

# HUMAN RESOURCES PLAN

SECOND DRAFT

# HUMAN RESOURCES PLAN

5.0

## HUMAN RESOURCES PLAN

### 5.1 BACKGROUND AND LEGISLATIVE FRAMEWORK

---

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

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

The Human Resources related obligations placed on municipalities in terms of Section 51 of the Municipal Systems Act is 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 focussed on the objectives of local government
- Align roles and responsibilities with priorities and objectives reflected in the Integrated Development Plan (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 & decision-making
- Delegate responsibility to the most effective level within the administration
- Involve staff in mgmt decisions as far as is practicable
- Provide an equitable, fair, open and non-discriminatory working environment

This legislative mandate concerning Human Resources is endorsed by Section 67 of the Local Government Municipal Systems Act stating, under the heading Human Resources Development, that "a municipality, in accordance with the Employment Equity Act, **must** develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration".

### 5.2 HUMAN RESOURCES MISSION AND VALUES

---

Consistent with the constitutional mandate of Local Government, the legislative obligations for Human Resources and the Organisational Strategies, the Human Resources Section regards its mission as dedicating itself to serve and support the organization in achieving its strategic objectives, whilst serving the interest of the Breede Valley in general and the Breede Valley Municipality in particular.

To give effect to its mission, HR endeavor to (i) Empower employees towards maximizing their personal potential and deliver on and exceed organizational requirements, (ii) Continuously align the HR Strategy with the Organizational Strategy (IDP), Legislative Requirements and Best Practices in

the HR field, (iii) Champion the cause of our human resource (employees/people) as the Breedevally Municipality's most valuable resource and the key to success in service delivery, (iv) Promote and practice "People First Principles", Equity, Fairness, Objectivity and Consistency, (v) Actively influence the achievement of an employee corps with high morale, high commitment to organizational goals/values and dedication to public/community service, (vi) Commit to professional conduct, promote professional HR management practices and advance the knowledge and proficiency of HR to the benefit of the BVM, and (vii) Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.

In this context, the values that HR subscribe to include that: (i) The human resource (our staff/employees) is Council's most valuable resource as every service or product is ultimately created or delivered through human intervention, (ii) HR is focused on maximising the human resources potential, guided by community/public needs (as contained in IDP), and (iii) HR champion and support diversity.

### **5.2.1 KEY PERFORMANCE AREA 1: RECRUITMENT AND SELECTION**

*The Recruitment and Selection process is primarily aimed at procuring staff with the necessary competencies, thus enabling the organisation to deliver on its strategic and operational priorities.*

In a comprehensive staff survey in 2005, a significant proportion of responses pointed to staff appointments being tainted by nepotism, political influence, biased in favour of specific racial groups and secrecy. Whether real or mere perceptions, the Employment Equity Forum considered these factors to adversely impact on the credibility of appointment processes. In addition, staff appointments were generally concluded following a general/traditional interview whilst research and human-resources-best-practices confirm traditional interviews to be amongst the poorer predictors of job success.

#### **5.2.1.1 OBJECTIVES: RECRUITMENT**

- The Draft Recruitment and Selection Policy which has been extensively consulted with management, trade unions and Local Labour Forum Councillors, needs to be submitted for Council approval as a matter of priority.
- A transparent and objective approach to appointments is currently being followed where both trade unions are invited to short-listing sessions and interviews as observers. This will be formalised on the final approval of the Recruitment and Selection Policy
- Respondents to the survey questionnaire supported pre-employment testing and interviews, which are focused on the job requirements and competencies. Testing and interviews were suggested as one way of limiting and guarding against undue influences associated with racism, nepotism, political influence and bias. In this regard, the municipality will ensure that assessments are fair, equitable, objective, consistent, transparent and non-discriminatory. Psychometric assessments, whether utilized in-house or by consultants, must adhere to the requirements stipulated in Section 8 of the Employment Equity Act, i.e. (a) have been *scientifically shown to be valid and reliable*, (b) can be *applied fairly to all employees* and (c) are *not biased against any employee or group*.
- A uniform, competency-based approach to appointments and promotions will be established over the next 12 months, following the final approval of the consulted Draft Recruitment & Selection Policy.
- The Procedures as contained in the draft Recruitment and Selection Policy will be further developed and refined, which will include the proper keeping of records and reflect the basis of appointment decisions that should be available for scrutiny by the EE forum and appropriate stakeholders,
- Development of user-friendly guides on Recruitment and Selection Processes

- Training on Competency-based Interviewing and Assessments for Human Resources Team Members, Line Managers, Trade Union Representatives, Employment Equity Forum members,
- Acquiring and development of assessment tools, for example Role Plays, Learning Potential Assessments, Ability Assessments, Competency-based Assessments, Work-sample assessments, Assessment Centres and In-Baskets.
- Refine procedures to ensure vacancies reached as wide a sample of employees as possible. (Allowing more time between advertising date & closing date; Effectiveness of notice boards; Management responsibilities in terms of communication).

To achieve its strategic objectives, it is just as crucial for the municipality to retain its competent staff. The retention of staff is becoming more and more of an issue locally as the Casino-, Shopping Mall- and Industrial Developments of late are attracting major private companies to the Breede Valley, resulting in a situation where the municipality needs to compete for competent staff with these companies. Competent staff from designated groups and staff in areas of scarce or critical skills are often targeted.

#### **5.2.1.2 OBJECTIVES: RETENTION**

- A major source of discontent amongst staff is the drawn out process of TASK Job Evaluations, which was targeted at (a) "a consistent basis for pay and remuneration in which the relationships between jobs are systematic and transparent both within and between municipalities; (b) "clearer and consistent job descriptions and job titles/designation;" (c)"a better understanding by employer and employees of the skills content of posts and therefore their education and training needs; and (d) "a basis for understanding employment cost factors from one municipality to another." The process of Job Evaluation has been completed and the results are being awaited from the National moderation Committee. The finalisation of postlevel adjustments, remuneration adjustments and addressing all issues of parity following the Job Evaluation Process might significantly boost the municipality's ability to retain competent staff as proper recognition will be given to current responsibilities performed,
- Staff Retention and Exit Management is currently practiced on an ad-hoc basis. An integrated Staff Retention and Exit Management strategy will be formalised and standardised (including amongst other Exit interviews, Financial planning/Coaching etc...).
- The ability of the municipality to retain competent staff is closely linked to, amongst others, staff morale, motivation, job satisfaction and the organisational culture. Consistent monitoring of these factors will inform interventions to be addressed via Employee Wellness and Employment Equity Strategies.

## **5.2.2 KEY PERFORMANCE AREA 2: EDUCATION, TRAINING AND DEVELOPMENT OF STAFF**

Education Training and Development of the Breede Valley Municipality is focused on the enhancement of knowledge, skills and behavioural competencies of employees and councillors to the appropriate levels required to deliver on and exceed organisational requirements, as embedded in the Organisational Strategy / Integrated Development Plan and legislative prescripts.

The main purpose of training and development to date was to ensure that the Organisation's staff have the competencies necessary to meet performance and quality standards in their current jobs. Training and development interventions are also focusing on the development of individual employees' career and personal potential in order to meet their growth needs as well as the future human resource needs of the Organisation. Due to financial constraints, the addressing of organizational needs had to take priority. For the 2006/2007 financial year an Organisational Needs Analysis was conducted. The cost associated with the implementation of Training and Development as contained in the Workplace Skills Plan (focussing exclusively on organisational and not employee self-development training needs) totalled in excess of R 2 million whilst the budgeted amount for Training and Development totalled R 480 000.

During the Employment Equity Survey engagements with staff, concerns linked to (a) lack of an internal training department and facilities (b) unwarranted preferential treatment w.r.t. training opportunities, (c) limited training opportunities, (d) non-essential training and transparency concerning processes surfaced. An additional constraint is that the education, training and development of the entire municipality is coordinated by one person, the Training Officer, who also serves as Skills Development Facilitator without any administrative support or technical support positions. A specific limitation from a Good Governance point of view is that while it is undisputed that education, training and development is an investment in staff and not a cost, the return on this investment is not always evident or measurable.

#### **5.2.2.1 OBJECTIVES:**

- ◆ The Local Labour Forum resolved that Skills Development Processes, Policies and Procedures must be finalized as a matter of priority. A comprehensive draft policy (containing processes, procedures measurements and principles) has been prepared by the Human Resources Section and consulted with the stakeholders at the Training Committee and Local Labour Forum. As an objective the policy will be consulted with all councillors, managers, trade unions and staff and be submitted for Council approval.
- ◆ In order to ensure a Return on Training investment, the Municipality shall monitor the effectiveness of its skills development interventions through appropriate measurement and evaluation methods.
  - ◆ Each Learner shall complete an evaluation form at the end of each intervention and such evaluation forms will be kept on file.
  - ◆ Some form of assessment should be facilitated by the Training Provider and/or Assessor at the end of each intervention and records of assessment results shall be kept on file
  - ◆ After a period of 6 months (or other period as appropriate), reports from the Learner and his/her Supervisor shall be sought that indicate the degree to which the new or improved skills have been implemented on the job. Any negative report or disagreement in the 2 reports shall be investigated and resolved by the Training Officer.
  - ◆ After a period of 1 year (or other period as appropriate), reports from the Learner and his/her Supervisor shall be sought that indicate the degree to which the new or improved skills have contributed to the achievement of the goals of the department. Any negative report or disagreement in the 2 reports shall be investigated and resolved by the Training Officer.
  - ◆ Once the measurement and evaluation of training is in place, the Training Officer will use the evaluation defined above to gather information for calculating the training cost/benefit ratio on an annual basis.
- ◆ Considering that the minimum Skills Development Levy payable is 1% of payroll, whilst the Local Government Sector Education and Training Authority recommends that municipality's contribute between 5% and 10%, the Training committee resolved to recommend on submission of the Training Policy for approval, that the municipality must reserve 2% of payroll for training and thereafter consider and increase on an annual basis to systematically move closer to the LGSETA recommendation.
- ◆ Due further ease financial constraints the Training Committee supported that all grants successfully claimed against the skills development levy will exclusively be utilized for purposes of the education, training and development of staff or purposes closely linked to the education, training and development of staff.
- ◆ The BVM acknowledges the value to its own development and that of its employees in co-operating fully with the LGSETA and shall ensure that it participates in all relevant grants and training opportunities.

- The BVM shall comply with LGSETA requirements and shall make all reasonable and cost-effective efforts to obtain the highest possible rebate on the Skills Development Levy. The Skills Development Facilitator shall ensure that the full Mandatory Grant is received for each levy-year and shall maximise all appropriate opportunities for Discretionary grants and other training opportunities offered by the SETA.
- With reference to learnerships, the municipality shall take all reasonable steps to prepare its workplaces for learners and to ensure that sufficient numbers of line managers are trained as workplace coaches, mentors and assessors in order to ensure successful workplace-learning experiences for learners.
- The municipality shall make all reasonable and cost-effective efforts to offer relevant learnership opportunities to the pre-employed and unemployed, with a strong bias in favour of the youth. Learnerships shall be carefully planned in order to ensure that the Municipality's resources are not overloaded.
- The Skills Development Facilitator shall apply for relevant Discretionary Grants from the LGSETA to cover the Training and Assessment costs of learnerships.
- The Skills Development Facilitator shall apply for relevant grants from the LGSETA to cover the costs of selection of Section 18(2) learners.
- The Skills Development Facilitator shall apply for relevant grants from LGSETA to cover Living allowance and additional ad hoc costs.
- The Skills Development Facilitator shall keep records of indirect or incidental costs in order to inform the Organisation of the value of any indirect or non-financial costs.
- All reasonable steps shall be taken to implement the tax deductions allowed for the implementation and completion of learnerships.
- The appropriate Organisational Needs Analyses and Workplace Skills Plans will be finalised timeously for each Financial Year in the reporting period
- Training Implementation Reports will be submitted as per LGSETA requirements
- Coordinate the implementation of training and development initiatives contained in the WSP subject to funding and availability of service providers
- Source additional funding and Role out identified generic training including Management and Supervisory Development, Customer Service, Batho Pele, Legislative Requirements, Communication/Conflict Development, Project Management, Diversity Management (including conversational Xhosa for beginners) and all generic needs flowing from the final Integrated development Plan.
- Role out in-house generic skills programs to complement SETA accredited training interventions.
- Facilitate regular Training Committee meetings.
- The extension of staff capacity in the Training Section and appropriate alternatives will be investigated and motivated.

### **5.2.3 KEY PERFORMANCE AREA 3: EMPLOYMENT EQUITY & DIVERSITY MANAGEMENT**

As an employer designated in terms of the Employment Equity Act (Act 55 of 1998), the Breede Valley Municipality is under legal obligation, in terms of Section 20(1) of the Act to draft an Employment Equity Plan, for a period between 1 and 5 years in duration, effective from 1 July 2005.

The Breede Valley Municipality's Employment Equity Plan for the period in question is informed by (i) the relevant stipulations in the Employment Equity Act, (ii) the strategic priorities of the municipality

as captured in the Integrated Development Plan (IDP), (iii) the Codes of Good Practice on the "Employment Equity Plans", "HIV/AIDS and Employment", as well as "Employment of people with disabilities"; and (iv) the previous Employment Equity Plan of the municipality as submitted to the Department of Labour, (v) the Employment Equity Progress Report for the reporting period ending 30 June 2005, and (vi) Relevant benchmarks similar in nature and/or size to the municipality.

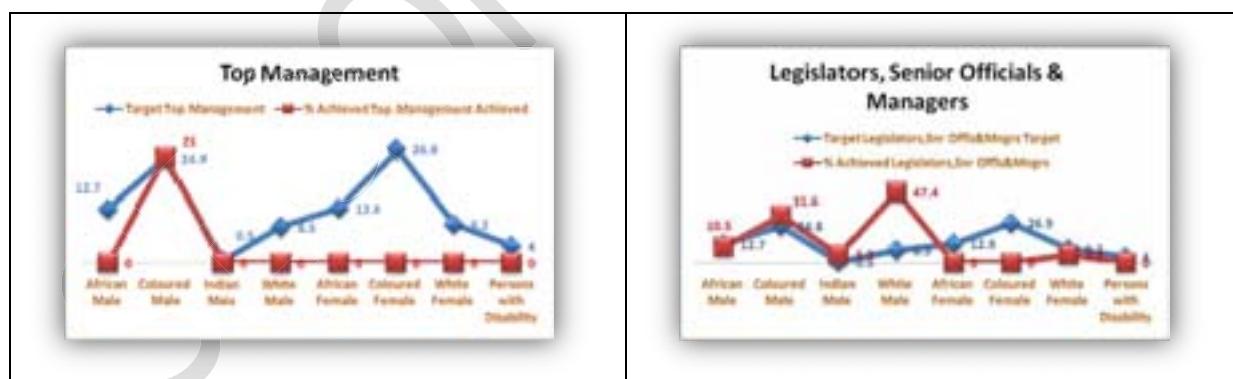
In September 2005, the Breedevalley Municipality approved the Municipality's Employment Equity Plan for the period 1 July 2005 to 30 June 2006, with the objectives to:

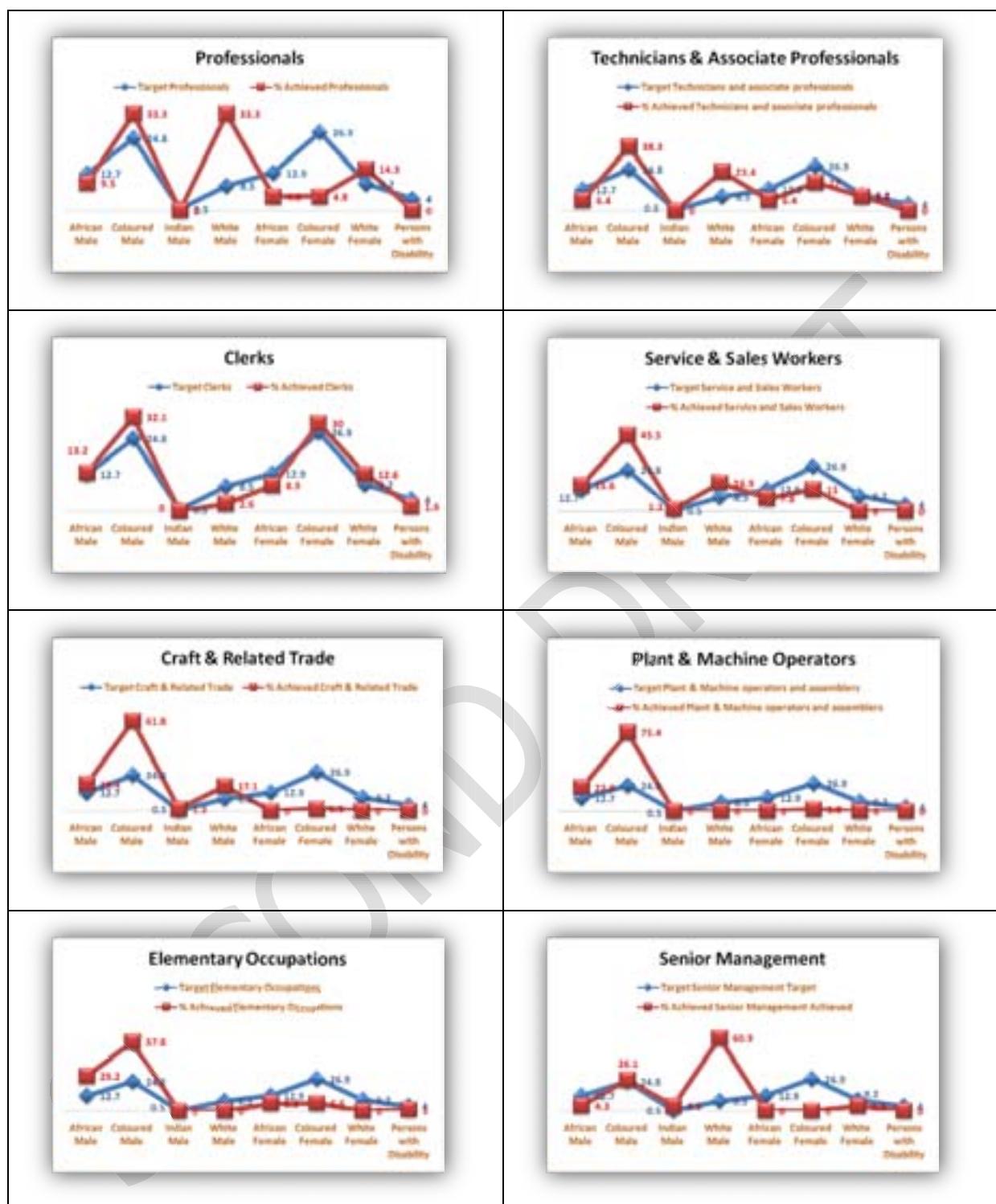
- Formulate and implement action steps, methodologies and strategies in pursuance of the objectives and principles of the EEA
- Promote Equal opportunity and Fair treatment in employment
- Eradicate Unfair discrimination (and harassment), albeit on listed grounds (such as race, gender, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth); or any grounds that is systematic or indirectly discriminatory, must be eliminated;
- Pursue the equitable representation of designated groups in all occupational categories and levels in the workforce
- Implement Affirmative Action measures; and
- Actively support an organizational culture and climate based on diversity, equality, mutual respect and dignity for all.

#### **5.2.3.1 QUANTITATIVE OBJECTIVES:**

Council further resolved that the available demographic data (see paragraph 1.2.1.2) of the Western Cape be utilized to determine the Employment Equity Targets for the Breede Valley Municipality. The Employment Equity Forum resolved that the numerical targets calculated based on the demographic data will be set as the ultimate target and recorded as the targets for year 5 of the current plan. Due to the immediate organizational constraints, for the 1<sup>st</sup> year (2006), progress of 10% needs to be made towards the achievement of the targets. In the 2<sup>nd</sup> year (2007) the progress should be 30%, in the 3<sup>rd</sup> year (2008) 60%, in the 4<sup>th</sup> year 80% and in the 5<sup>th</sup> year (2010) 100%.

The targets per occupational level as at 28 February 2007 were:







### 5.2.3.2 QUALITATIVE OBJECTIVES

Some of the Employment Equity initiatives actioned up until December 2006 were:

- The education and capacity building of staff, managers and councillors pertaining to Equity,Building partnerships with Organisations for People with Disabilities (access database, forward adverts)Addressing nepotism, undue influence and bias in the recruitment process through the formulation of policies and procedures, Assessments and interviews were targeted as one way of limiting and guarding against undue influences associated with racism, nepotism, political influence and bias,The development of a draft workplace HIV/AIDS policy,The role out of Diversity Management programs Actively addressing Staff Motivation and Employee Wellness through programs and interventions,The running of workshops, interventions and training in diversity.Objectives to be met:
- Diversity Management Workshops targeting senior supervisors and supervisors in 2007/2008 and all employees in 2008/2009
- Research and develop Policy Guidelines and practical procedures on RPL and RPL assessments
- Consult and obtain approval for the draft Sexual Harassment Policy
- Strengthen partnerships with local organisations for "people with disabilities"
- Expand the EE forum to accommodate under-represented groups.
- Implement in-house customer service development and diversity appreciation programs
- Implement Batho Pele initiatives in consultation with DPLG. Timeous submission of Annual Employment Equity Progress Reports to the Department of LabourFormulate Succession strategy with mentoring and coaching componentsIntegration of key Employment Equity outcomes in Individual Performance Contracts of Managers and SupervisorsConduct continuous analyses of policies, procedures and practices to identify the employment barriers experienced by designated groupsWhere significant under-representation of a designated group is evident, targeted advertising could be embarked uponThe development of a Comprehensive internal staff communication strategy in consultation with Communications Department.Continuous

auditing to inform the EE Forum on whether the municipality meets the statutory requirements in terms of access to buildings, ramps, toilet facilities and related facilities. In partnership with reputable organizations representing the interests of "persons with disabilities" an audit of work practices to ensure that work practices are modified to broaden the scope and responsibility of work for persons with disabilities. In this regard, as an example, computer software could be obtained to assist blind employees in reading emails and reports by means of a "screen reader". These audits will inform the corrective measures to be formulated and budget provision.

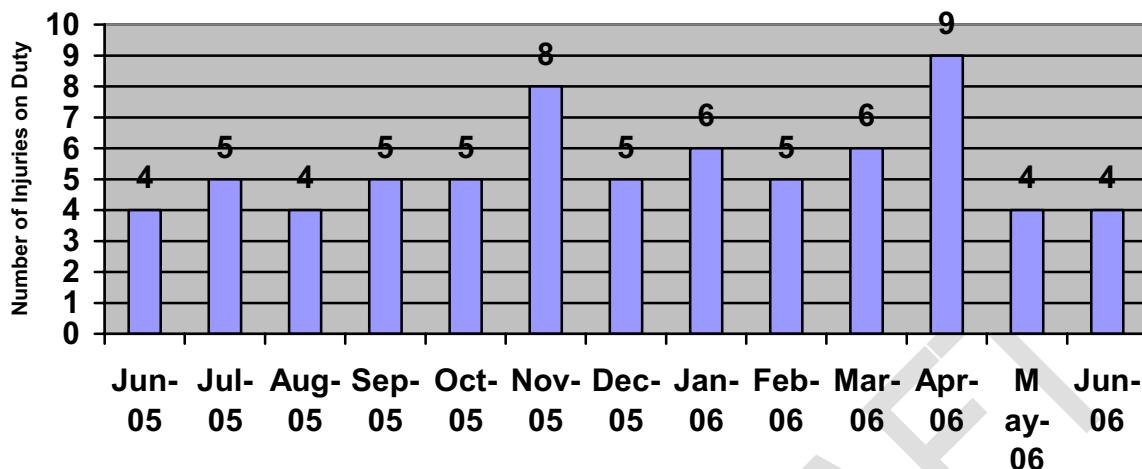
- Diversity Management being included in the Workplace Skills Plan of the municipality as a priority
- Significant progress has been made considering the level of representation of Blacks (Africans, Coloureds and Indians). The under-representation of women and persons with disabilities, especially at the senior levels in the organization, remain one of the major areas to be addressed.

#### **5.2.4 KEY PERFORMANCE AREA 4: OCCUPATIONAL HEALTH AND SAFETY**

The Occupational Health and Safety function is primarily focused on (i) Creating and maintaining a safe working environment and (ii) Preventing workplace accidents. A major obstacle in achieving these objectives was the dormant (departmental) safety committees and the lack of awareness and capacity amongst members of staff to fulfill the responsibilities of Safety Representatives.

The major objectives for the period 1 July 2005 to 30 June 2006 were:

- The reactivation of dormant safety committees, which led to 84% (16 out of 19) of all identified safety committees becoming operational.
- An intensive capacity building drive leading to the skills development of safety representatives,
- The training of 114 employees in First Aid,
- Developing 26 Traffic officials in Hazmat,
- The vaccination of 120 employees, at risk due to the nature of their jobs, against Hepatitis B.
- Warehouse and workshop Safety being workshopped,
- Hazardous Incident Risk Assessment training (26 employees capacitated),
- Facilitating and conducting regular safety inspections. The number of Injuries on Duty (IOD's), including one fatality, for the period 1 July 2005 to 30 June 2006 was:



#### OBJECTIVES:

- Finalise and obtain approval for OHS policy and procedures
- Operationalise all identified Safety Committees and submit qualitative and quantitative monthly reports
- Reduce Workplace Injuries by 10% per annum
- Ensure and facilitate meetings of Central OHS Committee
- Risk management systems and practices implemented in response to Internal Audit Risk Assessment Report
- Investigation of losses and injuries and incidents and implementing preventative measures
- Facilitating pro-active injury and disease prevention interventions.
- Conducting regular Health and Safety Audits.

#### 5.2.5 KEY PERFORMANCE AREA 5: INDIVIDUAL PERFORMANCE MANAGEMENT

In terms of Section 67(1) and specifically Section 67(1)(d) of the Local Government Municipal Systems Act (Act 32 of 2000), the Municipality is compelled to "develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including (d) "the monitoring, measuring and evaluating of performance of staff." The development of such an Individual Performance Management System in essence enables municipalities to give effect to the legislative requirement of being "performance-oriented" and ensures the achievement of the strategic and operational objectives of the organisation. The roll-out of an Individual Performance Management System further creates the opportunity to ensure the achievement of legislative obligations as, amongst others, Employment Equity Objectives can be reflected in the Individual Performance Agreements of managers, consistent with the recommendations in the relevant Employment Equity Act Code of Good Practice. The agreement can also entrench organisational values and consequently contribute to the development of a positive corporate culture.

To be effective, the Individual Performance Management Process and Procedures need to be closely aligned with the Organisational strategies and objectives as currently being formulated in the Organisational Performance Management Process. Against this background the Individual Performance Key Performance Areas (KPA's), Objectives/Outcomes, Key Performance Indicators (KPI's) and Performance Targets will be formulated following the approval of the Organisational

Strategies and Objectives, informed by these objectives, operational requirements, contents of job descriptions, organisational values and legislative requirements.

#### **5.2.5.1 OBJECTIVES:**

- Develop policy processes and procedures on Individual Performance Management
- Consult Stakeholders (Councillors, Managers, Labour) on strategy, processes and implementation).
- Training of stakeholders and development of Individual Performance Management Scorecards
- Implement Individual Performance Management System
- Research, Develop & Implement a Performance Recognition System based on objective and measurable criteria.
- Conduct Service Delivery and Productivity Awareness Campaigns and Interventions

### **5.2.6 KEY PERFORMANCE AREA 6: LABOUR RELATIONS**

By means of the Employment Equity Staff Survey, no problems were identified with the Disciplinary Code and procedures from a staff point of view. The consistent application or initiation of disciplinary procedures was reportedly discriminatory. It has been reported that senior staff are not subjected to disciplinary measures whilst junior staff members are charged for similar transgressions. Similarly "office staff members" are managed with leniency and flexibility while labourers and "blue collar staff" are managed by the letter of the law. These issues of fairness and consistency has been addressed in supervisory and management training, management meetings as well as in diversity training. Judged by Human Resources data for 2006, discipline was consistently applied regardless of level or category of staff. Training interventions for prosecutors and presiding officers at disciplinary hearings were facilitated, with a total of 58 officials being capacitated to act as prosecutors and/or presiding officers

Feedback from line managers highlighted that time delays between alleged transgression and actual disciplinary hearings/tribunals are too lengthy and counter productive to discipline in the workplace. Some of the contributing factors reported to the Human Resources Section were (i) the heavy workloads of officials appointed as presiding officers and prosecutors (whilst proper preparation for cases are time consuming), (ii) hesitancy of senior officials to officiate in disciplinary proceedings, especially where close colleagues are involved, and (iii) the competency levels of a percentage of presiding officers and prosecutors.

Generally, discipline improved significantly since it was prioritised in the municipality's initial IDP for intervention. Discipline is however acknowledged to not yet being at the required level to support optimal functioning of the workforce. The Municipal Manager mandated a renewed focus on discipline.

Absenteeism in general and especially during certain times of the month (following payment of salaries), is reaching worrying proportions and requires in priority intervention.

#### **5.2.6.1 OBJECTIVES:**

- employees who have been trained as presiding officers and prosecutors need to be subjected to an intensive capacity-building and upskilling interventions,
- the pool of presiding officers and managers be increased by means of training additional employees to serve in these capacities,
- presiding officers and prosecutors should workshop case studies similar in nature to the disciplinary cases of the past 12 months, to serve as learnings, promote uniformity in approaches to similar cases and prevent the repetition of "common mistakes"
- Finalise Agreement on Minimum Service Levels

- Facilitate regular Local Labour Forum meetings
- Conduct and Facilitate a Local Labour Forum strategy workshop
- Monitor progress on EE initiatives and facilitate meetings
- Formulate, Consult and Implement a streamlined strategy for disciplinary proceedings, consistent with the collective agreement.
- Formulate, Consult an Implement an Absenteeism Management Strategy,
- Formulate, Consult an Implement Policies and Procedures on the managing of Poor Work Performance and Ill health/Injury,
- Continuous monitoring of Collective Agreement Implementation

### **5.2.7 KEY PERFORMANCE AREA 7: EMPLOYEE WELLNESS**

Employee Wellness, is based on the premise that "People who are well work well". In this context, *Employee Wellness entails all the strategies, action plans and methods used to promote physical, emotional and mental health of employees.*

Substance abuse and especially Alcohol Abuse was continuously addressed within the municipality by means of raising awareness, identifying peer counselors and external referrals. Employees experiencing difficulties were referred for substance abuse rehabilitation, mainly to the locally based Toevlug Rehabilitation Centre. In support of these initiatives, managers and supervisors were workshopped by the Rehabilitation Center on the management of substance abuse in the workplace. A Drug and Alcohol Support Group was initiated to provide further assistance to staff members that were rehabilitated.

In certain instances employees are experiencing distress as a result of emotional, psychological or relationship difficulties. Where these occurrences of distress have a direct impact on work performance or result from work-related incidents, employees are provisionally counseled internally and in the event of severe and/or deserving cases referred for external counseling or psychological intervention. Post Traumatic Stress and Incident Debriefing sessions were facilitated for Fire services and Traffic Staff.

Research done during 2004 on the financial status of the municipal employees indicated that almost 10% of the employees are under administration and that approximately 60 to 70 % of employees have garnishee orders instituted as part of their salary deductions. In response, a Lifeskills Capacity Building program sponsored by Absa was rolled out to employees focusing on the do's and don'ts of Credit & Lending as well as Personal Financial Planning/Budgeting. These workshops were practical in nature resulting in a total of 172 employees being advised and workshopped.

#### **5.2.7.1 OBJECTIVES:**

- Facilitate Employee Wellness Interventions based on identified needs,
- Research, Develop & Implement a Performance Recognition System to boost staff morale
- Facilitate Drug & Alcohol Abuse Prevention Interventions
- Formulate a staff HIV/Aids management and prevention strategy to support the policy implementation
- Formulate and implement a Stress Management Program & Motivation Interventions for roll out to staff
- Continuous Financial/Budget Management/Planning interventions for employees
- Arrange Staff Interventions and initiatives focussed on addressing staff morale, staff motivation, health and wellness

## **5.2.8 KEY PERFORMANCE AREA 8: WORKFORCE PLANNING AND PERSONNEL ADMINISTRATION**

Personnel Administration is attending to the administration of all employee contracts, benefits and conditions of service as well as all administration and procedures incidental to employee appointments and terminations.

The intensive TASK Job Evaluation process has been finalised and a total of 646 job descriptions (including generic positions) were officially handed over to the Boland/West Coast TASK Job Evaluation Committee for evaluation. The completion of the TASK process is considered to be a major milestone and will have a significant positive impact on staff morale, staff uncertainties and parity between positions, as it will ultimately lead to (a) "a consistent basis for pay and remuneration in which the relationships between jobs are systematic and transparent both within and between municipalities;" (b) "clearer and consistent job descriptions and job titles/designation;" (c) "a better understanding by employer and employees of the skills content of posts and therefore their education and training needs;" and (d) "a basis for understanding employment cost factors from one municipality to another."

### **5.2.8.1 OBJECTIVES:**

- Facilitate the implementation of TASK results and manage the TASK Project and Job Evaluations going forward,
- Conduct an audit to ascertain future shortages of critical expertise based on resignations, pending retirements, medium-term anticipated retirements and identified areas of scarce skill
- Compile a Human Resources forecasting and planning report based on audit and including Gap identification and action plan.
- Development of a succession management program with initial aspects of mentorships and formal coaching implemented.
- Continuous enhancement of Personnel Administration Systems catering for effective and efficient service delivery to the organisation and staff, including the computerised integration of personnel processes.
- Administrative assistance with Medical Aid Registrations and Claims, Resignations, Leave Benefits, Pension Benefits, Retirements, Death claims, Funeral benefits, Medical Disability and Dismissals provided on an on-going basis to line managers and employees.
- Submitting applications for Pension Fund Loans, liaising with funds and dealing with follow-up queries.
- Continuous Processing of and introduction of enhanced controls to warn staff against possible forfeiture of compulsory leave.
- Manage the movement of staff between medical aids, entailing arranging for information sessions with all qualifying medical aids to address workforce on benefit structures and ensuring that where employees opted to move that all paperwork was in order.
- Enhance Organisational Awareness through the Development of a Standardised Induction Manual and Computer-based presentation.

## **5.3 GENERAL**

Consistent with its mission, dedicating itself to serve and support the organization in achieving its strategic objectives, the HR strategies and objectives need to be flexible and continuously realigned to the organisational requirements as reflected in the Integrated Development Plan. The approval of IDP initiatives and subsequent adjustments will impact on the listed HR objectives and be reflected in the annual IDP Reviews.