HUMAN RESOURCES DEVELOPMENT STRATEGY POLICY

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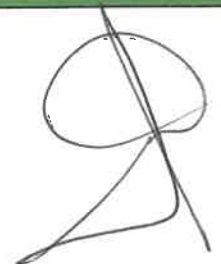
Executive Summary

This Human Resources Development Strategy (2023/2028) which will be reviewed annually looking at the Background and Legislative Framework, the KZN Master Skills Plan, Overview of Harry Gwala Development Agency's Vision, and Mission, Human Resources Vision and Mission, Human Resources Development and Human Resources Key Performance Areas, Situational Analysis, Areas of Focus, HR Swot Analysis and Conclusion.

Organisations in all industries and sectors, locally and internationally, are challenged to deliver value to a variety of stakeholders, in the most efficient and economically feasible ways in order to remain competitive and viable. Human capital is at the centre of organisational performance, as desired business results are fundamentally achieved through human effort and excellence. Human resources are key to the functioning of the Agency. It is vital that the HGDA has the right number, right competencies and the appropriate organizational and functional spread of the of human resources. This needs to be supported by taking into account KZN Master Skills Plan and HGDA's functioning systems and structures that enable human resources to be effective and efficient. Human resources need change from time to time to cater to specific needs and changes of the Agency which may be influenced by factors such as shifts in priorities and the budget. The human resources strategy will be updated annually to ensure alignment between the Agency's priorities and needs. The purpose of the human resources strategy is to outline the interventions to be undertaken by the Agency in ensuring that it has the right number of people, the right composition with the right competences to enable the delivery of the mandate and achievement of strategic goals and objectives. A well-structured human resources strategy plays a crucial role in assisting the Agency attain its commitments and programme objectives which are set out in the Strategy, Service Delivery Budget Implementation Plan and other key Agency documents. This Human Resource Strategy envisages the following desired outcomes:

- Competent and skilled workforce
- Highly performing and motivated staff
- Efficient systems and policies

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- Diversified workforce
- Economic growth within the district

As such, human capital has become key in the ability of organisations to differentiate themselves in the markets, industries and sectors in which they operate and in the KZN Province experienced moderate annual employment gains of 105,000 (4.2%) people being absorbed by the economy were ahead of the national year on year gains of 3.8%.

HGDA is not exempt to this phenomenon. Against this context, the HGDA recognises that in order to realise its strategic intent, it is imperative to accordingly escalate its people management matters and development of the community, to the Agency's strategic agenda.

To provide for this imperative, the Agency further recognises that a comprehensive and implementable HRD strategy, aligned to HR Strategy contained within the HRD Strategy and the broader HGDA strategies, is not only desirable, but a necessity.
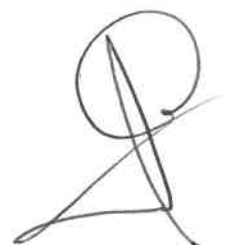
1. BACKGROUND AND LEGISLATIVE FRAMEWORK

In the context of Developmental Local Government, Municipalities and Agencies are tasked with the crucial responsibility of fulfilling the constitutional mandates delegated to them. As the staff component of any Agency is the vehicle of service delivery and ultimately responsible for compliance with the listed constitutional mandates, it is incumbent on the Agency 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 manner.

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, Municipal Entities and Agencies 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 Development Strategy must address the key requirements of a wide range of legislation including the KZN Master Skills Plan.

This strategy ensures alignment and compliance of the human resources development and human department to its obligations. The current legislation governing human resources management within the local government sector is listed below:

- Basic Conditions of Employment Act, 1997
- Compensation for Occupational Injuries and Diseases Act, 1993
- Employment Equity Act, 1998
- Income Tax Act, 1962
- Labour Relations Act, 1995
- Medical Schemes Act, 1998
- Municipal Demarcation Act, 1998
- Municipal Finance Management Act, 1999
- Municipal Structures Act, 1998
- Occupational Health and Safety Act, 1993
- Pension Fund Act, 1956
- National Skills Development Strategy III (NSDS III)
- Provincial Skills Development, 2008
- Skills Development Act, 1998
- Skills Development Levies Act, 1999
- South African Qualifications Authority Act, 1995
- The Constitution of the Republic of South Africa, 1996
- Unemployment Insurance Act 2001
- Protection of Personal Information Act 2013

The Human Resources related obligations placed on Municipalities and Agencies in terms of Section 51 of the Municipal Systems Act are 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 Strategy and 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 management 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 "an Agency, in accordance with the Employment Equity Act, must develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration".

The National Development Plan (NDP) 2030, is a plan to unite South Africans, unleash the energies of its citizens, grow an inclusive economy, build capabilities, and enhance the capability of the State and leaders working together to solve complex problems. The National Development Plan aims to eliminate poverty and reduce inequality by 2030 and the role of the National Planning Commission is to advise government and the country on issues affecting the country's long- term. The South African Constitution also obliges us to tackle these challenges, further, the Programme of Action (POA) of Government measures the implementation of the NDP through the Medium-Term Strategic Framework (MTSF). Key in the plan is the need to have qualified human resources within the public sector who will work towards the improvement of public services as critical to achieving transformation. Thus, planning and implementation should be informed by evidence-based monitoring and evaluation. Evidence based policy helps policy makers to make better decisions and achieve better outcomes by using existing evidence more effectively and commissioning new research and evaluation to fill the gaps in the evidence base.

2. The Agency vision

Our Vision:	*" A polycentric resource abundant investment gateway, with absolute transformative regional growth and development by 2063"*

2.1 The Mission
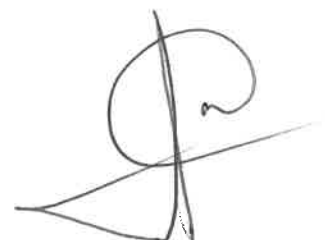
To promote sustainable economic development within the Harry Gwala District in the following sectors of the economy. An organizational mission is a pathway to achieving the Vision.

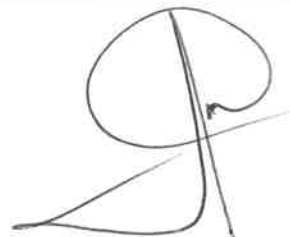|	
We will achieve Our Vision by:	By promoting sustainable economic development within the Harry Gwala District and achieving our vision: • **Providing quality and sustainable services responsive to growth and development with diligence and compassion** • **Rendering transparent corporate governance premised on the ethos of ethical and good governance to repair reputational damage whilst ensuring the promotion of economic prosperity for the district within a regional context**

2.2 The Values

An organizations values guide the actions of employees required to achieve the goals. These values and principles that underpin the Agency's pursuit of its vision and mission are predicated on the principles of Batho-Pele. The Board proposed the following values:

In doing all these, we value:	• **Caring:** showing compassion whilst delivering services to its citizens • **Accountability:** taking responsibility for decisions and actions taken. • **Transparency and honesty:** openness and public involvement in agency's affairs. • **Integrity:** professionalism, a commitment to ethics, and focus on justice and fairness and accountability.

	• **Efficiency:** results orientation, cost effectiveness, superior performance, customer satisfaction.
	• **Professionalism:** executing the mandate with diligence.
	• **Fairness:** threat all those who do work with the agency equally.
	• **Dignity:** respect for everybody.
	• **Respect:** treating all clients and partners with respect

2.3 The Strategic Goals

Organizational Goals focus on its long-range intentions for organizational operations, and its overall business philosophy that can provide useful guidance for employees. Organizational goals guide employee efforts, justify an organization's activities and existence, define performance standards, provide constraints for pursuing unnecessary goals and function as behavioral incentives.

The following are HGDA's eight (8) organizational development goals aligned to six (6) National Key Performance Areas

HGDA STRATEGIC GOALS	NATIONAL KPAs
• To serve as local economic growth and development drivers which focus mainly on larger scale sustainable economic development projects (catalytic projects).	• Local Economic Development (LED) and Social Development.
• To serve as special purpose vehicles for the implementation of strategic local economic development programmes and projects.	• Basic Service Delivery and Infrastructure investment.
• To mobilise financial resources required for implementing local economic development initiatives through working collaboratively and	• Agency Financial Viability and Management.
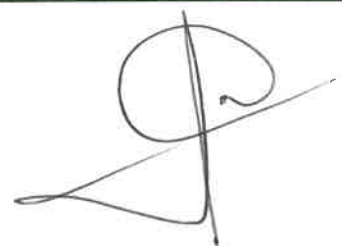
co-operatively with both public and private sector institutions. • To promote and facilitate both public and private sector investment in the district and local municipalities. • To enhance and strengthen socio-economic development through the mitigation and eradication of poverty as well as growth in employment. • To exercise ethical and effective leadership towards the achievement of the following governance outcomes: Ethical Culture, Good Performance, Effective Control and Legitimacy. • To create economic development capacity at local government level through strengthening existing local economic development initiatives implemented by the agency.	• Agency Transformation and Institutional Development. • Good Governance and Public Participation. • Crosscutting.

3. HUMAN RESOURCES MISSION, VISION AND VALUES

Consistent with the constitutional mandate of Local Government, the legislative obligations for Human Resources; Human Resource Development and the Organisational Strategies, the Human Resources Section regards its mission, vision and shared values as follows:

Vision	**"To be a trusted engine for all people matters within Harry Gwala Development Agency"**

Mission:	**"We will be recognised as a strategic partner to the organisation and a credible support function whose primary intent is developing effective HR solutions, enhancement of skills internally and externally community-wide and delivering these in the most efficient and economically viable ways.**

To give effect to its mission, HR endeavour to:

- ✓ Empower employees towards maximizing their personal potential and deliver on and exceed organizational requirements;
    - ✓ Continuously align the HRD Strategy with the Organizational/HGDA Strategy, Legislative requirements and Best Practices in the HR field,
    - ✓ Champion the cause of our human resource (employees/people) as the HGDA's most valuable resource and the key to success in service delivery,
    - ✓ Grow the community by providing or enhancing their skills that will alleviate poverty
    - ✓ Promote and practice "People First Principles", Equity, Fairness, Objectivity and Consistency,
    - ✓ Actively influence the achievement of an employee corps with high morale, high commitment to organizational goals/values and dedication to public/community service,
    - ✓ Commit to professional conduct, promote professional HR management practices and advance the knowledge and proficiency of HR to the benefit of the HGDA, and
    - ✓ Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.

HR Division's Shared Values:

> "Recognising the sensitive nature of our work, we strive to maintain high levels of confidentiality and compliance with POPI Act.
>
> Through our actions and conduct, we are deserving of trust by all stakeholders that we serve or come into contact with, internally and external community-wide.
>
> We are honest and act with integrity in our interactions and delivery.
>
> In all our dealings, we embrace the principles of Batho Pele."
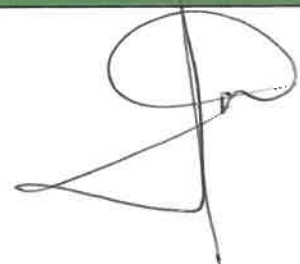
This human resource development strategy outlines the intentions of the Agency in relation to how it should manage its human capital. It deals with the following:

a) Planning the entire workforce in the Agency.

b) Identifying of critical skills shortages and formulating strategies to attract individuals that have the required skills and be able to retain those individuals once they have been employed.

c) Development of a skilled workforce which is striving towards providing excellent service. This will ensure that employees are effective in achieving the objectives of the Agency.

d) Development of the community to provide them skills, being self-employed and or employment which is striving towards providing sustainable living and less poverty.

e) To provide high level support and advise to line management regarding organizational development and transformation issues.

f) Facilitating of human resources interventions and support in respect of diverse groups to enhance the capability and performance of the Agency.

The above functions can be achieved if the human resources department ensures that the Agency has the following:

a) The right number of competent employees, that are strategically positioned to deliver on the Agency's mandates and achieve its strategic goals and objectives.

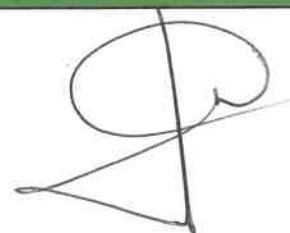b) The ability to make best use of human resources and being able to manage shortages or surplus of staff.

c) The suitable skilled and competent employees that add value in delivering solutions, advice and capacity building in key areas of human resources department directive within the Agency as indicated in the table 1 below:

The human resources department is a strategic partner of the Agency which continuously aims to improve the service level of its performance. Attainment of this improved service level performance is achieved through the transformation of human resource from an administrative function to a strategic business partner. This strategic and consultative mandate of human resources department is executed by means of the following roles in table 1:

Table 1: Strategic Role of Human Resources:
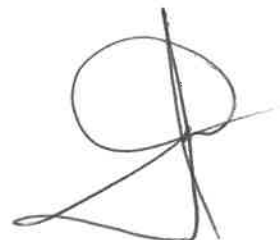
Business Partner Role	
Purpose:	**Activities**
To strategically map and drive HR practices in line with Agency's objectives	• Drive the development and implementation of Human Resources Management Strategy • Manage key HR Stakeholders • Analyse trends and submit reports on HR information to all stakeholders • Coordinate HR functional issues in line with business unit requirements • Keep abreast of best practice within the sector • Advise CEO on HR risks that affect service delivery and propose mitigation actions
Administrator Role	
Purpose:	**Activities**
To provide HR administrative support to the Agency.	• HR administration • Maintain Human Resources Information System • Provide general support in coordinating key HR initiatives • Coordinate and administer HR queries • Provide 'walk-in support' for relevant HR services

Specialist Role	
Purpose:	**Activities**
To ensure delivery on HR objectives through the attraction, retention and maintenance of competent employees	- Execution of the HR objectives - Resource business units with the required employees - Ensure compliance and foster sound HR legislation and corporate governance - Design and implement training plans to develop organisational skills levels
Change Catalyst Role	
Purpose:	**Activities**
To provide high level support and advise to line management regarding organisational development and transformational issues	- Develop a communication plan to actively raise the level of awareness in the executive team in respect of strategic HR issues and opportunities - Drive development of a culture and value system which best supports the agency's vision and objectives - Establish formal change management programme and practices - Develop change management capability at all levels of the municipal entity and embed changes in work practices and culture

The human resources department deals with various functions that are critical for the operations of the HGDA. This strategy requires a properly and adequately resourced human resources department with required competencies and skills to deliver on the human resources functions:

BUSINESS STRATEGY, HR BUSINESS ALIGNMENT

Prepare | Implement | Review

Strategic HRM — Talent Management — HR Risk Management

HR ARCHITECTURE

| Work-force planning | Learning & Development | Performance Management | Reward & Recognition | Employee Wellness | ERM | OD |

HR Service Delivery | **HR VALUE & DELIVERY PLATFORM** | HR Technology (HRIS)

HR METRICS

HR Measurement System

HR Competencies | Improve
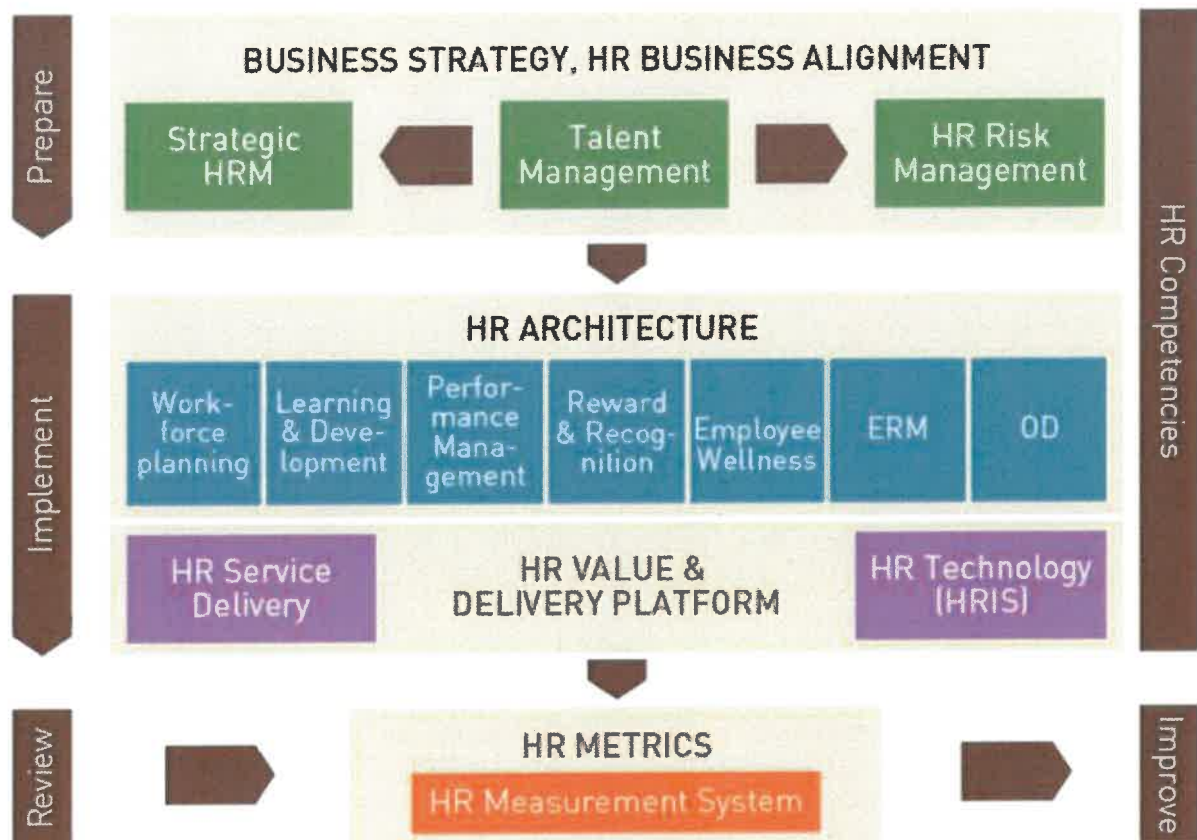
4. HUMAN RESOURCES KEY PERFORMANCE AREAS

The Human Resource Section supports the Agency's four sections. Working collaboratively with the Agency's Management Team and Employees. The HR section coordinates the following:

4.1. KEY PERFORMANCE AREA 1: WORKFORCE PLANNING

Workforce planning is a core process of human resources management which is linked to operational business processes aimed at ensuring that the people resources are in place to deliver short- and long-term objectives.

4.2. KEY PERFORMANCE AREA 2: 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.

4.3. KEY PERFORMANCE AREA 3: EDUCATION, TRAINING AND DEVELOPMENT OF STAFF AND COMMUNITY

Education Training and Development of the HGDA is focused on the internal enhancement of knowledge, skills and behavioural competencies of all employees by providing a bursary programme (cost of course or programme is split equally by employer and employee) and Capacity Building Interventions for all Board members to the appropriate levels required to deliver on and exceed organisational requirements, as embedded in the Organisational Strategy and legislative prescripts.

Furthermore, the Agency is also focused on our skills enhancement for our external community members to create economic development capacity at local government level through strengthening existing local economic development initiatives and to enhance and strengthen socio-economic development through the mitigation and eradication of poverty as well as growth in employment by incorporating the mandate and objectives the KZN Master Skills Plan

The Presidency

National Priority Outcomes, 2010 – Outcome 5: A Skilled and Capable Workforce to Support an Inclusive Growth Path

National Development Plan, Chapter 9, 2012-2030			NDP, Chapter 13
Department of Higher Education and Training	Office of the Deputy President of SA	Department of Planning, Monitoring and Evaluation	Department of Public Service and Administration
National Skills Authority	Human Resource Development Council for SA	National Planning Commission	
National Skills Development Strategy III 2011 – 2016 (as extended)	Human Resource Development Strategy for South Africa, 2010 - 2030	Medium Term Strategic Framework, Outcome 5, 2014-2019	HRD Strategic Framework for the Public Service, 2016 - 2030
KZN Provincial Skills Development Forum	KZN Provincial HRD Council	Provincial Planning Commission	KZN Provincial Public Service HRD Forum
KZN Provincial Skills Plan	KZN Provincial HRD Strategy	KZN Provincial MTSF	KZN Provincial Public Service HRD Strategy

KwaZulu-Natal Master Skills Plan

KZN SETA Skills Plans	KZN Local Government Skills Plans		KZN Provincial Government Skills Plans	
Workplace Skills Plans	KZN Municipal Integrated Development Plans	KZN Provincial Capacity Building Strategy for Local Government	KZN Provincial Growth and Development Strategy and related strategies*	KZN Provincial Public Service Transformation Strategy
	Local Government Skills Development Handbook			
KZN Provincial and Local Business Strategies	NDP Chapters 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14 and 15			
	National Planning Commission			
	The Presidency			

4.4. KEY PERFORMANCE AREA 4: EMPLOYMENT EQUITY & DIVERSITY MANAGEMENT

As an employer designated in terms of the Employment Equity Act (Act 55 of 1998), the HGDA 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 to address underrepresentation in employment.

4.5. KEY PERFORMANCE AREA 5: 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 (iii) Training all Agency officials in respect of health and safety.
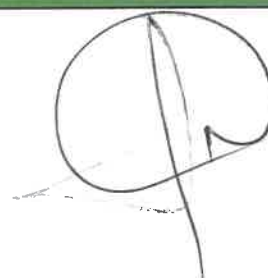
4.6. KEY PERFORMANCE AREA 6: LABOUR RELATIONS

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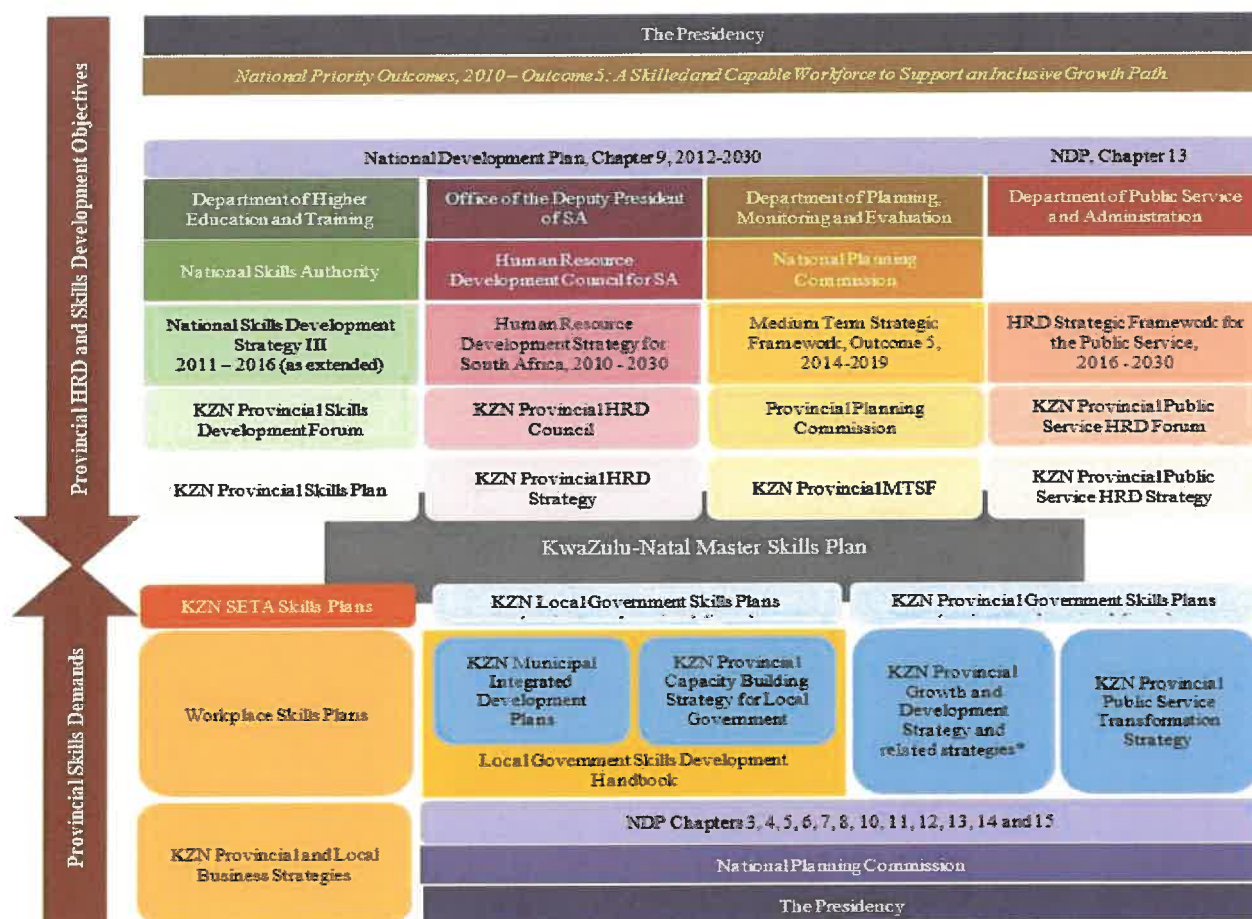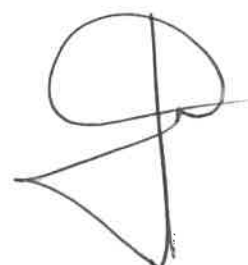
Labour relations is overseeing the management of industrial labor relations, negotiating collective bargaining agreements with the union, managing grievance procedures to handle complaints from unionized employees, take part in collective bargaining sessions with the aim of representing the employer's as well as employee needs and helping strengthen employer-employee relations, represent the company/organization during arbitration procedures or hearings that are addressing unfair labor practices, educate management and employees on labour relations that pertain to their particular workplace and keep up to date on pertinent labour laws.

4.7.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.

4.8.KEY PERFORMANCE AREA 8: PERSONNEL ADMINISTRATION

Personnel Administration is attending to the administration of all employee contracts, benefits and conditions of service, leave administration, as well as all administration and procedures incidental to human resources information system inclusive of employee appointments and terminations.

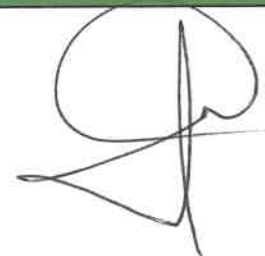## 4.9KEY PERFORMANCE AREA 9: HUMAN RESOURCES RELATED POLICIES AND PROCEDURES

Human Resources policies and procedures provide guidelines on employer-employee relationships which impart on acceptable norms of behaviour and create a suitable working environment

5. SITUATIONAL ANALYSIS

This section provides a situational analysis report in relation to the HRM key performance areas and with specific focus to organisational, compliance and risk levels.
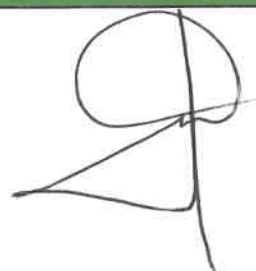
5.1 Our Approach – Human Resources Residual Risk

The table below is to be used to assist in quantifying the residual risk gap of a particular risk and the mitigation factors thereof:

Residual risk exposure	Risk acceptability	Proposed actions	Factor	Monetary Quantification
Critical	Unacceptable	Take action to reduce risk with highest priority, accounting officer/chief executive officer and executive authority/accounting authority attention.	80	≥ 5% of Budget or Income
Major	Unacceptable	Take action to reduce risk with highest priority, accounting officer/chief executive officer and executive authority/accounting authority attention.	60	≥4% <5% of Budget or Income
Moderate	Unacceptable	Take action to reduce risk, inform senior management.	35	≥3% <4% of Budget or Income
Minor	Acceptable	No risk reduction - control, monitor, inform management.	20	≥ 2.5% <3%of Budget or Income
Insignificant	Acceptable	No risk reduction - control, monitor, inform management.	10	2% of budget or income
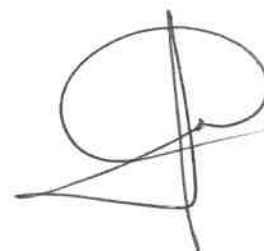
6.HUMAN RESOURCES ANALYSIS

6.1. Workforce Planning

POSITION	CURRENT SUPPLY				FUTURE SUPPLY			
	CEO	BTO	CSHR	EDP	CEO	BTO	CSHR	EDP
Top Management (L 0 – 1)	1	0	0	0	0	0	0	0
Senior Management (L 2- 4)	0	1	1	1	0	0	0	0
Middle Management (L 4-6)	0	2	1	1	1	0	2	1
Junior Management (L 7-12)	1	3	0	0	2	0	2	1
Semi-Skilled (L 13- 16)	0	2	0	0	2	0	4	2
Unskilled (L 17-18)	0	0	2	0	1	0	2	1

6.2 Overall Vacancy Rate per Department

Department	No of Posts	No of posts filled	No of Vacant posts	VACANCY RATE CURRENT	Current Residual risk exposure	PRIORITY 2023/2027	VACANCY RATE IF IMPLEMENTED	Residual risk exposure
CEO	4	3	1	25%	Moderate	1	0%	25%
BTO	7	5	2	28.57%	Moderate	1	14.29%	14.28%
CSHR	7	2	5	71.43%	Major	2	42.86%	28.57%
EDP	4	3	1	25%	Moderate	1	0%	25%
TOTALS	22	13	9	40.91%		5	81.82%	40.91%

6.3. Age Profile per Workforce

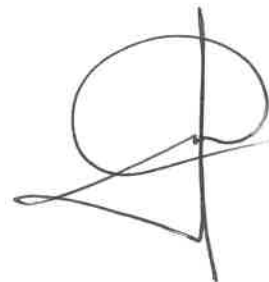| AGE	CEO	BTO	CSHR	EDP	Number	% of Workforce
< 20	0	0	0	0	0	0%
20-24	0	0	0	0	0	0%
25-29	1	0	1	0	2	15.39%
30-34	1	2	0	0	3	23.08%
35-39	0	2	1	0	3	23.08%
40-44	1	0	0	1	2	15.38%
45-49	0	0	1	1	2	15.38%
50-54	0	0	0	0	0	0%
55-59	0	0	0	0	0	0%
60-64	0	0	1	0	1	7.69%
TOTAL	3	4	4	2	13	100%

6.4. EMPLOYMENT EQUITY REPRESENTATION AS PER OCCUPATIONAL LEVEL AND FIVE-YEAR TARGETS

Occupational Levels		Male				Female				Foreign Nationals		Totals
		A	C	I	W	A	C	I	W	Male	Female	
Top Management (L 0 - 1)	Target	0	0	0	0	0	1	0	0	0	0	1
	Current	0	0	0	0	0	1	0	0	0	0	1
Senior Management (L 2 - 3)	Target	1	0	0	0	0	0	0	0	0	0	1
	Current	1	0	0	0	0	0	0	0	0	0	1
Middle Management (L 4 - 6)	Target	1	0	0	0	2	1	0	0	0	0	4
	Current	1	0	0	0	2	1	0	0	0	0	4
Junior Management (7 - 12)	Target	2	0	0	0	3	0	0	0	0	0	5
	Current	2	0	0	0	3	0	0	0	0	0	5
Semi-Skilled Management (L 13 - 16)	Target	0	0	0	0	0	0	0	0	0	0	0
	Current	0	0	0	0	0	0	0	0	0	0	0
Unskilled Management (L 17 - 18)	Target	0	0	0	0	2	0	0	0	0	0	2

	Current	0	0	0	0	2	0	0	0	0	0	2
TOTAL	Target	1	1	0	1	3	1	1	1	0	0	9
TOTAL	Current	4	0	0	0	7	2	0	0	0	0	13
SHORTFALL ON TARGET		25%	100%	100%	100%	42.86%	50%	100%	100%	100%	100%	30.77%
ACHIEVED TARGET		75%	0%	0%	0%	57.14%	50%	0%	0%	0%	0%	69.23%

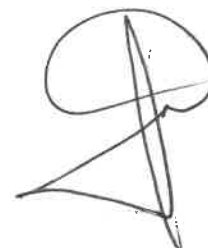## 6.5. EMPLOYEE QUALIFICATION PROFILE

C1 QUALIFICATION PROFILE

QUALIFICATION PROFILE

Occupation Category	Ofo Code	Occupation	Below NQF Level	NQF Level 1	NQF Level 2	NQF Level 3	NQF Level 4	NQF Level 5	NQF Level 6	NQF Level 7	NQF Level 8	NQF Level 9	NQF Level 10	Other	Total
MANAGERS		Executive Director	0	0	0	0	1	1	1	1	1	0	0	0	5
MANAGERS		Chief Financial Officer	0	0	0	0	1	0	1	1	0	0	0	0	3
MANAGERS		Manager Strategic Project Investment	0	0	0	0	1	0	1	1	1	1	0	0	5
MANAGERS		Manager Corporate Services	0	0	0	0	1	0	1	1	1	0	0	0	4
MANAGERS		Manager Economic Development & tourism	0	0	0	0	1	0	1	0	0	0	0	0	2
Total of Managers			0	0	0	0	5	1	5	4	3	1	0	0	19
PROFESSIONALS		Supply chain clerk	0	0	0	0	1	1	1	0	0	0	0	0	3
PROFESSIONALS		Human resource officer	0	0	0	0	1	1	1	1	0	0	0	0	4
PROFESSIONALS		Supply chain officer	0	0	0	0	1	1	1	0	0	0	0	0	3
PROFESSIONALS		Strategic excutive support	0	0	0	0	1	0	1	1	1	1	0	0	5
PROFESSIONALS		Financial accountant	0	0	0	0	1	0	1	1	1	0	0	0	4
PROFESSIONALS		Internal audit Specialist	0	0	0	0	1	0	1	1	0	0	0	0	3
PROFESSIONALS		Administration assistant	0	0	0	0	1	0	1	0	0	0	0	0	2
Total of Professionals			0	0	0	0	7	3	7	4	2	1	0	0	24
ELEMENTARY OCCUPATIONS		General Workers	1	0	0	0	0	0	0	0	0	0	0	0	0
ELEMENTARY OCCUPATIONS		General cleaners	1	0	0	0	0	0	0	0	0	0	0	0	0
Total of Elementary Occupations			1	0	0	0	0	0	0	0	0	0	0	0	2

7. EXISTING HUMAN RESOURCES POLICIES AND PROCEDURES

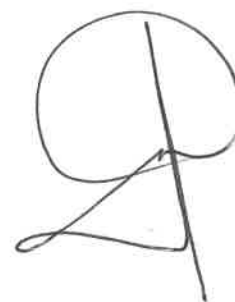| POLICY	OBJECTIVES
Allowances Policy	To provide a framework for acting allowance; cell phone allowances; critical/scarce skills allowance; To set out the basis for the payment of a subsistence and travel allowance for the purposes of such official travelling (Travel allowance versus usage of fleet vehicles); Board Allowance; etc.
Code of Conduct Policy	Inclusion of Financial Disclosure annually by all employees and Board members and confidentiality agreements to be signed by all employees
Dress Code and Protective Clothing Policy	To ensure that the Agency employees including the EPWP dress suitably and professionally for the environment in which they are executing their daily tasks and in adherence to OHS.
Recruitment and Selection Policy	Guide and manage recruitment and placement of personnel and the induction process of new employees, to give guidance for proper performance of the Agency, its departments and its functionaries. To guidelines termination process as per BCEA and Collective Agreement.
Human Resource Development Strategy	Imbedded into the HRD Strategy is the HR Strategy as well, which will put in place mechanisms in the form bursary programme, training and upskilling existing employees; retaining skilled human capital and to provide training to the Community relating to shortage of scarce skills e.g. plumbing; electrical, etc. elaborates on the following: -

	Career and Succession Planning: To promote Personal Development Plans in-line with Performance Management of all employees, to create an on-going supply of well trained, broadly experienced, well-motivated employees who are ready to step into key positions as needed
	Training and Development: To provide a framework for aligning training needs with the strategic objectives of the Agency.
	Student Trainees in Scarce Skills: To give opportunity to candidates from disadvantaged communities who have the potential but because of their financial status cannot afford to pay for their tertiary education
	Experiential Training: To create a framework for establishment of an experiential training programme within the Agency.
Leave Management Policy	To regulate all forms of leave that are accrued and due to employees as a benefit.
	To regulate leave encashment requests – align with BCEA and Collective Agreement
	To outline procedures to be followed for the granting and taking of leave
Inclement Weather Policy	To provide regulations for managing work environment on bad weather days.
Records Management Policy	Records Management database of all documentation; Electronic Document Management System; To manage archive system together with Dept. of Arts and Culture
Anti-Fraud & Anti-Corruption Policy	Anti-Fraud and Anti-Corruption Policy, Internal Audit in order to comply with Auditor General

Risk Management Policy	Risk Management and Internal Audit in order to comply with Auditor General
HGDA Employee Assistance Policy	To lay a foundation for sustainable, participatory and penetrating Employee Assistance Programmes (EAP) and Employee Wellness Programmes (EWP) in conjunction with **employee's** medical aid auxiliary services where deemed necessary, elaborates on the following: - Bereavement and Funeral: To provide a framework for management of the bereavement processes for a deceased employee. Substance Abuse: To minimize/eliminate the abuse and dependence on Alcohol and/or Drugs amongst employees and to assist, where possible, in the rehabilitation of those who have an alcohol and/or drugs problem. Sexual Harassment: To provide appropriate procedures to deal with problems of harassment and prevent its recurrence. Staff HIV & AIDS: To minimise the impact of HIV AND AIDS within the Agency at all levels of employment by supporting national efforts to minimise the spread of the virus and to provide support for employees who are affected and/or infected by the virus.
Performance Management Policy	Performance Management System for both OPMS and IDPM
Remuneration Policy	To create an internal legitimate framework for remuneration practices within the Agency. Promotion: Provide guidelines for promotion and transfer of employees.

	Overtime: To regulate circumstances under which overtime worked and converted to time-off and or unpaid hours or days within the Agency.
Payroll Policy and Payroll Procedure Manual	**To provide a constructive and meaningful set of requirements for managing the agency's payroll**
Termination Policy	Guidelines on termination process as per BCEA and Collective Agreement
Occupational Health and Safety Policy	To provide guidelines and procedures in line with the Occupational Health and Safety Act within the Agency

8. AREAS OF FOCUS
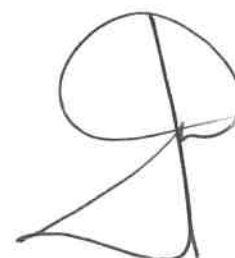
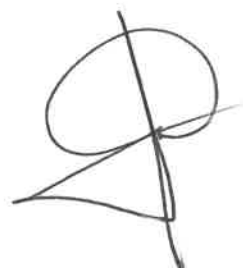| Issue	Context and Implications	Solutions or Considerations	Responsibility
Prioritisation of internal staff and locals for employment	• Prioritisation of internal staff should have a positive spin off on employee perceptions and engagement in general. • Prioritisation of locals for employment will impact Local Economic Development, which is one of the key delivery drivers for the HGDA. It will also promote positive relations with the local community.	Full implementation of the Recruitment and Selection policy as relates to advertising internally first, then external, where applicable; as this is already provided for in the said policy.	Manager CS & HR Staff

Treasury's regulations on competence	• National Treasury has issued regulations around competence levels of certain job levels which require compliance. • The HGDA has individuals particularly managers and Finance Officials that are affected, i.e., not compliant and they need to be supported to achieve compliance.	Individuals affected will be assisted to comply, i.e., undertake relevant development interventions.	Manager CS & HR Staff
People management capability of Line Management	• Limited ability of Line Management to manage people matters is a disadvantage. It destabilises employee relations, dampens staff morale and adversely affects performance.	All line management (middle and supervisory) need to undergo HR related interventions.	Manager CS & HR Staff
Budget and resourcing limitations	• There is a significant lack of capacity (some department still have high vacancy rate). • Budget is generally cited as the reason for sub- optimal capacity. • These limitations affect level of output and exert substantial pressure on existing staff.	The organisational structure needs to be reviewed, with delivery priorities being key bases for resourcing requirements. Positions should then be prioritised accordingly. This will be implemented during manpower planning process that takes place twice a year.	Manager CS & HR Staff

Appointment decisions	There are performance limitations where individuals that are not suitably qualified get appointed (Mismatch).	Recruitment and selection practices need to ensure that all appointments conform to minimum requirements.	Manager CS & HR Staff
Capacitating staff (skills development)	There are pockets of common themes where staff needs to be developed. The Skills Audit conducted for 2022//2023 and 2023/2024 highlighted some of these.	All critical skills development needs, individual or group based, need to be captured into the Workplace Skills Plan (WSP) and executed in line therewith.	Manager CS & HR Staff
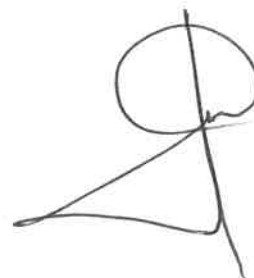
ISSUE	CONTEXT AND IMPLICATIONS	SOLUTIONS OR CONSIDERATIONS	RESPONSIBILITY
Employee Assistance Programme (EAP)	In the context of the dynamic and challenging socio-economic environment, staff in general should benefit substantially from workplace-based assistance interventions and in conjunction with or usage of the employees' auxiliary services on their medical aid.	The EAP programme needs to be established and relevant policy has been developed.	Manager CS & HR Staff
Culture	There are cultural issues that impact performance and workplace relations negatively.	Induction and re-induction to socialise staff to the ideal culture and expected standards. Following are some of the initiatives that could be established to influence and instil culture: • Teambuilding • Social Club • Strategic planning sessions • Wellness programmes. Leaders do need to lead by example and model the desired behaviours.	Manager CS & HR Staff

ISSUE	CONTEXT AND IMPLICATIONS	SOLUTIONS OR CONSIDERATIONS	RESPONSIBILITY
Remote location of the HGDA.	Due to its remote location, the HGDA has limited access to professional expertise (service providers), who are generally centralised in bigger metropolitan regions. The location also presents challenges in attraction and retention of talent. Limited budget is also not helping with both these challenges.	A consideration to implement the retention strategies adopted by HGDA so as to retain institutional memory. e.g., attractive advertising, including indication of pay range, instead of minimum of pay scale on the adverts.	Manager CS & HR Staff
Awareness around matters pertaining to benefits	Staff tends to neglect administrative matters that relate to their benefits. This generally presents challenges when claims have to be submitted.	Organising presentations from benefit administrators, e.g., provident fund on a quarterly basis. Constant awareness interventions, e.g., at labour meetings.	Manager CS & HR Staff

ISSUE	CONTEXT AND IMPLICATIONS	SOLUTIONS OR CONSIDERATIONS	RESPONSIBILITY
'Paperless'	The idea is to modernise operations by adopting time and cost-efficient means of operating. Digitising operations, where appropriate and practical, is also a positive contribution to the "Green Economy"	Infrastructure will have to be upgraded for a new digital processing of records; however, the manual record keeping needs to be mastered first. Staff would be capacitated from a competence point of view to use newly adopted technologies, such as, EDMS (Electronic Document Management System)	Manager CS & HR Staff

9. SWOT ANALYSIS and SWOT STRATEGIES

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was undertaken for two reasons, namely:

- As part of the information gathering process that provided the basis for strategic conclusions and decisions. To enable the HR team to meaningfully gauge its capability of successfully adopting and effectively discharging responsibilities implied in the strategy and to devise conscious measures to improve capability where there are gaps.

In this analysis, the four dimensions of the model were unpacked. In respect of each point identified, a broad strategy is proposed to either mitigate the effect of the issue or to capitalize on any positive aspect(s), as applicable. The detail follows in the tables below:

STRENGTH	CONTEXT	CAPITALISING MEASURES
A diligent and committed team	Although the team recognises that it has a way to go in building full capability in the function, current commitment and willingness represent "half the battle won".	The commitment and willingness should be proportionately channelled to self-development efforts, to build required Capability for the long run.

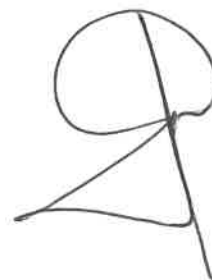| WEAKNESSES	CONTEXT	CAPITALISING MEASURES
HR professional training	Not all team members have HR as formal trade. Whilst the team is still growing professionally, it should be anticipated that there will be challenges, which might warrant creative approaches to work demands, e.g., Selective outsourcing of certain HR processes/services.	Being registered HR Professionals with a recognised affiliation body Optimise transfer of knowledge and expertise where practical. A conscious effort to continually develop required competence. Learning from and sharing best practice sharing with colleagues from similar environments, e.g., comparative agencies.
OPPORTUNITY	**CONTEXT**	**CAPITALISING MEASURES**
Programmes and initiatives	The HR Department has opportunity to build or enhance its credibility and inspire confidence of various stakeholders in the organisation by effectively championing its initiatives and programmes and celebrating success and value thereof. These programmes and initiatives include, but are not limited to: Employee Assistance Programme (EAP)	Providing reports on progress to various stakeholders, at opportune events and sittings. Visibly marketing and celebrating positive results.

	Occupational Health and Safety (OHS) initiative Skills Audit HRD Strategy Success will also have positive effect of staff attraction and retention.	

THREAT	CONTEXT	COUNTER-MEASURES
Decision making	HR is not the ultimate decision-making body in matters pertaining to employees within the HGDA.	To support the Manager HR in effectively and meaningfully driving the HR value proposition at all levels of the organisation, the Department to demonstrate value to the organisation via various avenues (refer to measures in the preceding page, SWOT - Opportunities).
Resource limitations	Limited budget and other constraints do impact the performance of the HR Department, and in most instances, this is not within control of the Department.	The Department has to continuously strive to demonstrate value and Return of Investment (ROI) for its initiative and interventions, that way strengthening its case for better budget/resource allocations.
Obsolescence and irrelevance	HR organisations do suffer from the tendency to neglect changing demands and conditions and in the process, end up operating or employing HR processes and systems that are obsolete, irrelevant and sometimes valueless.	Annual strategy review and/or similar opportunities may be used to calibrate relevance and value of HR practices and processes.

10. CONCLUDING NOTES

Every effort was made to generate as broad as possible a pool of environmental issues that impact HR and have strategic implications. However, the issues identified and accordingly provided for in the strategy are not exhaustive. Given the dynamic nature of the business environment, owners and implementers of this strategy need to be continuously on the lookout for emerging trends that might have as much or more severe implications for HR and HRD practices, as issues already identified.

The same applies in terms of HR best practice. An attempt must be continuously made to ensure that this strategy simulates best practice in the field of HR, however, an emergence of new demands and trends necessitates an agile approach to HR strategic and operational management. It is also important to acknowledge that best practice is not always 'best practice for everyone' or 'best practice for every situation'. As such, the merits and applicability of every best practice identified must be evaluated with care and where necessary, best practiced should be customized to the HGDA's circumstances and requirements.

To make the strategic planning a worthwhile and valuable exercise, the implementation imperatives indicated in this document are worthy of note. Adherence thereto would increase the chances of success overall.

"A polycentric resource abundant investment gateway, with absolute transformative regional growth and development by 2063"