



HUMAN RESOURCE MANAGEMENT STRATEGY
JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY

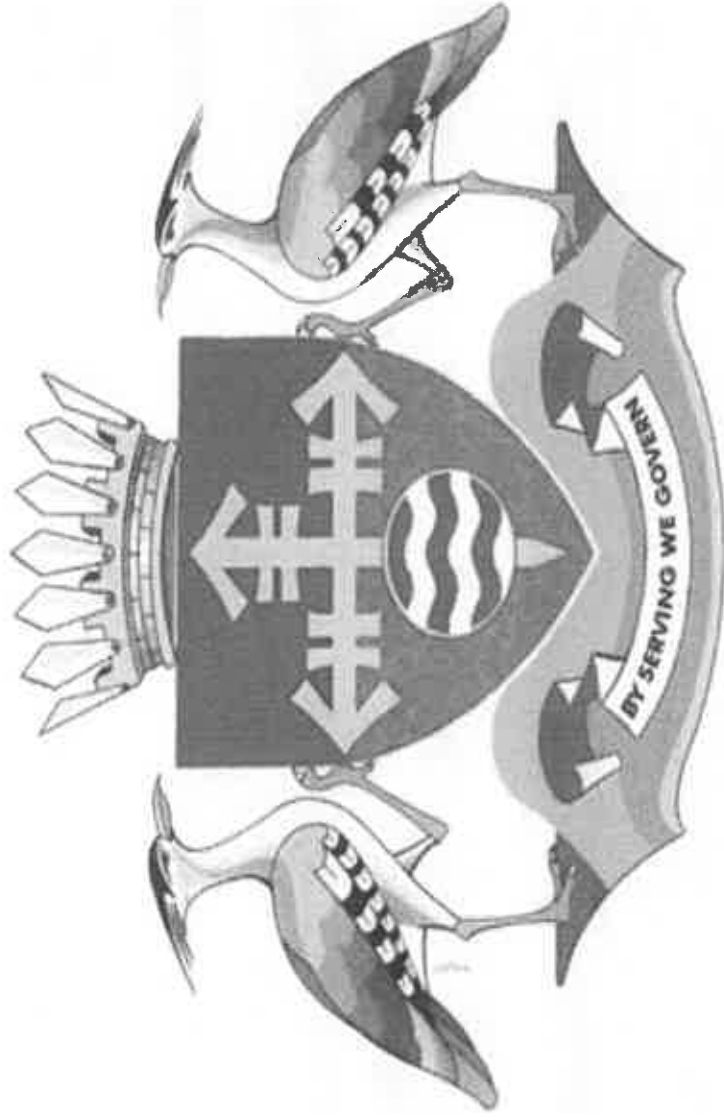
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MUNICIPAL MANAGER


SPEAKER

MR. I.E AISENG
JOHN TAOLO GAETSEWE
DISTRICT MUNICIPALITY
SPEAKER

JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY



HUMAN RESOURCE MANAGEMENT STRATEGY/PLAN

2023-2028

HUMAN RESOURCE STRATEGY/ PLAN

APPLICATION

The Strategy covers all employees, managers, senior managers of the John Taolo Gaetsewe District Municipality.

PURPOSE

The HR strategy aims at integrating a municipal's culture, its employees and systems by coordinating a set of actions to get the required municipal goals. Therefore it must be aligned to municipal's mission, vision and goals. It is also a designation for long-term plan created to achieve the objectives in the field of human resource and human capital management and development in the John Taolo Gaetsewe District Municipality. It helps to unify and direct the behaviour and actions of all people and their overall development in accordance with the needs of the organisation. It allows a meaningful planning and management of all work with human resources

- It sets out the overall system of recruitment – Defines processes, responsibilities and requirements on recruitment and staff selection
- Defines requirements on staff training and qualification development
- Establishes an overall system of HR development

Furthermore, the strategy, processes and procedures are a must have for every functional institution or business with the purpose of preserving its ability to serve the public, clients, attract and retain satisfied employees, conducive work environment and to reach institutional set objectives through logical and consistent management decision making process, further that they serve as:

- Basic Communication Tool
- Staff and Management induction and development resource
- Formal policy framework within which the municipality can make decisions on important or sensitive issues in a fair and consistent manner, and
- A written documentation of the Municipality's commitment to its employees, positive labour relations, health and safety.



Legislative Framework

- Employment Equity Act No.55 of 1998 as amended
- Labour Relations Act No. 66 of 1995 as amended
- Basic Conditions of Employment Act No. 75 of 1997 as amended
- Municipal Finance Management Act No. 56 of 2003 as amended
- Local Government Municipal Systems Amendment Act 44 of 2003 and subsequent Amendments
- Skills Development Act No. 97 of 1998 as amended
- Municipal Staff Regulations of 2021

CONSIDERATIONS:

In developing its Human Resource Management Strategy, the following factors were taken into consideration

- The Municipality's vision, mission statement
- Strategic Objectives as reflected in the approved IDP & SDBIP
- Municipality's financial position
- Specific and broad expectations of the stakeholders i.e Councillors, staff and the community

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1. Human Resource & Organisational Management

1.1 Post Establishment

The John Taolo Gaetsewe District Municipality has a reviewed Post Establishment which is aligned with the core service delivery areas in the Integrated Development Plan (IDP).

MUNICIPAL STRATEGIC OBJECTIVES PER KEY PERFORMANCE AREA (KPA's), CORE AND SUPPORT FUNCTIONS, LINKED TO THE STAFF ESTABLISHMENT ARE AS FOLLOWS:

FUNCTION	CORE FUNCTIONS	COUNT OF POSITIONS
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	<p>STRATEGIC OBJECTIVES</p> <ul style="list-style-type: none"> To enhance the skills of young professionals in the built environment 	<p>Infrastructure Interns (ISDG) Infrastructure Interns (ISDG) Infrastructure Interns (ISDG) Infrastructure Interns (ISDG) Infrastructure Interns (ISDG) Town Planning Interns (ISDG) Town Planning Interns (ISDG) Town Planning Interns (ISDG) Town Planning Interns (ISDG) Town Planning Interns (ISDG) Land Surveyor Intern (ISDG) GIS Intern (ISDG) Quantity Surveyor Intern x1 (ISDG) Manager GIS Gr 4</p>
	<ul style="list-style-type: none"> To ensure effective strategic integrated sustainable development planning in the district 	<p>Manager: Strategic Planning & Organisational Performance GR 3 Snr. IDP & OPMS Officer Gr 4 "PMS Officer</p>

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	<ul style="list-style-type: none"> To promote integrated human settlement planning 	<p>Gr 6" "IDP Officer Gr 6" Town Planner Officer Gr 6 Town Planning: Intems Town Planning: Intems Roads Planning Officer Gr 10 Roads Planning Officer Gr 10 Roads Planning Officer Gr 10 Town Planner Gr 4 Manager: PMU Gr 4 Manager: EPWP Gr 4 Jnr. Engineer Gr 6 EPWP Coordinator Gr 6 Project Co-ordinator Gr 6 BSI Administrator Gr 7 Assistant Project Coordinator Gr 8 Engineering. Assistant x2 Gr 8 Engineering. Assistant x2 Gr 8 Assistant Tech Gr 11 BS & IS Receptionist Gr 11 Assistant Coordinator Gr 11 Project Administrator (ISDG) Secretary Gr 7 Snr. Human Settlements Officer Gr 4 Snr. HS Officer Gr 6 Housing Admin Officer Gr 8 Housing Clerk Gr 10 Housing Clerk Gr 10 Housing Clerk Gr 10</p>
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	<ul style="list-style-type: none"> To promote adequate housing to residents of the district To provide disaster Management Services 	<p>Housing Clerk Gr 10 HSS & Admin Clerk: Housing Gr 10 HSS & Admin Clerk: Housing Gr 10 Consumer Education Gr 13 (HS Grant) Consumer Education Gr 13 (HS Grant) Consumer Education Gr 13 (HS Grant) Housing Specialist Gr 6 Project Co-ordinator Gr 6</p> <p>Head: Disaster Management Centre Gr 3 "Chief Fire & Emergency Service Officer Gr 4" "Snr Fire/ Emergency Serv Officer Gr 6" Snr. Radio Operator Gr 8 Community Awareness Officer Gr 8 Administrator: Disaster Management Gr 10 Radio Operators Gr 10 Radio Operators Gr 10 Radio Operators Gr 10 Radio Operators Gr 10 Radio Operators Gr 10 Administrator: Disaster Management Gr 13 Junior Radio Operators Gr 13 Junior Radio Operators Gr 13 Junior Radio Operators Gr 13 Junior Radio Operators Gr 13</p>
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	<ul style="list-style-type: none"> To provide municipal health services to the communities of the district 	<p>Junior Radio Operators Gr 13 Junior Radio Operators Gr 13 Community Awareness Clerk Gr 13 Community Awareness Clerk Gr 13 Community Awareness Clerk Gr 13 Chief Environmental Officer Gr 4 Snr. EHP Gr 5 Snr. EHP Gr 5 Snr. EHP Gr 6 Snr. EHP Gr 6 Snr. EHP Gr 6 Snr. EHP Gr 6 Snr. EHP Gr 6 Snr. EHP Gr 6 Snr. EHP Gr 6 Environmental Health Practitioners Gr 7 Environmental Health Practitioners Gr 7 Environmental Health Practitioners Gr 7 Environmental Health Practitioners Gr 7 Environmental Health Practitioners Gr 7 Environmental Health Practitioners Gr 7 Junior - Environmental Health Practitioners Gr 7 Junior - Environmental Health Practitioners Gr 7 Junior - Environmental Health Practitioners Gr 7 Junior - Environmental Health Practitioners Gr 7 Junior - Environmental Health Practitioners Gr 7 Junior - Environmental Health Practitioners Gr 7</p>
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	<ul style="list-style-type: none"> To promote achievement of a clean annual audit outcome for all municipalities in the District To promote good intergovernmental relation in the District To promote oversight and public accountability 	<p>Communications Officer 10 Jnr Communications Officer 13</p> <p>Risk Officer Gr 6 Risk Clerk Gr 10 Risk Intern Manager: Internal Audit Gr 4 Snr. Internal Auditor Gr 6 Snr. Internal Auditor Gr 6 Internal Auditor Gr 7 Internal Auditor Gr 7 Internal Audit Clerks Gr 10 Internal Audit Clerks Gr 10 Intern Auditor (Interns) Intern Auditor (Interns)</p> <p>Manager: Marketing & Communications Gr4 Strategic Manager Gr 4</p> <p>Municipal Manager Director: Corporate Services Chief Financial Officer Director: Development and Town Planning Director: Basic Services & Infrastructure Director: Community Development Services "Manager: Office of the Mayor: Gr 4" "Administrative Secretary Office - Executive Mayor: Gr 6"</p>
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	<ul style="list-style-type: none"> To promote the interests and rights of targeted groups- women, children, youth, disabled, elderly 	<p>"Administrative Secretary Office of the Speaker: Gr 6" MPAC Coordinator - Gr 13</p> <p>"Manager: Special Programme Gr 4" "Special Programme Coordinator: Gr 6" Youth Coordinator Gr 8 Coordinator Moral Regeneration , Women, People with Disability Gr 8</p>
<p>LOCAL ECONOMIC DEVELOPMENT</p>	<ul style="list-style-type: none"> To ensure effective strategic integrated sustainable development planning in the District 	<p>"Manager: Special Programme Gr 4" "Special Programme Coordinator: Gr 6" Youth Coordinator Gr 8 Coordinator Moral Regeneration , Women, People with Disability Gr 8 Manager: Strategic Planning & Organisational Performance GR 3 Snr. IDP & OPMS Officer Gr 4 "PMS Officer Gr 6" "IDP Officer Gr 6" Town Planner Officer Gr 6 Town Planning: Interns Town Planning: Interns 3 x Roads Planning Officer Gr 10</p>

	<ul style="list-style-type: none"> To promote local economic development 	<p>3 x Roads Planning Officer Gr 10 3 x Roads Planning Officer Gr 10 Town Planner Gr 4 Manager Economic Dev Gr 4 Manager: CRDP Gr 4 Economics Officer Gr 6 Tourism Officer Gr 6 CRDP Officer Gr 6 LED Officer Gr 8 Tourism Clerk Gr 10 JNR CRDP Officer Gr 8 Commonage Care Taker Gr 8 Enterprise Development Officer Gr 10 CRDP Clerk Gr 13 Intern - Economics General Assistant: Farm Gr 13 General Assistant: Farm Gr 13</p>
<p>FUNCTION MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY</p>	<p>SUPPORT FUNCTION STRATEGIC OBJECTIVES To promote and enhance the financial viability of the District Municipality</p>	<p>Count of POSITIONS Head: SCM & Expenditure Management Gr 3 BTO Administrator - GR 4 Man: Budget, Reporting & Compliance Gr 4 Man: Financial Reporting and Support Gr 4 Man: Revenue & Assets Gr 4 Snr Officer: Expenditure Management & Payroll Gr 4 Accountant Financial Reporting Gr 6</p>

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"Accountant: Revenue & Assets
 Gr 6"
 Accountant Revenue Gr 6
 Supply Chain Management Officer Gr 6
 "Administration Officer : Expenditure
 Management & Payroll
 Gr 6"
 Snr Clerk Budget, Reporting &
 Compliance Gr 8
 Snr Clerk - Financial Reporting Gr 8
 Snr Clerk Assets Gr 8
 Snr Clerk Assets Gr 8
 Snr Clerk Assets Gr 8
 Snr Clerk Assets Gr 8
 Snr Clerk: Revenue Gr 8
 Snr Clerk: Logistics Gr 8
 Snr Clerk Expenditure Management &
 Payroll Gr 8
 Snr Clerk: SCM Compliance Gr 8
 Clerk Budget, Reporting & Compliance
 Officer Gr 10
 Clerk: Revenue Gr 10
 Clerk: SCM Acquisition Gr 10
 Clerk: Expenditure Gr 10
 Clerk: Payroll Gr 10
 MFMIP Interns
 MFMIP Interns
 MFMIP Interns
 MFMIP Interns
 MFMIP Interns

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MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

- To provide opportunities for the development of employees and councillors

Manager : Skills Dev Gr 4
SDF Assistant Gr 10

- To provide integrated human resource service

Legal Advisor Gr 4
Protocol Security - Executive Mayor Gr 6
Protocol Driver: Speaker Gr 6
Adm Off: MM's Office Gr 6
Driver/Messenger Gr13
Facilities Manager Gr4
Manager: Council Administration Gr 4
Manager: Human Resource Gr 4
Manager: IPMS - IDPMS Gr 4
Administration Officer
HR Officer Gr 6
Perf Man Officer Gr 6
Admin Clerk Gr 8
Auxillary & Maintenance Clerk Gr10
HR Assistant Gr 10
Receptionist Gr 11
Office Attendants GR 13
Office Attendants GR 13
Office Attendants GR 13
Office Attendants GR 13
Office Attendants GR 13
General Assistant GR 13
General Assistant GR 13
General Assistant GR 13
Logistics Clerk Gr 13
Fleet Clerk Gr 13
PMDS Assistent Gr 13

	<ul style="list-style-type: none"> To provide IT services To provide record management services 	<p>General Worker Gr 13</p> <p>ITC Manager Gr 4</p> <p>IT Officer GR 6</p> <p>IT Technician GR 6</p> <p>IT Clerk Gr 10</p> <p>Records Manager Gr 4</p> <p>Snr. Registry Clerk: Gr 6</p> <p>Registry Clerks Gr 8</p> <p>Registry Clerks Gr 8</p> <p>Registry Clerks Gr 8</p>
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As required by the municipal staff regulations, the organisation design metrics with 4 key dimensions of the organisation's design are as follows:

a. STRUCTURAL LAYER

STRUCTURAL LAYER	POSITION	NO. OF POSITIONS	% POSITIONS	PER
1	MUNICIPAL MANAGER	1	0.4%	
2	DIRECTOR	5	2,2%	
3	MANAGER	34	15.0%	
4	SUPERVISOR	38	16.7%	
5	SUBORDINATE	121	53.3%	
6	INTERN	28	12.3%	
GRAND TOTAL		227	100%	

b. STRUCTURAL SHAPE

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STRUCTURAL SHAPE	NO OF POSITIONS	AS a % of POSITIONS
MANAGERIAL	31	14%
OPERATIONAL	128	56%
SPECIALIST	62	27%
STRATEGIC	6	3%
GRANT TOTAL	227	100%

c. SPAN OF CONTROL PER ROLE

MUNICIPAL MANAGER	14
DIRECTORS	2-9
DIVISIONAL MANAGERS	N/A
MANAGERS	1-4
SUPERVISORS	1-12

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d. EMPLOYEE RATIOS

Core: Support – 67:33

The following Table constitutes the current Departments and Functions (Votes):

MUNICIPAL TOP STRUCTURE

VOTE	FUNCTIONS	POSITION	NUMBER OF POSITIONS
1	EXECUTIVE AND COUNCIL: OFFICE OF PUBLIC OFFICE BEARERS	Chairperson: Community Development Services Chairperson: Finance & Corporate Services Chairperson: Infrastructure & Basic Services Chairperson: Local Economic Development Chairperson: Mun Pub Acc Committee Executive Mayor Speaker	1 1 1 1 1 1 1 1 1
1	Municipal Manager, Town Secretary & Chief Executive:	Municipal Manager	1

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	Municipal Manager's Office		
2	Finance and Administration: Budget & Treasury Corporate Services	Chief Financial Officer Director Corporate services	1 1
3	Governance Function Office of the Public Office Bearers	Audit & Performance Committee	1
4	Development and Town Planning Basic Services & Infrastructure	Director Basic Services & Infrastructure	1
	Development & Planning	Director Development & Planning	1
6	Community Services Community Development Services	Director Community Development Services	1
Grand Total			14

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MUNICIPAL VOTES/FUNCTIONS & SUB-FUNCTIONS PER DEPARTMENT

VOTE	FUNCTIONS	POSITION
1	Municipal Manager, Town Secretary & Chief Executive: Municipal Manager's Office	Municipal Manager Political Office Risk Management
2	Finance and Administration: Budget & Treasury Corporate Services: Budget & Treasury Office	 Asset Management Budget & Reporting CFO FMG Supply Chain Management Administration Director Corp

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		Human Resources Information Tech Registry
3	Governance Function: Office of the MM	Internal Audit
4	Development & Planning: Basic Services & Infrastructure	Director :BSI ISDG Project Managemnt RRAMS
	Development & planning	Director LED Local Econ Dev Rural Dev Strategic Plan &De
6	Community Services: Comm Dev Serv	Director CDS Disaster Management
7	Housing: Basic Services & Infrastructure	Housing ISDG Project Management

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8	Health Services: Comm Dev Service	Municipal Health Services
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SUMMARY OF THE PROPOSED CHANGES

- DEPARTMENTS AND FUNCTIONS REALIGNMENT
- MUNICIPAL VOTES/FUNCTIONS & SUB-FUNCTIONS PER DEPARTMENT

		2022/23			2023/24		
VOTE	FUNCTIONS	SUB-FUNCTIONS	POSITIONS	VOTE	FUNCTIONS	SUB-FUNCTIONS	POSITIONS
1	Municipal Manager, Town Secretary & Chief Executive: Municipal Manager's Office	Municipal Manager Political Office Risk Management	3 17 3	1	Municipal Manager, Town Secretary & Chief Executive: Municipal Manager's Office	Legal Services Municipal Manager Risk Management Support staff-Public Office bearers	1 1 3 13
2	Finance & Administration: Budget & Treasury Office	Asset Management Budget & Reporting	8 12	2	Budget & Treasury Office	Budget & Treasury Expenditure Finance-Internship Revenue & assets	8 5 5

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3	Governance Function: Office of the MM	Internal Audit	9	3	Governance Function: Office of the MM	Internal Audit	9
4	Development & Planning: Basic Services & Infrastructure	Director BSI ISDG Project Management RRAMS	2 9 16 4	4	Basic Services & Infrastructure	Human Settlements ISDG-Internship RRAMS-Internship Social Development Technical Services	26 14 4 2 1
4	Development & Planning:	Director LED Local Economic Development Rural Development Strategic Planning & Development	1 9 5 5	4	Development & Planning:	Development & Town Planning Geomatics & Spatial Data Management Local Economic Development Rural Development Spatial Planning/Planning and Building Development/Urban Design	1 5 9 5 4

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6	Community Services: Community Development Services	Director CDS Disaster Management	22	2	6	Community Services: Community Development Services	Community Services Disaster(Risk) Management Centre	1
7	Basic Services & Infrastructure	Housing ISDG Project Management	15 6 1	ALIGNED TO VOTE 4				
8	Community Services: Community Development Services	Municipal Health Services	31	8	Community Services: Community Development Services	Municipal Services Health	31	

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POINTS TO BE NOTED:

VOTE 1 – MUNICIPAL MANAGER, TOWN SECRETARY AND CHIEF EXECUTIVE

- Renaming of POLITICAL OFFICE to SUPPORT STAFF PUBLIC OFFICE BEARES
- A new sub-function Legal Services has been introduced in Municipal Manager’s Office

VOTE 2 – FINANCE AND ADMINISTRATION

- Renaming of sub-functions in Budget and Treasury Office

- CFO now is BUDGET & REPORTING
- ASSET MANAGEMENT now REVENUE AND ASSETS MANAGEMENT
- FMG now FINANCE INTERNSHIP
- A new sub-function in Budget & Treasury namely EXPENDITURE
- Renaming of sub-functions in Corporate Services- ADMINISTRATION now EXECUTIVE SUPPORT SERVICES
 - REGISTRY and INFORMATION TECHNOLOGY now merged as INFORMATION SYSTEMS AND TECHNOLOGY
- Two new sub-functions in Corporate Services
 - COMMUNICATIONS
 - FACILITIES MANAGEMENT

VOTE 3 – GOVERNANCE FUNCTION

- No changes

VOTE 4 – DEVELOPMENT AND PLANNING

VOTE 6 – COMMUNITY SERVICES

- Renaming Director DCF as Community Services sub-function
- Renaming Disaster Management to Disaster(Risk) Management Centre

VOTE 7 – HOUSING

- Given their nature, subfunctions now aligned to VOTE 4 – DEVELOPMENT AND PLANNING

VOTE 8 – HEALTH SERVICES



- No changes

PRIORITISATION ON FILLING OF VACANT POSITIONS

The table below outline prioritisation of the filling of the below vacancies for the reviewed staff establishment per financial year. This is done in relation to the municipal budget.

DEPARTMENT	POSITION	GRADE	2023/24	2024/25	2025/26
Community Services	Administrator	10	✓	✓	✓
	Disaster Management				
Basic Services&Infrastructure	Assistant Coordinator	11	✓	✓	✓
	Assistant Tech	11	✓	✓	✓
BTO	Clerk Assets	8		✓	✓
	Clerk Expenditure	10			✓
	Clerk SCM Acquisition	10			✓
Corporate Services	Communication Officer	10	✓	✓	✓
	Community Awareness Clerk	13		✓	✓
Basic Services&Infrastructure	Consumer Education	13			✓
	MM's Office Coordinator	8	✓	✓	
	Moral				

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	Regeneration, Women, People with disability							
Development & Planning	CRDP Officer	8			✓			✓
	CRDP Officer	6			✓			✓
	Entreprise Development Officer	10	✓			✓		✓
Basic Services&Infrastructure	Housing Specialist	6					✓	
Corporate Services	HR Assistant	10	✓			✓		✓
Development & Planning	IDP Officer	6			✓			✓
	Intern Economics							✓
MM's Office	Intern Auditor							✓
Corporate Services	IT Clerk	10	✓			✓		✓
Basic Services&Infrastructure	Junior Engineer	6				✓		✓
Development & Planning	LED Officer	8				✓		✓
BTO	Manager Revenue & Assets	4	✓			✓		✓
Basic Services&Infrastructure	Manager EPWP	4	✓			✓		✓
	Manager PMU	4	✓			✓		✓

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MM's Office	Manager Special Programs	4	✓	✓	✓	✓
BTO	MFMP Intems	5	✓	✓	✓	✓
MM's Office	MPAC Coordinator	6	✓	✓	✓	✓
	Municipal Manager	1	✓	✓	✓	✓
Development & Planning	PMS Officer	6			✓	
Basic Services&Infrastructure	Project Coordinator	6	✓	✓	✓	✓
	Quantity Surveyor Intern	1	✓	✓	✓	✓
Community Services	Radio Operators	10			✓	
Corporate Services	Records Manager	4			✓	
MM's Office	Risk Clerk	10	✓	✓	✓	✓
	Risk Intern				✓	
	Risk Officer	6	✓	✓	✓	✓
	SDF Assistant	10		✓	✓	✓
Basic Services&Infrastructure	Town Planner			✓	✓	✓
	Town Planning Interns(ISDG)		✓	✓	✓	✓
	Town Planning Interns(ISDG)		✓	✓	✓	✓
	Town Planning Interns		✓	✓	✓	✓

MM's Office	Youth Coordinator	8	✓	✓	✓	✓
BTO	Accountant Financial Reporting	6		✓	✓	✓
Community Services	Chief Fire & Emergency Services Officer	4		✓	✓	✓
Development & Planning	Economics Officer	6	✓	✓	✓	✓
Basic Services&Infrastructure	Engineering Assisstant	8	✓	✓	✓	✓
Corporate Services	Facility's Manager	4	✓	✓	✓	✓
	Manager HRD	4	✓	✓	✓	✓
	PMDS Assistant	13				✓
Community Services	Junior EHPs	7		✓	✓	✓
	Senior EHPs	5	✓	✓	✓	✓
	Senior EHPs	6	✓	✓	✓	✓
MM's Office	Legal Advisor	4	✓	✓	✓	✓
BTO	Manager Financial Reporting & Support	4	✓	✓	✓	✓
	Senior Clerk Financial Reporting	8				✓
Basic Services&Infrastructure	Manager GIS	4	✓	✓	✓	✓

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Corporate Services	Manager Marketing & Communications	4	✓	✓	✓
Basic Services&Infrastructure MM's Office	Road Planning Officer	10		✓	✓
	Strategic Manager	4	✓	✓	✓

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RACE AND GENDER DISTRIBUTION WITHIN THE REVIEWED POST ESTABLISHMENT

Post Level	Black		White		Vacancies		TOTAL EMPLOYEES	Black		White	
	Male	Female	Male	Female	Male	Female		Male	Female	Male	Female
Senior Management											
Post Level 0-1	3	2	0	0	5	1	6	50,00%	33,33%	0,00%	0,00%
Middle Management											
Post Level 3	1		2		3	0	3	33,33%	0,00%	66,67%	0,00%
Professionals/Technical											
Post Level 4	5	10	1	0	16	13	29	17,24%	34,48%	3,45%	0,00%
Post Level 5	0	0	0	0	0	2	2				
Post Level 6	6	17	1	2	26	15	41	14,63%	41,46%	2,44%	4,88%
Post Level 7	1	7	0	2	10	16	26	3,85%	26,92%	0,00%	7,69%
Skilled Workers											
Post Level 8	8	9	0	0	17	6	23	34,78%	39,13%	0,00%	0,00%
Post Level 9	0	0	0	0	0	0	0	0,00%	0,00%	0,00%	0,00%
Post Level 10	10	6	1	0	17	17	34	29,41%	17,65%	2,94%	0,00%
Post Level 11	0	2	0	0	2	2	4	0,00%	50,00%	0,00%	0,00%
Elementary Workers											
Post Level 13	15	11	0	0	26	7	33	45,45%	33,33%	0,00%	0,00%
Post Level 15	0	0	0	0	0	0	0	0,00%	0,00%	0,00%	0,00%
Interns fixed	5	4	0	0	9	17	34	14,71%	11,76%	0,00%	0,00%
TOTAL PER GENDER	54	68	5	4	131	96	227	23,79%	29,96%	2,20%	1,76%

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ANALYSIS ON THE EMPLOYMENT EQUITY

It is very clear from the Table above that there is no balance in terms of Gender and Race. At Strategic level the municipality must employ a white female in order to balance the race and the gender issue. At Level 4 the municipality must employ African males so that the gender issue is addressed and also increase the number of whites for both males and females. At level 6 to 11 more males are needed both white and African. There is also a need to balance the race by bringing in white females. At level 13 more females are needed both African and white.

It is also very clear that the issue of disability is not addressed at any level in the municipality. This must be taken into consideration when filling vacant positions.

Workplace Skills Plan (ATR/WSP)

The WSP was developed and implemented according to identified priorities, targets and training needs of the targeted group. The detailed WSP 2023/24 that reflected the intention to capacitate role players within the municipality was submitted to the Municipal Council for adoption and to the Local Government SETA as per regulation.

Policy reviews

BACKGROUND

The following policies were consulted by all stakeholders through policy workshop platform. Inputs were made on policies, in alignment with municipal staff regulations.

- a) Recruitment & Selection
- b) Job Evaluation Policy
- c) Acting & Secondment Policy
- d) Transfer Policy
- e) Performance Management Development Systems Policy
- f) Vehicle Allowance Policy

Outstanding policies to be approved at next Council meeting. These are:-

- Internship & Experiential Learning
- Placement
- Retirement
- Sexual Harassment
- Compassion & Bereavement
- Attendance & Punctuality
- Dress Code
- Training & Development
- Staff Retention



- Transfer
- Job Evaluation
- Employment Equity Plan
- Recruitment & Selection
- Individual Performance Management

REVIEW

The HR Strategy/Plan will be reviewed Quinquennially as per regulations. The progress on the HR Strategy will be reported on HR Implementation Monitoring Report on a quarterly basis.



