EMNAMBITHI/LADYSMITH MUNICIPALITY

HUMAN RESOURCE DEVELOPMENT PLAN

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1. INTRODUCTION

The Achievement of the Emnambithi/Ladysmith’s 5 (five) year strategic program is reliant on its ability to develop the necessary competencies and maintain the organisation’s capacity to execute its mandate. In this regard, the continuous improvement of organizational skills capacity for sustained performance is the heart of the Human Resource Development (HRD) Plan, which seeks to support implementation of a 5-year strategic program. In order to meet the Emnambithi/Ladysmith Municipality’s challenges, it needs to be ensured that employees possess the necessary skills, knowledge and aptitude to deliver services in line with the Emnambithi/Ladysmith Municipality’s stated objectives and service delivery plans.

The key objective of the HRD Plan is to develop organizational capacity through the development of our leaders, managers and workforce in order to respond to current and future challenges, and anticipated impacts, thereby complementing our vision, the Emnambithi/Ladysmith development strategy and our strategic objectives.

The HRD Plan is premised on the principle that effective Human Resource Management and development involves a working partnership between stakeholders i.e. Executive Leadership, HR Practitioners, Departmental Managers, Trade Unions and Employees.

1.4 Effective Human Resource Development is not the preserve of HR development practitioners. It can only be achieved with the commitment of and contribution from Departmental Managers through the effective management of their people and resources. Council’s Human Resource policies must be viewed as a means to an end and not as an end in themselves.

1.5 Effective people development is achieved through the integration of service planning, employee recognition and reward, and training and development practices and techniques. The HRD Plan acknowledges the inter-relationship between people development and performance, which is essential if it is to ensure that Departmental Managers recognize and accept the key role they play in the management of people.

1.6 Integration of Corporate aims and objectives and employee aspirations is important. The key to achieving improved and sustained performance lies in the development and motivation of employees and the achievement of a commitment to and shared vision of the organisation’s future direction.

The Emnambithi/Ladysmith Municipality’s HRD Plan and the HRD function have formulated a vision of “Excellence through people development”. The new political term has mapped out the Council’s 5 year strategy which necessitates an aligned HRD strategy to support the Council’s strategic imperatives. This HRD strategy therefore provides a plan and framework that ensures that the Emnambithi/Ladysmith Municipality maintains the right skills at the right time and develops existing skills to better fill its business objectives.
EMNAMBITHI/LADYSMITH MUNICIPALITY’S 5 (FIVE) YEAR STRATEGY.

The Emnambithi/Ladysmith Municipality’s 5-year strategy has outlined Human Resource Development priorities and challenges, elevated through the following strategic objectives.

2.1 STRATEGIC OBJECTIVE 1

A Lack of a strategic skills development policy and retention of skills.

2.1.1 Strategic Target

The adoption of a strategic policy on skills development and retention of skills before 2013.

2.1.2 Strategic Measure

The Human Resource Department to ensure proper communication of this policy and implementation thereof.

2.1.3 Departmental Targets

Ensure that all policies and procedures pertaining to development and training are in line with Departmental targets in terms of the Human Resource Development program.

2.2 STRATEGIC OBJECTIVE 2

To fight poverty, build clean, healthy, safe and sustainable communities.

2.2.1 Strategic Target

Implement at least one community skills development initiative per community per annum.

2.2.2 Strategic Measure

The number of essential skills development initiatives implemented in communities in partnership with key role-players such as the LGSETA to be in line with Sector Skills Plans.

2.2.3 Departmental Targets

Ensure all policies and procedures guiding community training practices are in line with international best practice, to guide social development, and investing in Human Resource Development Programs.

2.3 STRATEGIC OBJECTIVE 3

To ensure good governance, financial viability and optimal institutional transformation, with capacity to execute its mandate.

2.3.1 Strategic Target

Ensure that 70% of essential and scarce skills per job category are retained by 2013.
2.3.2 Strategic Measure

Critical, core and scarce skills are defined to ensure retention strategy is done per identified skills category.

2.3.3 Department Objectives

Ensure that Human Resource Management practices are in line with international best practice, norms and standards and comply fully with applicable local legislation.

2.3.4 Department Strategic Target

The identification of critical core and scarce skills in 2008, and strategy to retain those skills by 2009.

3. HUMAN RESOURCE DEPARTMENT STRATEGY GUIDING PRINCIPLES

The Human Resource Department strategy is underpinned by the following guiding principles:

3.1 To ensure that skilled people, with the required skills, knowledge, experience and attributes (Competencies) are employed at the right time.

3.2 Empowerment Of Youth, Women And Disabled. The strategy will ensure that there are bursaries and experiential learning opportunities available to ensure that the youth, women and disabled have an opportunity to become economically active and acquire the necessary experience.

3.3 The strategy will seek to promote a learning culture by ensuring that developmental opportunities are available for all employees, Councillors and Senior Managers.

3.4 Strengthening of relationships with learning institutions in Ladysmith.

It is important that co-operation and interaction with learning institutions in Ladysmith is strengthened to ensure partnerships to assist in capacity building especially for critical, core and scarce skills categories.

Batho Pele

Special training and development interventions will focus on inculcating a culture as espoused by the Batho Pele principles.

3.6 A Performance Management Culture will be central in informing learning and development plans.

3.7 Legislative Imperatives: Section 68 of the Municipal Systems Act (Act 32 of 200) states that a Municipality must develop its Human Resource Capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way, and for its purpose must comply with the Skills Development Act (Act 97 of 1998) and the Skills Development Levies ACT (Act 9 of 1999).

3.8 National Skills Development Strategy and contribution towards Jipsa And Asgisa as well as World Cup 2010. The HRD strategy must ensure that the Emnambithi/Ladysmith Municipality is geared towards 2010 and all major economic development plans, ensuring that it aligns those plans to the goals of JIPSA and ASGISA and support the Emnambithi/Ladysmith Municipality’s purpose statement and vision.
Support For Alternative Service Delivery (ASD) Program – The Human Resource Development strategy must support and concretize the goals of the ASD program by ensuring that all critical, core and scarce skills are retained during transition.

4. PROGRAMME OF ACTION

The Emnambithi/Ladysmith Municipality’s management needs to develop career paths and maximize employee capacity in order to increase organizational capacity. This will require ongoing investment in the personal and technical skills of staff. The delivery of consistent and effective service improvement relies on the capacity of managers and the workforce. Therefore the training and development of staff is one of the most important interventions that will boost productivity, performance and improvement. This training and development should involve structured programs that include a training needs analysis, a variety of learning inputs and evaluation of performance improvement, in order to deliver corporate and personal objectives.

As part of the implementation against national standards it must be demonstrated that:-

4.1 A corporate planning process is in place.

4.2 Training plans are developed and prioritized bearing in mind the aims and objectives specified in Corporate and Service Delivery Plans;

4.3 Employees are trained and developed to assist them to undertake their roles and line managers support them in this regard.

4.4 The effectiveness of investment in training and development is evaluated in terms of achievements.

5. KEY OBJECTIVES

The key objectives of this strategy in terms of learning, training and development are:-

5.1 The development and promotion of a learning culture by ensuring that resources are available for all employees,

5.2 To support this through the achievement of Emnambithi/Ladysmith Municipality’s 5 year strategic plan, targets for investment in training and development (Equal to 5% of salary bill by 2013).

5.3 To continuously review and develop employee development policies, identify current and future training and development needs and encourage under usage of all development methods including e-learning.

5.4 Alignment of management, leadership and employee development to competency frameworks.

5.5 To achieve verification/accreditation of learning and development activities and learnerships e.g. through appropriate seta’s with alignment to NQF standards, and ensuring partnership with assessment centers.
5.6 To support the development of employees, training and development plans will:

5.6.1 Forecast the key skills and core competencies necessary for the achievement of medium and long term service delivery plans/targets.

5.6.2 Identify existing capacity within the organization in terms of the core competencies and develop training and development plans to meet existing needs and in the medium term (up to 5 years).

5.6.3 Develop effective induction and orientation programs for employees/internal promotees.

5.6.4 Regularly undertake one on one employee reviews and appraisal and agree on individual training and development plans.

5.6.5 Establish service based workforce development plans, which support the attainment of agreed service related targets/statutory responsibilities.

5.6.6 Review existing management development and training interventions to assess fitness for purpose.

5.6.7 Develop training programs to support the Council’s performance management/management of change agenda.

PRIORITYES

Priority I: To develop the employees of the Emmambithi/Ladysmith to perform optimally, thus ensuring service delivery.

Priority II: To implement appropriate learning methods including e-learning to promote distance learning.

Priority III: To support learning and development within the Emmambithi/Ladysmith Municipality through industry-based competency development, innovation, research and development.

Priority IV: To ensure that the skills and competencies of the Emmambithi/Ladysmith Municipality’s youth, women, and disabled are developed and enhanced.

Priority V: To ensure that skills developed through learnerships effectively contribute to the economy of Emmambithi/Ladysmith Municipality.

Priority VI: To optimally utilize the training section to ensure the best provision of learning in the Local Government Sector.

Priority VII: Develop a competency framework for Emmambithi/Ladysmith to ensure critical, core and scarce skills categories are defined.

7. MILESTONES

The table below outlines key milestones to ensure the implementation of the Human Resource Development Plan in order to contribute to the Emmambithi/Ladysmith Municipality’s 5 year strategic plan and achievement of Councils Development Strategy:
5 Year Strategic Objectives
Plan Of Action

Objective 1
To address lack of skills development and retention of skills.
To draft a policy and strategy on skills development and retention of skills.

Strategic Target
Submit draft policy to relevant committees for input and amendments.
Ensure that policy is adopted by Council before the month end of June 2008.

Objective 2
To fight poverty, build clean, health, safe and sustainable communities.
Bursaries for non employees from poor families.
- Abet programs.
- In-service training.
- Learnerships.
Saturday computer school for matriculants and unemployed.
Saturday classes to assist students in Maths, Afrikaans, IsiZulu, Physics and Chemistry etc.

Strategic Target
Implement at least one Community skills development initiative per community per annum.

Objective 3
To ensure good governance, financial viability and optimal institutional transformation with capacity to execute its mandate.
Competency framework through ASD implementation will determine.
- Talent management
- Succession management
- Retention strategy
- Skills pipeline for professional bands.
- Reward strategy
- Workplace skills plans aligned to 5 year Council strategy.
- Leadership charter through ASD implementation.
- Linking performance to individual development plans.

Strategic Target
Ensure that 70% essential and rare skills per job category are retained by 2011.

8. ROLES AND RESPONSIBILITY

Human Resources professionals within the Emnambithi/Ladysmith Municipality are responsible for:

8.1 Providing expert advice and support to managers to assist them in applying the Human Resources Development Plan

8.2 Facilitating the development and implementation of plans for the personal development of staff,
8.3 Facilitating the identification of accelerated development program candidates, as well as the development and implementation of accelerated development programs for staff with potential.

8.4 Monitor implementation of Human Resources Development related policies and legislation.

8.5 Facilitate the translation of strategies into action plans.

8.6 Ensure there is alignment between Council’s strategic objectives and Department’s Human Resource Department plans.

9. KEY RESPONSIBILITIES FOR SKILLS DEVELOPMENT FACILITATORS OF THE MUNICIPALITY ARE:

9.1 To investigate and identify patterns of people development at a strategic level.

9.2 To identify key strategic skills shortages and priorities.

9.3 To collate and assist in the identification and prioritisation of strategic objectives.

9.4 To analyze and report on specific skill requirement issues which may be relevant to the implementation of strategic objectives.

9.5 To identify strategic opportunities for learnership development and the promotion of national skills development priorities.

9.6 To develop structures and systems for effective skills planning.

9.7 To facilitate the development of Workplace Skills Plans (WSP)

9.8 To submit WSP to the relevant SETA

9.9 To advise on the implementation of the WSP.

9.10 To facilitate and co-ordinate learning committee meetings.

9.11 To assist departments in completing key reporting documentation as required by the SETA.

9.12 To assist with the drafting of an annual training report against the WSP.

9.13 To advise on quality assurance requirements as set by SETA.

9.14 To facilitate the implementation of quality assurance measures.

9.15 To serve as a contact person between the Emnambithi/Ladysmith Municipality and the SETA.

10. EXECUTIVE MANAGERS

Every manager is responsible for:

10.1 Actively ensuring that all his/her employees are given the opportunity to learn within the departmental career development framework.
10.2 Approving formal learning activities such as courses and seminars.

10.3 Ensuring that there is an effective transfer of learning from training programs to the workplace;

10.4 Closely monitoring and evaluating the transfer of skills from training interventions to the workplace through a process of identifying key performance indicators and performance standards and assessing employees against these.

10.5 Actively involve themselves with career planning, coaching and mentoring in consultation with employees to develop them to their full potential and ensuring that they are available for appointment in increasingly responsible positions that become available; and

10.6 Encouraging personnel to participate in learnerships and skills programs.

11. EMPLOYEES

Every employee is responsible for:

11.1 Determining with his/her supervisor, training and development needs and personal development plans;

11.2 Planning and managing with his/her supervisor, learning and career development, in a way that is consistent with the needs of the department and the Emnambitha/Ladysmith Municipality’s strategic objectives;

11.3 Demonstrating willingness to grow and learn through work experience.

11.4 Accepting responsibility and taking initiative for his/her training and development,

11.5 Taking full advantage of the training and development opportunities available to him/her;

11.6 Committing themselves in terms of learning and development, application of learning in the workplace and private time.

11.7 Applying the knowledge and skills learnt to improve their work performance, service delivery and job satisfaction.

11.8 Participating in the evaluation of her/his training and implementation of personal development plans; and

11.9 Participating in the learnerships and skills programs.

12. HEADS OF DEPARTMENTS

Every Head of Department is responsible and accountable for:

12.1 Ensuring that his/her immediate subordinate managers are given the opportunity to learn within the departmental framework,
12.2 Ensuring that a departmental skills plan is aligned to the Emnambithi/Ladysmith Municipality’s Human Resource Development Plan and is developed and implemented throughout the department;

12.3 Ensuring that a functional skills development facilitator (SDF) is appointed in his/her department for the purpose of developing and implementing a departmental Workplace Skills Plan (WSP);

12.4 Ensuring that skills development is budgeted for according to the skills plan 2006/2007 or for any financial period.

12.5 Ensuring that the workplace is converted into a learning environment;

12.6 Ensuring that the workplace participate in learnership and skills programs; and

12.7 Ensuring that there are opportunities of mentoring and coaching for employees still acquiring experience.

13. FINANCIAL PLAN

From an administrative and management perspective all learning activities should be costed. The budget should be managed and monitored effectively in line with Council’s Financial Regulations and Skills Development Levies Act, 1999.

The Human Resource Development section shall make provision for the financing of all internal training and development programs and budget not less than the amount prescribed and specified in the corporate skills plan for this purpose.

All external training should be budgeted for departmentally. The Human Resource Development Section will monitor and study all spending patterns for reporting purposes.

Those departments that might have access to donor funding for training and capacity building shall include these funds in the total training and development budget, which will be centralized and authorized by the Manager Corporate Services and approved by the Municipal Manager.