

Directorate: Human Resources



Portfolio Councillor: Mr A Arries



Director: Mr E Riddles

1. INTRODUCTION

Human Resources Directorate is made up of Human Resources Development (HRD) and Human Resources Administration (HRA). HRD on their part consist of the following subsections as service delivery units : Training and Development, Labour Relations, Occupational Health and Safety and Employee Assistance. HRA is responsible for inter alia Recruitment and Selection, Job Evaluation, Employment Equity and general administration of employee benefits.

2. OBJECTIVES

The main purpose of the Human Resources Directorate is to align and equip the human resources of the George Municipality to the Strategic Objectives as set out in the IDP through the provision of a comprehensive human resources function in order to satisfy the organisations human resources needs with respect to Training and Development, Labour Relations, Occupational Health and Safety, Employee Assistance, Recruitment and Selection, Job Evaluation, Employment Equity and general administration of employee benefits.

3. KEY PERFORMANCE AREAS:

HR ADMINISTRATION

Key Performance Areas	Key Performance Indicators					Total Budget
	2006/07	2007/08	2008/09	2009/10	2010/11	
Recruitment and Selection	<ul style="list-style-type: none"> Review of the existing recruitment and selection policy Recruitment and selection of staff as per the policy provisions Assist in developing and monitoring of the various directorates staffing plans Eliminate all 	<ul style="list-style-type: none"> Increase pool of available applicants by changing advertising methods, especially on the lower post levels. Identification of critical/scarce skills vacancies, advertisement and appointment of 	<ul style="list-style-type: none"> Review and recruit staff using the approved recruitment policy Recruitment and selection of staff as per the policy provisions Implementation and monitoring of the staffing plans 	<ul style="list-style-type: none"> Review of appointment policy Ongoing identification of critical vacancies, advertisement and appointment of suitable candidates Eliminating all discriminatory practices 	<ul style="list-style-type: none"> Promotions / advancements from within organisation Keeping abreast with relevant statutory changes Numerical targets met Review appointment policy 	

	discriminatory practices	<p>appointment of suitable candidates.</p> <ul style="list-style-type: none"> Increasing the appointment of disabled persons, women and youth through special efforts. 		<ul style="list-style-type: none"> Increasing the appointment of disabled persons, women and youth 		
Job Evaluations	<ul style="list-style-type: none"> Development and finalisation of job descriptions Implement TASK results Assist with the amendment of functional organogram 	<ul style="list-style-type: none"> Ongoing development and updating of job descriptions Implementation of TASK results Assist with the ongoing amendment and implementation of functional organogram 	<ul style="list-style-type: none"> Ongoing development and updating of job descriptions Implementation of TASK results Assist with the ongoing amendment and implementation of functional organogram. 	<ul style="list-style-type: none"> Ongoing development and updating of job descriptions Assist with the ongoing amendment and implementation of functional organogram. 	<ul style="list-style-type: none"> Ongoing development and updating of job descriptions Assist with the ongoing amendment and implementation of functional organogram. 	
Employment Equity	<ul style="list-style-type: none"> Review and implement employment equity plan Training and awareness raising Attainment of numerical targets 	<ul style="list-style-type: none"> Monitor and implement employment equity plan Ongoing training and awareness raising Attainment of numerical 	<ul style="list-style-type: none"> Ongoing monitoring and implementation of employment equity plan Training and awareness raising Attainment of numerical targets 	<ul style="list-style-type: none"> Ongoing monitoring and implementation of employment equity plan Attainment of numerical targets Interaction of the 	<ul style="list-style-type: none"> Implementation of revised EE plan. Attainment of numerical targets Assist with development of relevant policies 	

	<ul style="list-style-type: none"> • Ensure that all appointments take place in line with the Employment Equity plan • Interaction of the Employment Equity plan with the Skills development plan • Annual reporting to the Department of Labour • Assist with development of relevant policies • Develop program in line with measurements to achieve EE objectives: such as capacity building exercises, diversity management, bursaries, etc. 	<p>targets</p> <ul style="list-style-type: none"> • Ensure that all appointments take place in line with the Employment Equity plan • Interaction of the Employment Equity plan with the Skills development plan • Annual reporting to the Department of Labour • Assist with development of relevant policies • Implement program to achieve EE objectives 	<ul style="list-style-type: none"> • Ensure that all appointments take place in line with the Employment Equity plan • Interaction of the Employment Equity plan with the Skills development plan • Annual reporting to the Department of Labour • Assist with development of relevant policies • Implement program to achieve EE objectives 	<p>Employment Equity plan with the Skills development plan</p> <ul style="list-style-type: none"> • Annual reporting to the Department of Labour • Assist with development of relevant policies • Preparation for successive EE plan. 		
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<p>HR Administration</p>	<ul style="list-style-type: none"> • Providing accurate, reliable and timely information. • Maintaining and updating of HR system • Maintaining employee files • Employee benefits administration. • Development of a leave policy • Keeping staff up to date about changes in HR policies and procedures • Implementing Bargaining council agreements. 	<ul style="list-style-type: none"> • Providing accurate, reliable and timely information. • Implementing a new HR system • Maintaining and updating of HR system • Maintaining employee files • Employee benefits administration. • Keeping staff up to date about changes in HR policies and procedures • Implementing Bargaining council agreements. 	<ul style="list-style-type: none"> • Providing accurate, reliable and timely information. • Maintaining and updating of HR system • Maintaining employee files • Employee benefits administration. • Keeping staff up to date about changes in HR policies and procedures • Implementing Bargaining council agreements • Development of relevant policies and procedures. 	<ul style="list-style-type: none"> • Providing accurate, reliable and timely information. • Maintaining and updating of HR system • Maintaining employee files • Employee benefits administration. • Keeping staff up to date about changes in HR policies and procedures • Implementing Bargaining council agreements • Development of relevant policies and procedures. 	<ul style="list-style-type: none"> • Providing accurate, reliable and timely information. • Maintaining and updating of HR system • Maintaining employee files • Employee benefits administration. • Keeping staff up to date about changes in HR policies and procedures • Implementing Bargaining council agreements • Development of relevant policies and procedures. 	
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HR DEVELOPMENT

Key Performance Areas	Key Performance Indicators					Total Budget
	2006/07	2007/08	2008/09	2009/10	2010/11	
Training and Development	<ul style="list-style-type: none"> Review internal bursary policy Review external bursary policy Develop an organizational skills development strategy Conduct a skills audit in the organisation and put on data Identify critical skills & posts Develop a workplace skills plan Develop an implementation report Initiate Electrical learner ship NQF level 2 Initiate RPL for 20 lower and middle level employees 	<ul style="list-style-type: none"> Award internal bursaries in line with the policy Award external bursaries in line with policy Implement the organizational development strategy Update the skills data Ongoing identification of critical skills and develop a programme to acquire such skills by identifying suitable candidates Develop a workplace skills plan Develop an implementation report 	<ul style="list-style-type: none"> Creation of a resource centre to ensure that communities are empowered. Review and award internal bursaries in line with policy Review external bursary policy Review & implement the organizational development strategy Update the skills data Ongoing identification of critical skills and develop a programme to acquire such skills by identifying suitable candidates 	<ul style="list-style-type: none"> Review and award internal bursaries in line with policy Review external bursary policy Review & implement the organizational development strategy Update the skills data Ongoing identification of critical skills and develop a programme to acquire such skills by identifying suitable candidates 	<ul style="list-style-type: none"> Review and award internal bursaries in line with policy Review external bursary policy Review & implement the organizational development strategy Update the skills data Ongoing identification of critical skills and develop a programme to acquire such skills by identifying suitable candidates Develop a workplace skills plan Develop an implementation report. 	<p>Appointment of second/assistant training officer 2007/8</p> <p>Appointment of one assistant abet facilitator 2008/9</p>

	<p>employees</p> <ul style="list-style-type: none"> • Provide ABET , conventional Xhosa & Afrikaans to 100 employees • Claim 50% levies • Develop an ABET strategy to develop abet centre to a leaning centre • Develop a succession plan for the organisation • Develop a draft plan to acquire scarce skills in the organisation 	<ul style="list-style-type: none"> • Continue with the Electrical learner ship • Continue with RPL for 100 lower and middle level employees • Continue with Abet, conventional Xhosa & Afrikaans to 110 employees • Claim 75% levies • Implement the Abet Strategy to develop the Abet centre to a leaning centre • Implement the succession plan • Finalise & implement the plan to acquire scarce skills in the organisation 	<ul style="list-style-type: none"> • Develop a workplace skills plan • Develop an implementation report. • Final year for Electrical learner ship • Continue with RPL for 200 lower and middle level employees • Continue with Abet , conventional Xhosa & Afrikaans to 130 employees • Claim 100% levies • Review & implement the strategy to develop Abet centre to a leaning centre • Review & implement the succession plan in the organization • Review & implement the 	<p>candidates</p> <ul style="list-style-type: none"> • Develop a workplace skills plan • Develop an implementation report. • Final year for Electrical learner ship • Continue with RPL for 200 lower and middle level employees • Continue with Abet , conventional Xhosa & Afrikaans to 130 employees • Claim 100% levies • Review & implement the strategy to develop Abet centre to a leaning centre • Review & implement the 	<ul style="list-style-type: none"> • Final year for Electrical learnership • Continue with RPL for 200 lower and middle level employees • Continue with Abet , conventional Xhosa & Afrikaans to 130 employees • Claim 100% levies • Review & implement the strategy to develop Abet centre to a leaning centre • Review & implement the succession plan in the organization <p>Review & implement the plan to acquire scarce skills in the organization</p>	
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			plan to acquire scarce skills in the organization	succession plan in the organization Review & implement the plan to acquire scarce skills in the organization		
Labour relations	<ul style="list-style-type: none"> Develop a plan to enforce discipline in the organization Develop a system to ensure consistence in maintenance of discipline Deal with disciplinary & incapacity cases within the time frame prescribed by the procedure Develop a policy to deal with correspondence from unions Identify gaps in the current disciplinary and grievance procedures Identify LRA 	<ul style="list-style-type: none"> Implement the plan to enforce and maintain discipline in the organization Implement the system to ensure consistence in maintenance of discipline Deal with disciplinary & incapacity cases within the time frame prescribed by procedure Implement the policy dealing with union correspondence Develop a mechanism to deal with gaps 	<ul style="list-style-type: none"> Review and continue to implement the plan to enforce discipline in the organization Review & implementation the system to ensure discipline Continue to deal with discipline within the time frame prescribed by procedure Review the policy dealing union correspondence Implement the mechanism to deal with gaps in the disciplinary & grievance 	<ul style="list-style-type: none"> Review and continue to implement the plan to enforce discipline in the organization Review & implementation the system to ensure discipline Continue to deal with discipline within the time frame prescribed by procedure Review the policy dealing union correspondence Implement the mechanism to deal with gaps in the 		2007/8 appoint the second labour relations officer. Appoint an assistant labour relations officer 2008/9

	<p>training needs and develop a plan to address the need</p> <ul style="list-style-type: none"> • Develop a disciplinary workbook for supervisors • Develop LR induction programme in conjunction with current induction programme 	<p>in the disciplinary & grievance procedure</p> <ul style="list-style-type: none"> • Implement the plan • Implement & provide training on the use of the workbook • Implement the LR induction programme in conjunction with current induction programme 	<p>procedure</p> <ul style="list-style-type: none"> • Review & implement the plan • Review & implement the use of the workbook • Review & implement the LR Induction programme 	<ul style="list-style-type: none"> • Implement the mechanism to deal with gaps in the disciplinary & grievance procedure • Review & implement the plan • Review & implement the use of the workbook • Review & implement the LR Induction programme 	<p>disciplinary & grievance procedure</p> <ul style="list-style-type: none"> • Review & implement the plan • Review & implement the use of the workbook • Review & implement the LR Induction programme 	
Occupational health and Safety	<ul style="list-style-type: none"> • Review OH&S policy • Training and awareness on OH&S in the work place • Conduct HIRA in the whole Organization • Identify gaps in OH&S system in the organisation and develop 	<ul style="list-style-type: none"> • Implement OH&S policy • Ongoing training and awareness raising • Continue with HIRA in the organization • Implement corrective measures in OH&S System in the 	<ul style="list-style-type: none"> • Review & Implement OH&S policy • Training and awareness raising • Continue with HIRA in the Organisation • Evaluate effectiveness of the OH&S system and develop 	<ul style="list-style-type: none"> • Review & Implement OH&S policy • Training and awareness raising • Continue with HIRA in the Organisation • Evaluate effectiveness of the OH&S system and develop 	<ul style="list-style-type: none"> • Review & Implement OH&S policy • Training and awareness raising • Continue with HIRA in the Organisation • Evaluate effectiveness of the OH&S system and develop 	<p>Appointment of two assistant occupational safety in 2006/7. Appointment of one assistant safety officer 2007/8</p>

	<p>corrective measures</p> <ul style="list-style-type: none"> • Develop an OH&S Plan for the Organization • Develop a plan to expedite compensation commissioner's claims • Arrange for provision of first aid training • Develop a reliable IOD record system • Initiate development of corporate safety standards & procedures to maintain compliance with legislation 	<p>organization</p> <ul style="list-style-type: none"> • Implement the OH&S Plan • Implement the plan to expedite compensation commissioner's claims • Develop a system to monitor validity of first aid certificate & implement the system • Implement the reliable IOD system • Complete & implement the corporate standards & procedures to maintain compliance with legislation. 	<p>corrective measures and implement those measures</p> <ul style="list-style-type: none"> • Review and implement the OH&S PLAN • Review and implement the plan to expedite compensation commissioner's claims • Review the system to monitor first aid certificates and continue to implement the system • Review & implement IOD system • Review & implement the corporate standards & procedures to maintain compliance with legislation 	<p>s of the OH&S system and develop corrective measures and implement those measures</p> <ul style="list-style-type: none"> • Review and implement the OH&S PLAN • Review and implement the plan to expedite compensation commissioner's claims • Review the system to monitor first aid certificates and continue to implement the system • Review & implement IOD system • Review & implement 	<p>corrective measures and implement those measures</p> <ul style="list-style-type: none"> • Review and implement the OH&S PLAN • Review and implement the plan to expedite compensation commissioner's claims • Review the system to monitor first aid certificates and continue to implement the system • Review & implement IOD system • Review & implement the corporate standards & procedures to maintain compliance with legislation 	
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				the corporate standards & procedures to maintain compliance with legislation		
Employee assistance	<ul style="list-style-type: none"> • Develop an EAP plan for the organisation • Develop an EAP policy for the organisation • Develop a program to raise awareness about EAP in the organisation • Develop a training program to train supervisors to identify troubled employees • Develop an EAP system in the organization 	<ul style="list-style-type: none"> • Implement the EAP plan in the organization • Implementing the EAP policy for the organization • Implement the EAP awareness program in the organization • Implement the EAP program to capacitate supervisors to identify troubled employees • Implement the EAP system in the Organization • Implement the record system 	<ul style="list-style-type: none"> • Review & implement the EAP plan for the organisation • Review the EAP plan for the Organization • Review EAP awareness programme & implement the program in the organization • Review & implement the EAP program to capacitate supervisors to identify troubled employees • Review & implement the EAP system in the organization 	<ul style="list-style-type: none"> • Review & implement the EAP plan for the organisation • Review the EAP plan for the Organization • Review EAP awareness programme & implement the program in the organization • Review & implement the EAP program to capacitate supervisors to identify troubled employees • Review & 	<ul style="list-style-type: none"> • Review & implement the EAP plan for the organisation • Review the EAP plan for the Organization • Review EAP awareness programme & implement the program in the organization • Review & implement the EAP program to capacitate supervisors to identify troubled employees • Review & implement the EAP system in the 	<p>Appoint an EAP Officer 2007/8</p> <p>Appoint an EAP clerk 2008/9</p>

	<ul style="list-style-type: none"> Develop reliable record system for EAP in the organization 	for the organization.	<ul style="list-style-type: none"> Review & implement the EAP record system in the organization 	<ul style="list-style-type: none"> implement the EAP system in the organization Review & implement the EAP record system in the organization 	<ul style="list-style-type: none"> organization Review & implement the EAP record system in the organization 	
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