **STEP 1** is to understand the Corporate Strategy of Okhahlamba Municipality, which is the IDP and what is needed to implement it from a human resource point of view. Once this has been accomplished, our Human Resource vision and values statement are articulated in **STEP 2**. This sequentially leads to **STEP 3**, which is about the analysis of the external and internal environment within which the organization operates. In **STEP 4**, the strategy formulation process is embarked upon to address the specific challenges identified, and to ensure strategic fit with the external and internal dynamics. **STEP 5** is concerned with putting the strategy into action, that is, implementation. In the last leg of the process – **STEP 6** -- monitoring and evaluation of what is implemented against the plan and desired objectives is suggested. Although the various steps are dealt with sequentially, in practice the process has been much more dynamic and iterative.

FIGURE 1: OKHAHLAMBA HUMAN RESOURCE STRATEGY FRAMEWORK

ALIGNMENT WITH IDP

HUMAN RESOURCE MANAGEMENT VISION

STRATEGIC ANALYSIS

STRATEGY FORMULATION

STRATEGY IMPLEMENTATION

MONITORING & EVALUATION

3. THE ALIGNMENT BETWEEN IDP AND HR STRATEGY

The foundation of value-added HR function is a business strategy that relies on people as source of competitive advantage and a management culture which support this belief. In the context of Okhahlamba Local Municipality, the IDP is a foundation upon which HR management and practices are based. In other words, Okhahlamba's HR Strategy is derived from its business strategy -its IDP- and thus the two mutually reinforce each other.

Okhahlamba strives to ensure that the ultimate outcome of its operations must result in a High Quality of Life for All its Citizens. For this to happen, it has prioritized three focus areas, namely:

- The delivery of basic services and infrastructure to ensure access for all citizens;
- Holistic social development of its people through access to education, health, housing, sports and recreation and arts and culture; and
- Economic development that ensures sustainable income through sustainable job creation and opportunities for self-employment.

To realise the above strategic intent, Okhahlamba recognises that it must meet three necessary conditions. These are:

- The need to strengthen corporate governance practices and the oversight role of the Councillors and the Community;
- The management of its finances on a viable and sustainable basis; and
- The ensuring that proper organisational capabilities are developed and nurtured in areas such as organisational structure, systems and processes of operations, employee and leadership competencies and a culture that promote innovation, ethics and entegrity.

That is why it has become absolutely critical that staff and councillors are perfectly empowered to play their respective roles. Based on this reasoning, the alignment or rather integration of HR and IDP becomes a conscious and explicit attempt by Okhahlamba Municipality to maximise organisational value by gaining sustainable value from its human capital.

4.   OUR HUMAN RESOURCE VISION

In line with the overall Vision of the municipality, as a desired future state, the Human Resource Vision of Okhahlamba Municipality is crafted thus:

> "The most attractive and admirable municipality in terms of the extent to which its citizens are able to enjoy a high quality of life that employees aspire to and are committed to work for within the local government sector of its equivalent category or size."

5.   OUR HUMAN RESOURCE GOAL OR PURPOSE STATEMENT

Our overarching human resources management goal is to:

> "To progressively enable the municipality to accelerate the delivery of more services now and in future through better utilization of its human capital."

6.   VALUE STATEMENT

To achieve this Vision, we must create an organization whose behavior and style can be defined in terms of the following ten values:

- Focus on meeting and exceeding development needs and expectations of our citizens whom we serve;
- **Displaying** utmost Professionalism and commitment to our work;
- **Team-playing and partnerships** – not just within the Business Units or Divisions, but also in the way we interface with other spheres of government and civil society organizations;
- **Innovation and creativity** – striving for new and better ways of doing business, respecting what has gone before but not being constrained by it;
- **Agility** – being able to anticipate and rapidly respond to an array of service delivery needs;

□ **Accountable** – taking responsibility for our actions and being open to scrutiny;

□ **Diverse** – reflecting in our workforce the population we serve and respecting different points of view and perspectives;

□ **Business ethics-driven** – promoting good corporate governance and striving to do that which is right and fair; and

□ **Continuously improving** –always seeking to raise the bar in terms of standards of excellence.

7.   LANDSCAPE ANALYSIS

In order to attain our vision and goal, its is critical to understand the environment within which we are operating as a municipality. In this Section, the dynamics of the external and internal environment as they impact on or have implications for human capital of the municipality, are analyzed.

7.1   EXTERNAL ENVIRONMENT

The external environment is constantly changing and evolving. However, on a broader level it has become a common refrain to hear the many challenges facing organizations today in the external environment. While the list below is by no means comprehensive nor exhaustive, it provides the context that is propelling profound change in modern organizations:

- Globalization;
- The pressure for speed and innovation;
- The transition to a service economy with its extraordinary emphasis on customers;
- The pressure for financial performance;
- The impact of technology and e-business;
- Credit crunch and its implications on unemployment; and □ changing workforce demographics as a result of aging.

The implications of the above factors have led to an acknowledgement especially in HR literature that perhaps the change that has most impacted organizations in the past decade has been the growing realization that people are an organization's primary source of competitive advantage. It is now

widely accepted that an organization's success is determined by decisions employees make and behaviors in which they engage. It has never been more important for organizations to foster and tap the strategic potential of people. Managing people as an organization's primary asset has inspired HR to become increasingly more effective at developing programs and policies that leverage talent to align with organizational competencies and at executing organizational strategy.

Within the specific context of Okhahlamba, the following factors have an impact on how Okhahlamba Municipality manages its talent:

- The increase of protest against poor service delivery;
- The increase in the invocation of administration in terms of section 139 (1) (b) of the Constitution to direct the affairs of municipalities that are failing to carry out their constitutional responsibilities;
- The increase in emphasis being placed on turn-around strategies for municipalities;
- A suite of legislation such as the Labour Relations Act, Employment Equity Act, and the Skills Development Act, which need to be complied with to transform the workplace and to ensure that the imperatives for training and development, diversity and the empowerment of designated groups, especially women, are met;
- The level of economic growth and the exceptional growth in the construction sector in particular, have increased the demand for highly qualified skilled labour. For example, it is estimated that South Africa needs to produce approximately 2400 engineering graduates each year as opposed to the current rate of 1400 engineers. Similarly, whereas the economy produces 5000 artisans, to meet demand, at least 12 500 artisans should be produced per year over the next four years.
- Because South Africa's skills profile exhibits a mismatch between an abundance of unskilled labour, on one hand, and shortage of skilled labour, on the other; the imbalance in skills mix availability is likely to result in increased costs for recruitment and scarce and critical skills are likely to command a premium price in the labour market;

- In the social environment, the HIV/AIDS pandemic continues to impact on and decimate communities, and in the process young and productive people with valuable skills are also lost;
- A growing chorus against corruption;
- Technological advances also create new opportunities for human capital management; and
- Imperatives of intergovernmental relations demand a new cadre of local government leadership and practitioners to maximise the benefit of development for local populations.

To succeed in adapting and coping with the dynamics of the external environment, leadership, strategic human capital planning, acquiring, developing and retaining talents, will be critical for Okhahlamba Municipality to survive.

7.2   INTERNAL ANALYSIS

As at March 2017, Okhahlamba Municipality has a staff complement of ...... including contract appointments. The breakdown of staff members according race, gender breakdown and departmental differentiation is detailed in **Table**

Table 1: Staff Complement of Okhahlamba Municipality as at April 2017

EMPLOYEES ESTABLISHMENT	TOTAL	AFRICAN		COLOURED		WHITE		INDIAN	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
TOTAL NUMBER OF STAFF									
MUNICIPAL MANAGER	10	06	01	-	01	-	-	01	01
TECHNICAL DEPARTMENT	63	4	22	-	-	01	-	-	-
SOCIAL & ECONOMIC DEVELOPMENT	65	30	32	-	-	01	02	-	-
CORPORATE SERVICES	22	05	18	-	-	-	-	-	-

FINANCE DEPARTMENT	22	12	10	-	-	-	-	-
CONTRACT STAFF	141	68	73					

COUNCILLORS ESTABLISHMENT AS AT END OF MAY 2017

Cllrs & CDW	TOTAL	AFRICAN		COLOURED		WHITE		INDIAN	
		MALE	**FEMALE**	**MALE**	**FEMALE**	**MALE**	**FEMALE**	**MALE**	**FEMALE**
TOTAL NUMBER OF COUNCILLOR	29	21	07	-	-	01	-	-	-

Using a SWOT Analysis tool, Okhahlamba has the following HR attributes (see **Table 2** for summary):

Table 2: SUMMARY OF SWOT ANALYSIS

STRENGTHS	WEAKNESSES
- Existing organizational structure - Providing experiential training to the local students - Functional IT section - Filled critical positions and senior managers positions - Existing legal services - Adopted/approved policies in place on yearly basis - Access control to server room to strengthen security - Functional OHS Committee - Operative Complains register	- Unethical behavior and conduct to some of the employees - No electronic records management - Unstable network connections
OPPORTUNITIES	THREATS
- The dept. take an advantage of the grants for leanerships/apprenticeship(unemployed youth) obtained from LGSETA - Study opportunities(Bursary)	- Highly illiteracy levels especially among the youth - Failure to return skilled and competent staff

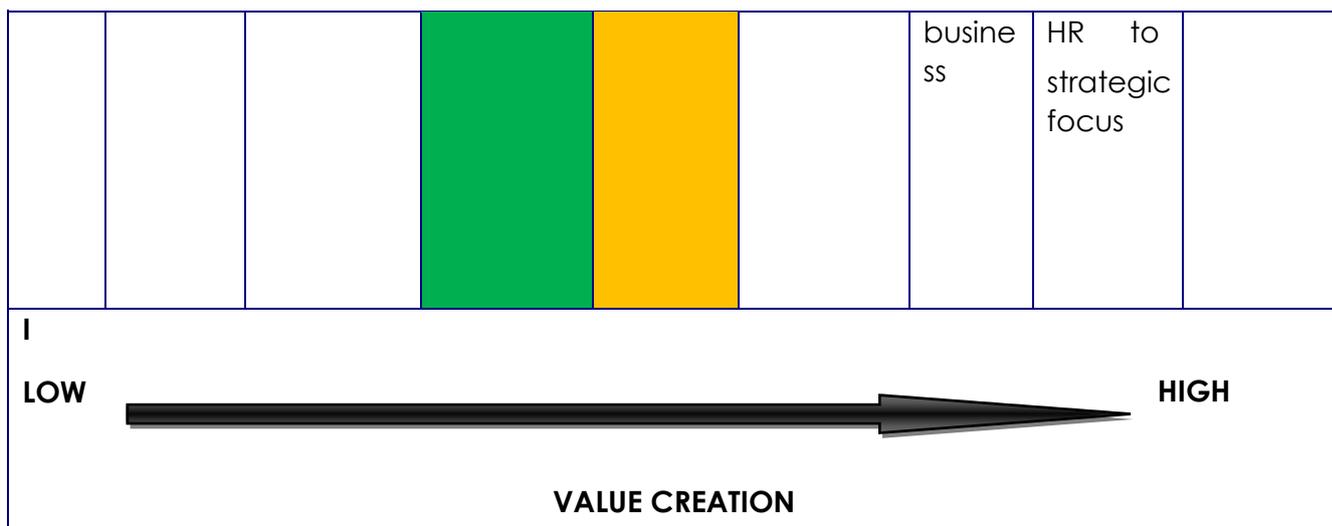|	
• Awareness campaigns(Life Skills) on yearly basis • Municipal policies workshop on yearly basis • Huge improvement of municipal performance and compliance	• Corruption and other unethical conducts

7.2.1 STRENGTHS:

There is an HR Section within Corporate Services Department that is already ensuring compliance with the legislative frameworks governing employer/employee relations in South Africa.

7.2.2 WEAKNESSES:

- From a scale of Stage -2 to a Stage of +6, Okhahlamba Municipality's HR Maturity Scale has been assessed to be at Stage +1 Maturity level (see **Table 2** for explanation of different stages). What this means is that municipality is simply performing personnel administration within the legal requirements and basic HR administration tasks such as payroll, advertising vacancies, leave administration are also performed. However, no professional approach is yet adopted. Secondly, it means that HR function is largely reactive and strategic. For this reason, the value creation of HR is still at the middle level of the scale.

Table 2: HR Maturity Scale

Personnel Administration	Personnel Management			Human Resource Management		Human Capital Management
REACTIVE STRATEGIC						
Stage -2 Slavery	Stage -1 Sweats hop "Dark Satanic mill"	Stage 0 No conscious personnel management	Stage 1 Personnel administration	Stage 2 Good Professional Practice	Stage 3 Effective HR Management	Stage 4 HRM becomes integral to	Stage 5 Transition phase from operational	Stage 6 Organisation becomes a holistic system

| | | | | | | | business | HR to strategic focus | |

I

LOW ──────────────────────────────► **HIGH**

VALUE CREATION

7.2.3 OPPORTUNITIES

The municipalities is getting clean audit opinion for the past years because of the departmental intergration under the functioning of HRM and its alignment with IDP and other imperatives of the municipality. In particular, there are opportunities for:

- ensuring that training and development of staff and councillors are taken at a higher order level to accelerate service delivery at all levels of the municipality as an organization.
- Implementing new HR Information systems for decision making and reporting purposes.
- Augmenting the capacity of HR staff from being mere personnel administrators into HRM functionaries and increase value creation of HR in the whole business of the municipality.
- Reviewing HR policies and practices.

7.2.4 THREATS:

People management issues still pose serious threats and increase the risk profile of the municipality. The following areas raise most concerns:

- Failure to retain skilled, competent and staff committed to service delivery.
- Scarce skills in finance and technical services departments.
- HIV/AIDS prevalence amongst staff.
- Industrial actions.

- Political interference in staff appointment and discipline.
- Corruption and other unethical conducts.

7.3 CRITICAL HUMAN RESOURCES CHALLENGES FACING OKHAHLAMBA MUNICIPALITY

Based on the above external and internal analysis, it is possible to identify front-burner HR challenges facing Okhahlamba Municipality which need urgent resolution, and amongst others, the following issues can be highlighted:

- Continue to improve the performance management system and sharpen the linkage with rewards and benefits, and consequently motivate the right behaviours and competencies;
- Modernise its policies and procedures to adapt to the changing employment environment
- To avoid the depletion of its human capital resources through natural attrition and other exigencies, the reserve bench at executive, technical and functional business levels needs to be systematically nurtured and developed;
- As part of the broader effort to ensure that the designated groups are represented in all grade levels of the organization, women representation needs to be increased; and
- The strengthening of the HR Function and business processes and systems needs to be accorded top priority.
- Judging by the list of weaknesses and threats captured in the SWOT Analysis it is patently obvious that people management issues constitute some of the major risk areas that the municipality is exposed to;
- There are concerns around rate of turnover and inability to retain employees in areas regarded as scarce and critical skills within local government;
- HR Section needs to be transformed into a strategic business partner in order to increase the HR Maturity Scale of the municipality;
- The absence of succession planning means that when individual staff leave for whatever reason, the organisation is forced to react to the situation, and this also has an impact on the leadership pipeline in all Departments;

- Though the organization has consistently submitted its Workplace Skills Plan to the relevant SETA, it has not been able to provide learning and training opportunities to employees and councillors owing to financial constraints and improper budgeting practices, hence, there are no structured career paths for individual staff members;
- The organisation is still male dominated as women participation still stands;
- The management of the impact of HIV/AIDS pandemic is still problematic;
- Councillors have no sufficient capacity to respond to strategic and oversight roles that their portfolios demand;
- There also pressing challenges to change the culture of the organisation in terms of fighting corruption, and ensuring focus on service delivery especially in areas and/or wards which have not seen service delivery since the dawn of democracy.

8.   HUMAN RESOURCE STRATEGY FORMULATION

In this section, based on the above analysis of the internal and external environment within which Okhahlamba Municipality is operating, the Human Resource Agenda for the next three years is articulated.

8.1   HR STRATEGIC OBJECTIVES

In order to implement its IDP, achieve its HR Vision and HR GOAL goal and to address its strategic HR challenges, Okhahlamba Municipality has set itself the following strategic human resources objectives, namely:

☐ To create an environment that is conducive to the **attraction and retention of the best skilled staff** especially in scarce and other critical skills necessary for business success, **through career pathing and proper talent management throughout the life cycle of employment**;

To build Okhahlamba Municipality into a Learning Organisation through the implementation cutting edge **education, training and development programmes focused and targeted at all leadership (vertical) levels and aligned to the core functions of the business;**

 To ensure that Okhahlamba Municipality is a home for **highly motivated, competent, informed & satisfied staff (flexible, empowered);**

 To strengthen **employee Wellness and Relations;**

 To build a new **corporate culture** anchored on sound **value systems**, excellence, innovation and high-performance teams;

 To build a **competent and Integrated Human Resources function and efficient Human Resource Management systems**; and

 To enable delivery on business imperatives and alignment of the Human Resources function to the Business

8.2   HR STRATEGY FOCUS AREAS

As a municipality, we regard our employees as the pulse of our business. Accordingly, Okhahlamba Municipality will therefore develop and translate the following eight strategic focus areas (see **Figure 2** below) into action plans in order to ensure it has the kinds of people and people programmes it needs to implement its IDP:

8.2.1 HUMAN RESOURCE PLANNNG

Rationale

Okhahlamba Municipality is competing against the top employers both locally and internationally for critical skills in local government, while it also need to gear itself properly to meet service delivery challenges within its area of operation. This demands that the mismatch between its current employee profile and business needs are addressed. The organisation therefore needs to

actively and regularly review its workforce to ensure that it continues to meet current and future business needs.

The key drivers are therefore:
- The need to plan ahead so that the Organisation is sustainable into the future.
- The need to plan and deliver on the IDP, while simultaneously responding to the need to diversify our workforce and ensure equal opportunities.
- The need to review and plan new ways of attracting and retaining staff in core, critical and scarce areas of the business.
- The need to identify risk areas where expertise/institutional memory are concentrated that render the organisation vulnerable.
- The need to ensure a financially sound workforce in terms of its size and composition that delivers on constitutional mandate.

HR Strategic Priority 1:

8.2.2 Talent recruitment, retention and engagement

Rationale
Recruitment and selection of staff is a responsibility which is devolved to line managers in divisions and business units. It is coordinated centrally and supported by the human resources business unit which produces the organisation's policy and guidelines on recruitment and selection. Line Managers have prime responsibility for the management of staff and for creating an environment within which staff are aligned, capable and engaged such that they make an effective contribution to the organisation's strategies and plans.

The key drivers are:
- The need to ensure that the best possible employees are attracted to the organisation.
- The need to address the continued diversity of our staff base and ensure equal opportunity.

- The need to manage, develop, align and engage staff effectively across the organisation.

- The need to review the organisation's ability to recruit and retain those staff it needs to meet its organisational business performance requirements.

> **HR Strategic Priority 2:** *We shall ensure effective attraction, retention and engagement of staff with expertise, experience and skills that we*

8.2.3 Human Resource Development

Rationale

The organisation seeks to create an environment in which all employees are recognised as well qualified, professionally engaged and committed to high quality and standards. It is critical for both individuals and the organisation, that all members of staff are engaged effectively and supported in carrying out their functions. A critical success factor for this is effective staff skills development.

The key drivers are:

- The need to ensure that suitable training and development opportunities are available to all members of staff to enable them to develop personally and contribute fully to the implementation of the organisation's strategies and business plan.

> *Leaders are neither made nor born. Like great athletes and musicians they are born with certain gifts that give them the potential to lead, but they have to develop their gifts in order to become effective leaders.*
> *Prof Bill George, 2009*

- The need to address staff needs for career progression.

- The need to train and empower managers to enable them to manage staff more effectively.
- The need to ensure management and leadership development
- The need for the organisation to deliver on its commitment to learning and growth, contributing to South Africa's skills growth, while closely linking people development with organisational performance.

HR Strategic Priority 3:

8.2.4 Improved HR capabilities, systems and policies

Rationale

For Okhahlamba Municipality to respond appropriately to human resource challenges, it is it critical that its HR functional capabilities are improved and HR staff have the right competencies and attitudes needed for their new roles as strategic business partners. Similarly, it is critical that its administrative systems and policies are reviewed to align with its new role.

The key drivers are therefore:

- The need to strengthen and streamline our human resource business processes to deliver greater efficiency and increased effectiveness, informed by customer feedback.
- The need to incorporate a greater balance of technology to streamline and ensure more effective business processes, a more professional image, whilst improving the integrity of our human resources data and information.
- The need to re-position human resources as a strategic partner in the organisation.

HR Strategic Priority 4:

8.2.5 Employee Wellness and Work/Life Balance

Rationale

The world today is characterised by persistently large gaps in well-being. The HIV/AIDS epidemic is expected to bring about a marked slowdown in the population growth rate of South Africa, particularly in respect of the economically active population. Recession and financial credit crunch alongside other social problems have increased stress levels of employees. Within this Okhahlamba Municipality needs to provide a safe, healthy and supportive working environment to its employees, whilst providing sustainable services to improve the well-being of the society within which it operates.

The key drivers are therefore:

- The need to encourage a healthy lifestyle and work/life balance for employees.
- The need to assess and review our policies and programmes for occupational health, welfare and safety, and also our counselling and support services for staff.

HR Strategic Priority 5:

8.2.6 Improved Employee Relations

Rationale

Okhahlamba local Municipality stakeholders include individual Employees, Management, Union and the State. Okhahlamba Local Municipality has a well established and effective mechanism for consultation and negotiation with its Union which enables a constructive dialogue on key human resource issues. Information needs to be better solicited from individual staff, as well as line managers to better gauge their perceptions on various human resources aspects.

The key drivers are:

- The need to have a sound mechanism for engaging unions, staff, management, employer associations and other stakekeholders .

- The need to communicate and gather information that would facilitate development of improved human resources strategies and plans aligned with the IDP.

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HR Strategic Priority 6: *We shall ensure effective channels of communication which enable all views to be heard and considered and*

information to be gathered that would inform our human resources strategies, plans and service delivery.

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8.2.7 Performance Management System linked to rewards and recognition

Rationale

Performance management linked to rewards and recognition is an important aspect of staff retention. Okhahlamba needs to ensure that the performance measurements it puts in place induce the kind of behaviours necessary to achieve its strategic outcome of a quality of life for all its citizens. It also important that it pays employees market related salaries consistent with agreed wage curves and other norms and has in place career advancement and reward systems that remain attractive to employees. Furthermore, job grading systems and job evaluation remain areas of importance within the organisation. The performance management framework needs to be cascaded at all levels of the organisation.

The key drivers are therefore:
- The need to have in place reward and recognition systems that are in line with the industry and market.
- The need to link career advancement systems to pay systems and pay scales.
- The need to have in place an agreed and transparent job evaluation system, which can be linked to the organisation's pay framework.
- The need to have in place a sound performance management framework that is kept relevant to the environment.

8.2.8 Culture of transformation and ethics

Rationale

Changing the culture of the organisation to be responsive to service delivery needs of the community and citizens of Okhahlamba has become an important business imperative. It is critical that employee mindsets and behaviours consistently strive to explore new ways of doing business and to exploit current capacities to their optimimum levels. It also critical that employee realise the importantance of team work and the achievement of global optima rather than the narrow local optima of individual sections or departments. Given the increasing focus on addressing corruption, theft and fraud within local government in particular, it is critical that Okhahlamba promotes a culture based on honesty and integrity within its ranks.

The key drivers are therefore:
- The need to encourage innovation.
- The need to change employee mindsets about putting citizens first.
- The need to conduct our business based on trust, honesty and integrity.
- The need to inculcate the spirit of critical engagement and debate and professional enquiry

**Figure 2:   Okhahlamba HR Focus Areas**

9. IMPLEMENTATION FRAMEWORK

Experience indicates that making choices about the direction that an organisation must take to reach its desired future vision is not enough. It must commit itself to a specific programme of action with specific deliverables and a defined responsibility matrix. Thus, Okhahlamba's Implementation Framework has a very clearly defined HR Scorecard and Institutional Framework as outlined below.

9.1 HR SCORECARD

The HR Scorecard sets in motion how the HR strategy focus areas are going to be implemented. This scorecard sets out clear performance targets and indicators for each of the 8 Strategic Focus Areas and the responsibility for achieving these targets within definitive time frames (see **Appendix A**).

9.2 INSTITUTIONAL FRAMEWORK
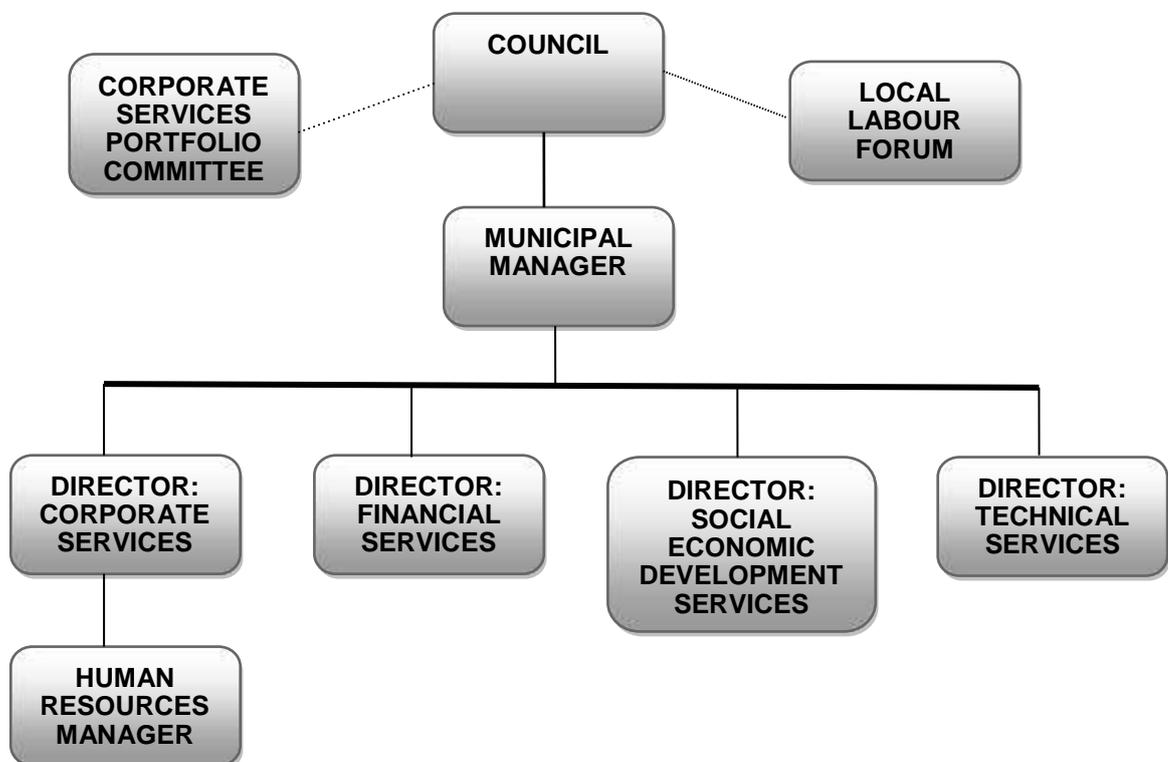
In terms of the institutional framework, Council is responsible for the overall approval and adoption of the HR Strategy. It also exercises an oversight function in terms of monitoring the efficacy of its implementation and period review. This oversight is also played through the Corporate Services Portfolio Committee. There is also a Local Labour Forum through the employer and unions interface on the HR strategy. The Municipal Manager is chiefly responsible and accountable to the Council to implement the strategy. This is achieved through line managers and those directly responsible to them. In particular, Director: Corporate Services become the chief custodian of all HR functions and is assisted in this regard by the Human Resources Manager who carries the professional advisory and consulting roles on all human resource management issues within the organisation.

10. MONITORING AND EVALUATION

The human resource strategy will be constantly monitored and evaluated to ensure that it is effectively implemented to meet business objectives. The starting point will be the monitoring of the Human Resources Scorecard on a quarterly basis by the Municipal Manager and oversight by the Corporate Services Portfolio Committee of the Municipality. This will also be followed by annual review of the HR Strategy aligned with the annual IDP Review processes. In evaluating progress, we must tell no lies nor claim easy victories!

11. CONCLUSION

This draft HR Strategy for Okhahlamba Municipality presents only the initial starting ideas about what the HR needs to be address for consultation and engagement with all skeholders within the municipality. It is critical that everybody views be factored in the final document so that the strategy that will be adopted by Council will be enriched by the different views.

"One of the great myths of leadership in recent years is that leaders have to appear strong and invulnerable to mistakes and pressures. All of us without exception make mistakes and will capitulate under enough pressure. The key is being open with others, taking them into your confidence, admitting your mistakes, and looking to them for advice and support. Rarely does anyone turn down a leader who genuinely asks for help.

Yet we're exposed regularly by the media to the stereotype of the flawless leader who always has an answer and is never left questioning a decision. While most leaders know this is a fantasy, they still struggle with admitting their own vulnerability when a situation goes awry and crisis strikes. It's as if doing so is tantamount to admitting failure as a leader.

This tension is not necessarily surprising. *Fortune* 500 CEOs are some of the most driven, results-oriented people on the planet. Because their jobs compel them to demand a great deal from their employees, their companies, and their products, most demand the same from themselves. In so doing, they are at risk of letting their egos take over and letting their protective shells harden. When things go wrong—which they inevitably do—they assume the fault lies elsewhere. Yet in most cases the leaders bear a high degree of responsibility for the problems, often as a result of the direct or indirect pressures they put on their people.

Authentic leaders find ways to resolve this struggle. Expressing humility is a great skill because it not only brings leaders closer to their management teams and employees, but also encourages similar candidness and humility in others. By taking the first step in revealing their vulnerabilities, leaders encourage an atmosphere where concerns and doubts are voiced. Potentially unforeseen problems can be addressed sooner, and with a team focus. It's difficult to do, but expressing vulnerabilities appropriately will make leaders more effective."

Prof Bill George, 2005

APPENDIX A

DRAFT HUMAN RESOURCES SCORECARD

Proposed HR Scorecard for Human Resources Planning

Performance Indicators	Baseline	Responsible Division/Unit	Targets Dec-	Targets Jun-2018
To forecast human resource demand and supply in the medium term				
HR Plan developed linked to 3 Year Medium Term Expenditure Framework		HR & Line		Medium-Term HR Plan approved
To review areas of scarce and critical skills where municipality is exposed and vulnerable to risks				
The extent to which the organisation has identified and addressed		HR & Line	Critical and scarce skills identified	Response plan for coping with areas of risk developed

its areas of vulnerability				
To develop the succession planning framework to support future staffing plans				
The organisation has in place and agreed succession planning model that is integrated into its HR planning framework.		HR & Line		Succession planning framework developed

Proposed HR Scorecard for Recruitment & Retention of staff

Performance Indicators	Baseline	Responsible Division/Unit	Targets	Targets Jun-2018
To develop sound recruitment policies and practices to meet organisational performance requirements.				
The extent to which the organisation has in place a sound recruitment policy that leads to aligned, committed and engaged employees.		HR & Stakeholders	Recruitment policy reviewed	Reviewed recruitment policy implemented
The recruitment policy incorporate the application for employment form with concent from applicants candidate for qualification verification / criminal records		HR& Stekeholders	Application for employment form incorporate the consent from applicant	Effectiveness of the form during application for employment

To review the need and develop a framework for talent management with emphasis on scarce and critical skills				
The organisation has in place an agreed talent management policy/ framework		HR & Stakeholders		Talent management policy /framework approved
To analyse reasons for high turnover especially in critical and scarce skills posts				
Perceptions of employees about reasons for high turnover analysed and a interventions developed		HR & Stakeholders		- Staff survey conducted - Critical interventions for retention developed based on survey results

Proposed HR Scorecard for Staff Development.

Performance Indicators	Baseline	Responsible Division/Unit	Targets	Targets July 2017
To align training and development programmes with individual and organisational learning and development needs to enable IDP implementation.				

The extent to which staff development plan/workplace skills plan is aligned to individual and organisational learning development needs.		HR & Stakeholders	Workplace skills development plan implemented	Workplace Skills development plan reviewed and implemented to ensure it meets current organisational and individual learning and development needs.
				Job profiles for all positions developed
				Training assessment completed forms
				Individual development plans
To implement a targeted training and development programme for councillors in particular to improve their oversight role				
The extent to which councillors are capacitated to improve their oversight role		HR & Speaker's Office	Training programme for councillors agreed and implemented	Training programme for councillors implemented
To establish a leadership and management development programme.				
The extent to which staff is developed in leadership and management.		HR & Stakeholders	Review the leadership development programme to identify which aspects should be made mandatory for new and existing managers.	Implement leadership and management development programme
To specific training programmes for critical and specialist skills and position where the organisation may be vulnerable and monitor.				

Performance Indicators	Baseline	Responsible Division/Unit	Targets	Targets Jun-2018
The extent to which the organisation addresses its critical/specialist skills needs.		HR & Stakeholders	Training and development programme developed for specialists and critical positions.	Training and development programme developed for specialists and critical positions

Proposed HR Scorecard HR for Organisational Capabilities.

Performance Indicators	Baseline	Responsible Division/Unit	Targets	Targets Jun-2018
Strengthen the role of human resources in the organisation such that through behaviour and activity human resources re-positions itself as a key partner in the implementation of the corporate strategy				
The extent to which Human Resource in the organisation has been repositioned as a strategic partner to effect delivery of the corporate strategy.		MM, Director CS & HR		- New HR capacity and capability model developed
		MM, Director CS & HR	Targeted HR staff development implemented to facilitate the transition to strategic partnership.	Targeted HR staff development implemented to facilitate the transition to strategic partnership.
		MM & Director CS		Develop internal HR capability supported by ongoing coaching and mentoring.
To investigate the integration of technology in HR operations				

The extent to which the HR operations are technologyenabled		HR/Finance	An appropriate HR information & management technology investigated and approved.	HR information and management system implemented linked to finance.
To implement HR training for line managers				
The extent to which line managers implement HR training for line managers.		HR	Targeted HR training for line managers implemented	Targeted HR training for line managers implemented.
To review HR Policies				
The extent to which HR Policies are reviewed by all stakeholders.		HR & Stakeholders	HR Policies reviewed	HR Policies reviewed

Proposed HR Scorecard for Wellness or Work/Life Balance.

Performance Indicators	Baseline	Responsible Division/Unit	Targets	
To implement employee wellness programme.				
There is organisationwide awareness of wellness support services.		HR	Basic employee wellness and counselling programme implemented	Basic employee wellness and counselling programme implemented.
To continue to ensure an effective occupational health and safety policy and programme for the organisation.				
Occupational health and safety programme reviewed			Operating ohs committee	Occupational health and safety programme Reviewed
Develop OHS policy				OHS Policy adopted by council and workshopped to staff

To ensure a well-structured AIDS policy and workplace programme in place.

Proposed HR Scorecard for Improved Employee Relations

Performance Indicators	Baseline	Responsible Division/Unit	Targets	Targets Jun-2016
Establish and maintain effective relations with individuals, the state and collectively and with recognised trade unions to achieve high levels of employee engagement.				
The extent to which the organisation maintains effective relationships with individuals, managers, and unions to achieve its IDP objectives.		HR & Stakeholders	Monthly Local Labour Forum meetings convened.	Monthly Local Labour Forums convened
		HR & Stakeholders	Quarterly Staff Assemblies convened	Quarterly Staff Assemblies Convened

HR Scorecard for Performance Management Linked to

Rewards & Recognition

Performance Indicators	Baseline	Responsible Division/Unit	Targets	Targets Jun-2018
Establish and maintain effective relations with individuals, the state and collectively and with recognised trade unions to achieve high levels of employee engagement.				
The extent to which a municipal wide appraisal system is mplemented.		HR & Stakeholders		Developed and approved performance appraisal system
		HR & stakeholders		Finalised reward &

				recognition policy
Implement performance management system for section 54/56 employees				
Extent to which PMS is implemented for section 57 employees		**MM & Stakeholders**	**Quarterly performance session implemented**	**Quarterly performance sessions implemented**
Extention of scope for performance management to all municipal employees		**HR& Stakeholder**	**Workshop to all municipal employees on PMS**	**Signed pms contracts / agreements and evaluated PMS**
				Individual Development plan
Implement wage curve as agreed at collective bargaining				
Facilitation of job description process and wage curve implementation		**HR & Finance**	**Job description signed by all employees and sent for evaluation - Wage curve implemeted**	**Job descriptions signed by all municipal employees and sent to job evaluation committee / evaluation results and Wage curve implemented**

Proposed HR Scorecard for Culture & Ethics

Performance Indicators	Baseline	Responsible Division/Unit	Targets	Targets Jun-2016
To define a new organisational culture				
Engaged staff about the definition of a new organisational culture		**MM, HR & Stakeholders**		**New organisational culture defined**

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Workshop Ethics Policy to all employees and sign code of conduct		HR & Stakeholders		Signed code of conduct for municipal staff filed in each employee personal file
To implement anti-corruption and fraud strategy				
The extent to corruption fraud strategy awareness are ethically-based	MM, HR & which and fraud created	Anti- strategy	corruption and operations of the awareness	Anti- Stakeholders organisation
To motivate for innovative service delivery practices				
The extent to which innovative service delivery are encouraged.		HR & Stakeholders	Ideas Box implemented	Innovation projects piloted based on staff ideas