

**“ The City of Heritage ”**



**ULUNDI LOCAL MUNICIPALITY**

**HUMAN RESOURCES**

**PLANNING**

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## 1. EXECUTIVE SUMMARY

Our municipality's mandate is derived from the Municipal Systems Act no 32 of 2000 and is further entrenched in the legislative framework which makes it obligatory for the municipality to provide sustainable development and services delivery to the local communities.

The municipality has been facing development challenges in the year where our IDP components experienced an increasing number of development applications.

Human Resource planning is the process of ensuring that an organisation has the right number of people, the right kind of the people, in the right places, at the right time doing things that are economically most useful for such organisation. Hence Ulundi Municipality is trying to achieve that by analyzing the current gap of demand and supply of skills. It is hoped that HR Plan will contribute in accelerating the implementation of the municipal IDP and the Turn around Strategy. This can be accomplished by identifying the gaps in the Human Resource in terms of the current number of employees, their skills, knowledge of the government's intentions and the future needs.

The above information will inform the municipality on the type of organisational structure needed to put in place. Presently, the Municipality employs variety of skills to be able to fulfil its mandate and those skills reside in the following departments that makes the administration of the municipality:

- ❖ Office of the Municipal Manager
- ❖ Department of Community Services
- ❖ Department of Financial Services
- ❖ Department of Corporate Services
- ❖ Department of Technical Services
- ❖ Department of Protection Services

This HR Plan needs to also deal with the demands such as those that are posed by the Skills Development Act, other labour legislations including programmes and policies relating to Employment

Assistant Programs which include any assistance on matters surrounding Alcohol or drug abuse or HIV/AIDS epidemic. At the forefront of this plan will be managers that must provide professional support and development of personnel in their departments.

## **1.1 LEGISLATIVE FRAMEWORK**

Legislative and regulatory framework guiding the formulation of Human Resource Planning:

- The Constitution of the Republic of South Africa, 108 of 1996.
- The White Paper on Human Resource Management 1997
- Employment Equity Act, 55 of 1999
- Labour Relations Act, 66 of 1995 (section 189)
- Basic Conditions of Employment Act, 75 of 1997
- Skills Development Act, 1998

# **CHAPTER 1**

## **1.2 INTRODUCTION AND BACKGROUND**

According to DPSA HR Planning Strategic Framework “HR Planning can be defined as an inclusive and dynamic process that involves the identification of both current and future human resource needs as well as potential challenges in order for the department to consistently achieve its organisational objectives. It is also the two-way operational link between high level strategy and action-orientated implementation that can be regularly monitored and evaluated. Therefore, HR Planning aims to ensure that an organisation has the right people at the right places at right time, all the time”.

Human resource planning may provide information to help estimate future labour supply and demand by analysing current staffing levels and skill mixes, turnover, promotions and other employee movements like transfers and demotions. Ulundi Municipality will for the first time conduct a feasibility and desirable organisational strategic intervention that can be considered to convert the plans (IDP projects and private development) to a projected future labour needs (in terms of quality and quantity).

The above mentioned strategic intervention can either indicate an employee surplus or deficit. The information obtained can then be used to develop human resources programmes to balance labour supply and demand. For example, extensive training and development through learnerships and heightened recruiting efforts could be used to increase labour supply.

The White Paper on Human Resource Management in the Public Service published on the 3 December 1997 strongly promotes the development and implementation of Human Resources Plan by National and Provincial Department. The White Paper ensured that human resource management should result in a diverse, competent and well managed workforce, capable of and committed to delivering high quality service to the people of South Africa. That view should be extended to Local Government sphere of government of which Ulundi Municipality belongs to. The Ulundi Municipality is an endeavouring to deliver efficient and effective service to its community and having such a plan will assist in realizing this objective.

Chapter 4, Section 4.2 of the White Paper on Human Resource Management in Public Service makes specific reference to Human Resource Planning in terms of what it should accomplish, steps involved, human resources requirements and capacity, succession planning and human resource strategy.

Furthermore, the Human Resources Plan will also touch on the issue of office space once it has managed to determine the possible future number of staff required by the organogram.

# **CHAPTER 2**

## **2. ULUNDI MUNICIPALITY'S VISION**

“A Developmental City of Heritage focusing on good governance, socio- economic development and upholding tradition to promote service delivery”.

### **2.1 ULUNDI MUNICIPALITY'S MISSION**

- To develop the institution and to facilitate institutional transformation.
- To provide infrastructure and service to all, with emphasis to rural communities, in a sustainable manner.
- To develop and support sustainable local development, through focusing on tourism development, and incorporating the youth.
- To develop and support social development initiatives, particularly those focused on the youth and the vulnerable.
- To ensure good governance through leadership excellence and community participation.
- To ensure continued sound financial management.
- To ensure effective Land Use Management, taking cognizance of sound environmental practices.

# **CHAPTER 3**

## **HUMAN RESOURCES OBJECTIVES**

The Human Resource Plan therefore aims to ensure that the municipality: -

- ❖ Has the human resource capability to deliver on its mandate,
- ❖ That the workforce has the necessary skills and competencies to deliver on the strategic goals and objectives as outlined in the strategic plan,
- ❖ Recruits and retains the quality and quantity of staff that it requires
- ❖ Promotes employment equity
- ❖ Optimally utilizes its human resources
- ❖ Anticipates and manages shortages and surplus of staff
- ❖ Progressively and continuously develops staff towards the developmental approach in order to meet the increasing and changing needs of clients and communities
- ❖ Develops leadership and creates a learning organization that values the importance of service delivery and hence putting people first.
- ❖ Retain critical skills

An assessment of the human resources required to deliver on the municipality's strategic objectives is presented, followed by a gap analysis indicating the current human resource needs. The plan includes the challenges and strategies aimed at resolving these. The financial implications are then set out. And the plan concludes with an explanation of the monitoring and communication strategies currently in place within the municipality.

## **PURPOSE OF HR PLANNING FOR ULUNDI MUNICIPALITY**

The Ulundi Local Municipality has thus developed a human resource plan in accordance with mandated service delivery imperatives and legislative requirements. The information contained herein is drawn from a number of documents, notably, the IDP and Municipal Turn Around Strategy.



This plan will be utilized:

- To guide the municipality in the management of its Human Resources,
- To assist with the planning for future human resources that will accelerate the implementation of service delivery,
- To look at the size of the organogram in relation to the current office space.
- To analyse the gap between the demand and the supply and suggest strategies to close gap.

## PUBLIC SERVICE HUMAN RESOURCES CONCEPTUAL FRAMEWORK

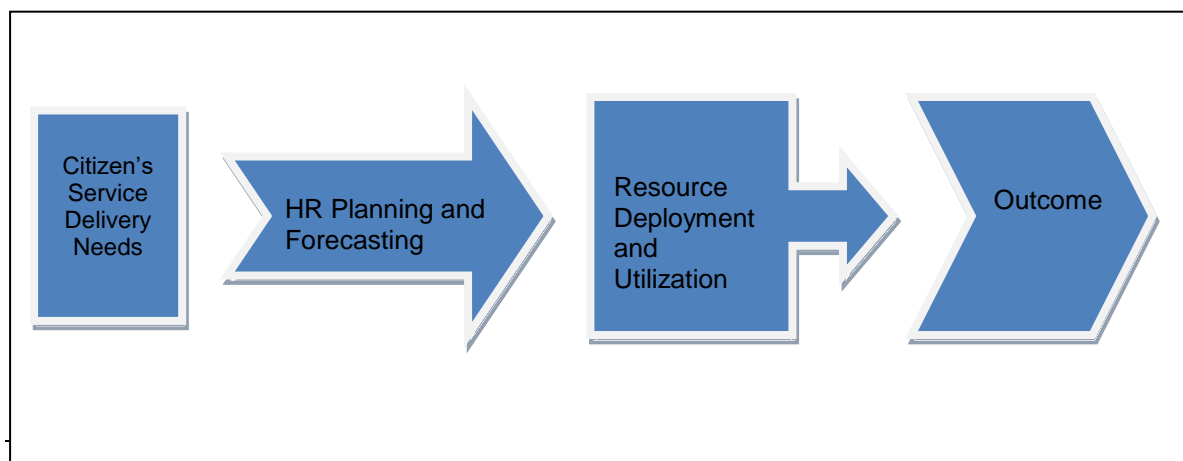
The decisions of level and deployment of staff are often made in response to short-term financial pressures as opposed to evidence of the effect of municipal staff have on service delivery outcomes.

There are general two approaches to determine staff levels and mix:

- **Use-based** (how many municipal staff are required to maintain current service levels?)
- **Effective demand based** (how many municipal staff are required to meet society's commitment to service delivery?)

It is crucial that for human resources planning to be considered to be effective, moral justifiable and political defensible, it must be matched as closely possible with citizen's service delivery needs in this instance Ulundi Municipality Integrated Development Plan. Unless the needs of the population of Ulundi is understood, it will be difficult to plan for a workforce, build conducive and accessible accommodation or offices and systems to meet those needs. Below is the simplified model for human resource planning:

Fig 1



In the Municipal context Figure 1 will indicate citizen's service delivery needs as a result of the IDP process. It is followed by the review of the organogram using the principle of functions follow people. In other words positions will be created and others deleted. If necessary the process of human resources deployment will be initiated through placement process and eventually have the outcome. The outcome refers to the effectiveness and efficiency of human resources to deliver on the service delivery needs or priorities from IDP.

## CHAPTER 4

### SITUATIONAL ANALYSIS AND HR CHALLENGES

#### Human Resources Demand

A pre-requisite for achieving the sustainability of service delivery is the adequate staff provisioning of the municipality. Critical posts that need to be filled as a matter of priority were identified.

It is necessary that the Municipality first determines the future supply and demand for human resource. The labour supply may come from existing employees (internal labour market) or from outside the municipality (the external labour market).

The estimate of the total number of employees needed as well as the skills required is known as the demand forecast.

**Table 1:** Status quo of positions according to Departments

<u>Name of Department</u>	<u>Total No. of Approved Positions</u>	<u>Total No. of Vacancies</u>	<u>Interns</u>

Municipal Manager's Office	13	03	01
Department of Corporate Services	49	08	06
Department of Finance	52	15	04
Department of Technical Services	83	14	02
Department of Protection Services	63	16	01
Department of Community Services	92	16	
Total	353	71	08

**Table 1.1:** Management of current and envisage posts

DEPARTMENTS	CURRENT Y1				FUTURE Y2			
	POST DEMAND (WHAT YOU NEED)				ANTICIPATED POST DEMAND (WHAT YOU MAY NEED)			
	Y14/15 Proposed Positions	Y 14/15 Approved Positions	Y 14/15 Vacant Positions	Y 14/15 Unfunded Positions	Y 15/16 Proposed Positions	Y 15/16 Approved Positions	Y 15/16 Vacant Positions	Y 15/16 Unfunded Positions
Municipal Manager's Office	03	03	03	3				
Department of Corporate Services	08	08	08	08				
Department: Finance Services	15	15	15					
Department: Technical Services	14	14	14	12				
Department: Protection Services	16	16	16	05				
Department of Community Services	16	16	16	14				
Total	91	91	91					

The organogram indicated that the Municipality has 353 proposed positions which were approved by Council and out of that number, it is therefore clear that only 223 positions have been filled thus far and 91 proposed vacant post will be filled by the 31 June 2015.

## Human Resources Supply

Human resource Plan is prepared in such a way that it links with the strategic plan and turnaround strategy of the municipality. It informs the municipality of how many Human Resource Units are needed, what kind of Human Resource Units are needed, where they are needed and what they are needed for.

In order for the Municipality to implement its Strategic Plan and Turn Around strategy, it must look at its structure whether it is capable to deliver. That understanding can be drawn from Public Participation Unit which was considered and beefed up to meet the challenges demanded by the Municipal Turn Around Strategy. The supply of qualified human resource Units be obtained can internally through succession plan or externally, meaning from the community of Ulundi, Kwa-Zulu Natal Province or South Africa at large.

**Table 2: Scarce skills**

Scarce skills	Current supply								Future supply								Risk		Risk assessment high, medium, low		
	Internal availability				External availability				Internal availability				External availability				Yes	No	H	M	L
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D					
Technical services				x				x			X				X	x			x		
Finance		X					X				X				x	x			x		
EDP		X					X				X				x	x			x		
Management		X					X				X				x	X			x		

A=Oversupply, B=Full available, C=Available, no reserves, D=Not enough, Limited available

High risk=Severe and immediate impact on service delivery, Medium risk=Some impact on service delivery, Low risk=Minimal impact on service delivery

Table 2 was developed after having considered Local Government Sector Scarce Critical Skills Guideline 2009 -2010. While the Municipality has managed to fill some of these critical skills positions, however, it may pose a challenge in attracting them in future in case some of them become vacant. It is clear that without having these positions filled it may jeopardize service delivery in terms of the risk associated with them.

**Table3: NQF level qualification**

Highest qualification	Total number	% total	No. Verified	% verified
ABET (NQF 1)	43	19		
National certificate (grade 12/FET) (NQF 2- NQF 3)	24	10	0	
Certificate (NQF 4)	78	24	0	
Diploma (NQF 5)	42	34	0	
Degree (NQF 6)	32	19	0	
National certificate CPMD (NQF 7)	31	14		
Post-grad diploma	5	2		
Honours				
Masters				

The Table shows us that majority (9.6%) of Municipal employees have Grade 12 or National Certificate. The next highest percentage is 8% of employees who have Certificates and that is followed by 27, 8% of employees who have acquired Diplomas, 10.5% with degrees, 1.9 % Honours, 2.8% with Masters and 6.7% with Abet. Considering the demand presented by the IDP and possible growth of the Municipality, there is a lot that is desired in terms of upgrading the skills of the employees. The Municipality needs to increase the number of employees with Diplomas or degrees which are mostly the requirement to qualify for senior positions.

**Table 4: Human Resource profile by age per Department**

AGE	TOTAL						
	Municipal Manager	Department: Corporate Service	Department: Finance Services	Department: Technical Services	Department: Protection Services	Department of Community Services	Total Numbers
20 - 30		5	13	4	7	4	33
30 - 40		12	8	9	12	14	55
40 - 50		14	14	19	16	14	77
50- 60		7	2	18	7	16	50
60 - 65		-	-	5	-	5	10
<b>TOTAL</b>		<b>38</b>	<b>37</b>	<b>55</b>	<b>42</b>	<b>53</b>	<b>225</b>

The Municipality has about 10 employee within the bracket of age of 60-64 who are at liberty to retire since employees may retire commencing from age 55 to 64. Some employees may be working in crucial positions in their Departments or the Municipality and Technical Services, Finance and Corporate Services Departments has respectively have the majority of these employees. It is important that the Municipality prepares itself on filling these positions as soon as they become vacant to avoid service delivery being hampered. One of the interventions could be through internships, training of the junior staff to be ready to contest the senior these positions.

## EMPLOYEE HEALTH AND WELLNESS

**Table 5:** Health and wellness analysis

Employee wellness issues	Describe potential impact on the department, HR and line, clients/partners	Status (priority issue) Yes/No	Action steps required
Personal Financial Management issues (Salary)	High staff absenteeism	Yes	More awareness sessions on how to manage personal budget
Illness of employees	High staff absenteeism	Yes	More health awareness sessions More HIV awareness programmes and other diseases
Insufficient information	Lack of productivity	Yes	Communication channels should be clarified by supervisor. MANCO decision should be cascaded on time and correctly
Demoralized	Lack of productivity	Yes	Acknowledgement and encouragement of good performance (motivation) and capacitate those that are lacking

The issues such as failure to manage personal budget, employee's illnesses and lack of motivation have been dominant in employee wellness. The intervention to these issues is currently being done but more effort needs to be put in to minimize them. Efforts have already been done to assist in debt management,

however more programs will be used to the issue of indebted employees. Debt management consultants will be invited from the banks as well as delegate from (Financial Service Board). Health behaviour programme should be introduced using amongst others men and women forums. Performance Management System should be cascaded to lower levels of the structure of the Municipality to address demotivation of staff so that their effort can be seen to be recognised by management.

## CHAPTER 5

### HUMAN RESOURCES GAP ANALYSIS

#### Qualitative data

**Table 6:** Qualitative data

Gap	Potential impact	Action steps required
Critical positions that need to be filled	Satisfactory organisational performance	Strategy to fill critical positions such as Deputy Director Finance, Senior Town Planner, Engineering Technician, Waste Management Officer and IDP Manager.
Skills required versus qualifications	Lack of innovative thinking	Encouragement of employees to apply for Study Assistance in order to pursue relevant higher education studies and be ready to contest senior positions
Succession Plan for possible resigning employees	Recruit external and have subsequent unhappiness from the current employees	Capacitate and expose employees to the new task.
Employee Wellness	Unhappy staff contributing to poor performance	Financial awareness session, encourage supervisors and managers to motivate their staff through recognising their work contribution. HIV Aids awareness programmes and other diseases should be implemented consistently throughout the year e.g. sport games that are currently happening and inviting health experts to come address employees.

The development of a number of strategies and processes are underway which will address the gap between the demand and supply:-

- ❖ Implementation of a municipal retention and recruitment policy

- ❖ The Development of programmes or learnerships on specific identified areas of competencies, which are currently on short supply within the municipality, in order to complement the current skills repertoire.
- ❖ Implementation of an internship policy, internship will be implemented in line with the vision to improve youth employment.

A second area which requires intervention refers to more improved championing of internal staff needs in the form of the strengthening of an employee wellness programme with immediate effect to address staff mental and physical health problems.

A systematic and well-managed human resources programme will result in the following important benefits;

- higher productivity,
- higher quality of services
- better economy,
- job satisfaction.

## PRIORITY HUMAN RESOURCE PLANNING ISSUES

**Table 7: Interventions in closing the gap / Human Resource Action Plan**

HR planning priorities	Outcome	Approach to mitigate risk and achieve outcome	Timeframe	Responsibility
Programmes to fill up the critical positions	Filling of critical positions such as: Deputy CFO, Senior Town Planner , Waste Management Officer , Deputy Director Electrical and IDP Manager	Have the approved programme by the Municipal Manager to fill these positions	December 2015	Director: Corporate Services
Human Resource Development / Training	Increasing number of NQF level 5 employees	Constant reporting to HRD Committee and set a target of the number of employees	June 2016	Manager: Human Resources
Implementation of the	Policy implemented and	Workshop of the policy and agree	June 2016	Director: Corporate Services



Retention Policy	functional	on the scarce skills		
Employee Wellness	Implementation of approved Employee Wellness.	Workshop the policy, Training Extended Management Committee on EAP Policy and Organized Wellness Day	June 2016	Manager: Human Resources

## HUMAN RESOURCE BUDGET

The Municipality will be able to utilise the existing approved budget in implementing the programmes identified by Human Resources Plan. The Municipality will also rely of deferent grant funding for the implementation of certain projects and targets.

## COMMUNICATION OF THE PLAN

The HR Plan will be presented to MANCO and Local Labour Forum for their contribution and buy in. Thereafter, submitted to Finance and Executive Committee for Councillors contribution before it is adopted by Council.

## **CHAPTER 6**

### **IMPLEMENTATION, MONITOR AND EVALUATION OF THE PLAN**

Corporate Services Department will lead the Municipality in ascertaining that the implementation, monitoring and evaluation of this Plan. A half yearly report will be submitted to MANCO regarding successes and challenges faced with regards to implementation of Human Resource Plan. It will also be necessary that the Plan be reviewed annually as to be aligned with strategic or IDP objectives.

### **REFERENCES**

Ulundi Municipality Integrated Development Plan (Review) 2010-2011

HR Planning Strategy for the Public Service, DPSA strategic framework. Vision 2015

Local Government Sector Scarce and Critical Skills Guideline 2009-2010

Ulundi Municipality Workplace Skills Plan 2009-2010.