

# ANNEXURE "A"



HRM and DS Implementation plan

2017 - 2020

# **ANNEXURE "A"**

## **HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT STRATEGY IMPLEMENTATION PLAN**

### **BUSINESS CASE**

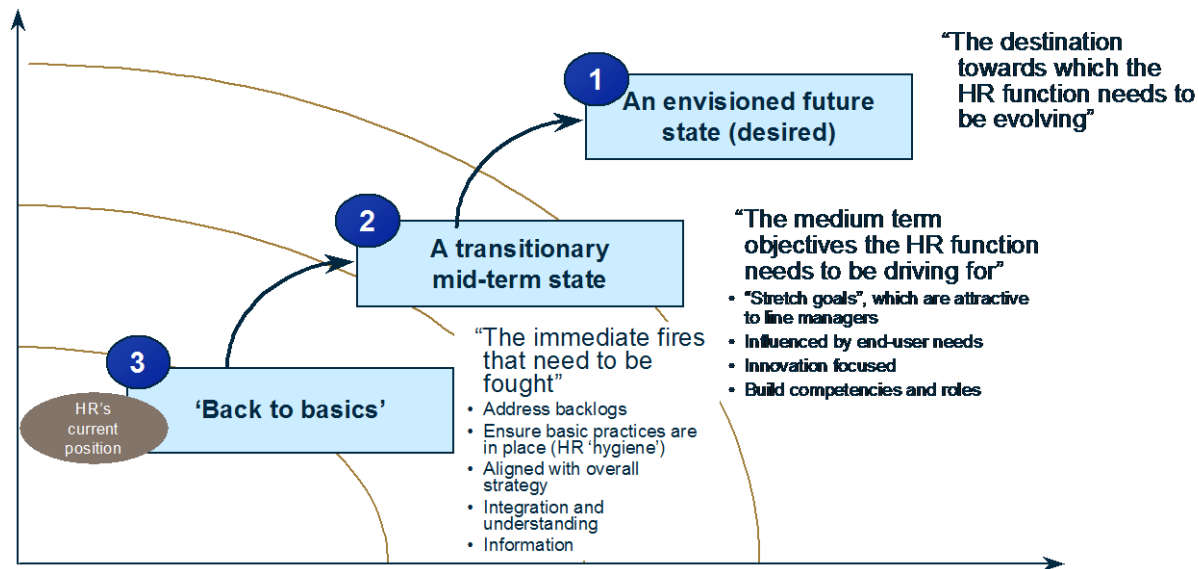
The main aim of the Emfuleni Local Municipality is to foster good governance and promote sustainable development at a local government level. The Municipality's mandate is to ensure effective coordination across all Clusters and Departments while acting in harmony with communities to accelerate service delivery and sustainable development.

The Human Resources Management and Development Strategy (HRM and DS) is developed in response to the need identified within local government for a systematic and credible approach to Human Resource Management in the Public Service and more specifically within the Local sphere of Government. The Strategy is underpinned by Government's priorities to provide tangible improvements in service delivery. It is therefore targeted at management / employees of the Municipality to build a strong, interconnected and sustainable workforce.

A systematic approach to Human Resources is needed to ensure that the Authority constitutes the right people, with the right skills, in the right place, at the right time to deliver high quality, value for money services in partnerships with various stakeholders and communities who are the recipients of the services being rendered.

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## HRM & DS STRATEGIC OUTLINE – FROM BASICS TO STRATEGIC DESIRED STATE



It is envisaged, therefore, that the HRM & DS function has to undergo a similar journey in order to improve the level of support (strategic or operational) that it provides to line managers.

It is behind this background that this action plan is developed to effect to the realization of the milestones set in the HRM and DS document. This action plan is dovetailed to the different pillars as enshrined in the main strategic document.

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## PILLAR 1

### SOURCING, PLACING AND EXIT

Action Step	Person Responsible	Time Frame	Time breakdown per deliverable	Budget Needs	Resources Needed	Evaluation Method
Training of panel members on interview etiquettes and targeted selection	Assistant Manager T&D Manger HR	31 December 2017	6 Months	R50 000	Personnel Computers Printing material Personnel Venues Budget	Notices Programmes Attendance registers
Training of HR Personnel to interpret and analyse competency bases assessment results	Manager Budget Manager OD Manager HR	30 July 2017	6 Months	R1 00 000	Budget Computers Printing material Personnel Venues	Appointment letters
Data capturing solution	Assistant Manager HR	31 December 2017	6 Months	R500 000	Budget Computers Printing material Personnel Venues	Data capturing software system procured

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Action Step	Person Responsible	Time Frame	Time breakdown per deliverable	Budget Needs	Resources Needed	Evaluation Method
<p><b>PILLAR 2</b></p> <p><b>WORKFORCE PLANNING</b></p>						
Development of retention and succession policy	Gobathem Consultancy	July 2017 Develop Draft September 2017 Policy approved by Council	As per tender conditions	Included in the tender	Computers Access internet ELM workforce profile Termination trend baseline data	Draft policy Submissions to various internal committees and approval by Council
Decentralisation of Human Resources	DMM CS	30 July 2018	6 Months	R10 000 000	Budget allocation	Decentralised functions
Review of HR Policies to be in sync with ELM HRM and DS	Manager HR	31 December 2017	6 Months	None	Computers Access internet Approved ELM HRM and DS Personnel	Draft policy Submissions to various internal committees and approval by Council
Development of special dispensation placement policy to address scarce	Manager HR	30 December 2017	6 Months	First phase R20 000 000	Skills Audit reports Budget allocation	Notices Appointment letters

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Action Step	Person Responsible	Time Frame	Time breakdown per deliverable	Budget Needs	Resources Needed	Evaluation Method
and critical skills misplaced. Actual placement project implementation					Personnel Computers Printing material Personnel Venues	
<p style="text-align: center;"><b>PILLAR 3</b></p> <p style="text-align: center;"><b>CAPACITY BUILDING</b></p>						
Develop scarce and critical skills data to inform the HRM and DS	Assistant Manager T&D	30 December 2017	6 Months	None	Personnel Computers Printing material Personnel Venues	Notices Agendas Attendance registers Progress reports from consultation sessions with Departments
Development of and implementation of ROI measurement and Monitoring system	Assistant Manager T&D	31 December 2018	12 months	R300 000	Budget allocation Personnel	Workshop for Training Personnel, Training of Line managers

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Action Step	Person Responsible	Time Frame	Time breakdown per deliverable	Budget Needs	Resources Needed	Evaluation Method
						Procurement of the system
Development of an internal employee Bursary Scheme	Assistant Manager T&D	30 June 2017	6 months	None	Computers Printing material Personnel Venues Projectors	Budget Allocation, Attendance registers Notices
Implement of an internal employee Bursary Scheme	Assistant Manager T&D	30 June 2017	12 months	R 2 500 000	Computers Printing material Personnel Venues Projectors Appointment Bursary administration officer	Budget Allocation, Attendance registers Notices Establishment of a Bursary Committee
Revive stakeholder partnership with institutions of higher learning at ELM	Assistant Manager T&D	30 June 2017	2 Months	R10 000	Printing material Personnel Venues Projectors Hosting budget	Attendance registers Notices Minutes Service Level

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Action Step	Person Responsible	Time Frame	Time breakdown per deliverable	Budget Needs	Resources Needed	Evaluation Method
						Agreement / Terms of reference
Develop and implement a targeted artisan development project	Assistant Manager T&D	30 July 2017	6 months	R3 000 000	Printing material Personnel Venues Projectors Budget Appointment of Technical Training Officer	Attendance registers Notices
Creation of the post of Talent Management Specialist to deliver on the talent, succession and retention plan in HR	Manager OD Manager HR	30 July 2017	3 Months	R 678 660	Budget allocation Personnel	Council resolution Notices Registers
<b>PILLAR 4</b>						
<b>EMPLOYMENT EQUITY</b>						
Develop goals and targets	Manager EE	01 July 2017	01 month	None	Venues,	Approved EE

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Action Step	Person Responsible	Time Frame	Time breakdown per deliverable	Budget Needs	Resources Needed	Evaluation Method
<b>PILLAR 5</b>						
<b>PERFORMANCE MANAGEMENT AND REWARD</b>						
Change Management workshops	Manager: OD	Ongoing (as per category of employees being cascaded to)	12 months	R 3000. 00	Computers Printing material Personnel Venues Projectors	Attendance registers Notices
Consultations on the draft reward and incentives policy	Manager Performance and HR	30 June 2017	6 months	None	Computers Printing material Personnel Venues Projectors	Attendance registers Notices
<b>PILLAR 6</b>						
<b>ORGANISATIONAL DEVELOPMENT</b>						
Filling of vacancies in OD Department	Manager Budget Manager OD Manager HR	30 July 2017	6 Months	R3 000 000	Budget allocation Personnel Venues	Council resolution Notices Adverts Registers

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Action Step	Person Responsible	Time Frame	Time breakdown per deliverable	Budget Needs	Resources Needed	Evaluation Method
Allocation of sound proof consulting facilities for EAP section	Manager Facilities	30 June 2019	6 Months	R1 500 000	Budget	Compliant consulting facilities
Fund the Service Delivery model and finalise the delivery thereof	CFO Manager OD	30 June 2018	6 Months	R2 100 000	Budget	Service Delivery model approved by Council
Establish functional Job evaluation committee	Manager OD	30 December 2016	3 Months	None	Personnel Venues	Notices Terms of reference Minutes
Development and approval of Job Evaluation Policy	Manger OD	30 June 2017	3 Months	None	Computers Printing material Personnel Venues Projectors	Council resolution

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Action Step	Person Responsible	Time Frame	Time breakdown per deliverable	Budget Needs	Resources Needed	Evaluation Method
<p><b>PILLAR 7</b></p> <p><b>EMPLOYEE RELATIONS</b></p>						
Procurement of LR integrated case management system	Manager LR	30 June 2019	6 months	R3 000 000	Budget Computers Printing material Personnel Venues	Integrated LR software system procured
Development of information hub as a desktop management tool to administer employee relations in their Clusters or Departments	Manager LR	30 December 2018	6 months	None	Computers Printing material Personnel Venues	Information hub developed
Creation of a post of employee with Legal background specialising in Labour Law	Manager OD Manager LR	30 July 2017	3 Months	R 906 000	Budget allocation Personnel	Council resolution Notices Registers

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Development of a comprehensive Labour Relations Strategy	Manager LR	30 June 2017	6 months	R300 000	Computers Printing material Personnel Venues	Council resolution Notices Registers
Rollout ER training to Line Managers	Manager LR	30 June 2017	6 months	R20 000	Budget Computers Printing material Personnel Venues	Notices Registers
Rollout Industrial Action Management training to Line Managers	Manager LR	30 June 2017	3 months	R5 000	Budget Computers Printing material Personnel Venues	Notices Registers
Decentralisation of LR	DMM CS	30 June 2018	6 Months	R10 000 000	Budget allocation	Decentralised functions
Development of in-depth analyses of LR trends and mitigation recommendations	Manager LR	30 December 2017	3 Months	None	Computers Printing material Personnel Venues	SMT resolution Agenda

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Action Step	Person Responsible	Time Frame	Time breakdown per deliverable	Budget Needs	Resources Needed	Evaluation Method
					Projectors	
<p><b>PILLAR 8</b></p> <p><b>INFORMATION SYSTEMS AND TECHNOLOGY</b></p>						
Change management on the use of Information and technological systems	Manager Organisational development	30 June 2017	6 months	None	Computers Printing material Personnel Venues Projectors	Notices Agendas Attendance registers Progress reports from super-users
ICT best practices bench-marking	Manger HR	30 June 2019	3 months	R50 000	Budget allocation Personnel	Feedback reports and presentations of lessons learned

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Action Step	Person Responsible	Time Frame	Time breakdown per deliverable	Budget Needs	Resources Needed	Evaluation Method
<p><b>PILLAR 9</b></p> <p><b>RISK MANAGEMENT</b></p>						
Conduct annual review	Manager HR	On going	3 months	None	Computers Printing material Personnel Venues Projectors	Reviewed risks register

## Adoption and approval:

Accounting Officer: \_\_\_\_\_

Date: \_\_\_\_\_

Council resolution no: \_\_\_\_\_

## Document Information and Revision Log:

<b>Document name</b>	HRM and DS implementation plan
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<i>First approval / development Date</i>	
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Revision date	Responsible	Council / Cluster resolution no	Remarks