

HUMAN RESOURCES



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INTRODUCTION

The driving force behind the Human Resources (HR) Department is mainly the intention to assist the organisation as a whole in winning the war for talent. With its appropriate and potent HR strategy, the organisation is enabled to acquire, nurture and retain top talent, while remaining externally competitive and thereby, motivating employees at all levels to discharge their responsibilities industriously so that the organisation delivers without fail on its strategic objectives and statutory mandate. The HR Department further fulfils this key role through promotion of a positive and an engaging work environment, while identifying and responding to the ever-changing needs of the diverse community of stakeholders that the Department is required to serve.

STRATEGIC OBJECTIVES

The focus of both the HR Department and the organisation as a whole during the 2018/2019 financial year has been on the following HR strategic objectives:

- Recruiting skilled and competent individuals and offer them competitive market related remuneration;
- Making a concerted effort to improve the employment equity profile of the organisation focusing on gender, diversity and People With Disabilities (PWDs);
- Training and developing staff;
- Retaining skilled technical staff in particular and promoting the wellbeing of employees in general; and
- Implementing benchmarked employment best practices and policies and thereby, comply with relevant legislation.

STRATEGIC PRIORITIES AND THE HR DEPARTMENT'S STRATEGY MAP

During the financial year under review, the Department ensured alignment to the organisational strategy. This was done through the review of functional strategic objectives and working against all odds to ensure that they are achieved. The functional strategic objectives referred to, are integrated and summarised in Table 1.

Table 1: HR Functional Strategic Objectives

Objective 1	Objective 2	Objective 3	Objective 4
Recruitment of staff in general and improvement of the organisation's employment equity profile	Training and development of staff	Retention of skilled technical staff in particular and promotion of the well-being of employees in general	Implementation of benchmarked employment best practices and policies, and compliance to relevant legislation

RECRUITMENT OF STAFF AND IMPROVEMENT OF THE EMPLOYMENT EQUITY PROFILE

Looking back over the 2018/2019 period, the HR Department focused its attention on ensuring that vacancies were filled timeously and concurrently, ensuring that set employment equity targets were being achieved in terms of the advancement of designated groups, i.e. women and People With Disabilities (PWDs). The percentage of gender

equity at senior management level remained at 25%, while a decline to 30% was recorded at middle management level. This reduction in the number of women at middle management can be attributed to terminations and delayed filling of posts owing to a temporary moratorium placed on recruitment. Table 2 indicates the distribution of employees who were recruited in terms of occupational levels, race and gender:

Table 2: Recruitment Distribution in Terms of Occupational Level, Race and Gender

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	7	2			1						10
Semi-skilled and discretionary decision making	9	1			15	2		1			28
Unskilled and defined decision making	2				1						3
GRAND TOTAL	18	3			17	2		1			41

The current Employment Equity Plan for the period 1 July 2017 to 30 June 2022 is being implemented and is updated as and when there are changes made to the organisational structure. The process to realign the organisational structure was initiated and consultations to finalise it are at an advanced stage and once concluded, the Employment Equity Plan will be reviewed to reflect the changes both at Corporate and Regional levels. In order to ensure compliance and guaranteed progress, the set employment equity targets are monitored in

the various operational regions by representative Regional Employment Equity Forums, which are chaired by the Regional Managers who are also appointed as local Employment Equity Managers. The plan going into the new financial year is to properly restructure the Employment Equity Committees i.e. hold elections or call for nominations for new members to ensure representation in terms of gender, race and occupational levels. The percentage of PWDs decreased to 1.67% as compared to 1.8% in the 2017/2018 financial year.

Table 3 provides a comparison in terms of the number of employed PWDs in the previous financial

year, and the 2018/2019 financial year.

Table 3: Employment of People with Disabilities (PWDs) per Region

Region	Number of PWDs for 2018	Number of PWDs for 2019
Free State	7	6
North West: Hartswater	5	4
North West: Mahikeng	2	2
Northern Cape	2	2
Total	16	14
Total %	1.83%	1.67%

As a designated employer, Sedibeng Water was able to compile and submit its Employment Equity Report for the reporting period (1 September 2017 - 31 August 2018) to the Department of Labour. Receipt thereof was acknowledged accordingly.

A staff turnover of 0.012% was recorded for the 2018/2019 financial year. The gender distribution and reasons or types of terminations are provided in Table 4.

Table 4: Staff Turnover

Reasons/Types of Termination	Males	Females	Total
Resignations	4	7	11
Dismissals	5	1	6
Deaths	6	0	6
Ill-Health	2	2	4
Retirements	7	0	7
Expiry of Fixed-term Contract	9	8	17
Total	33	18	51

TRAINING AND DEVELOPMENT OF STAFF

Employees are the organisation's biggest asset. Investing in talent is vital to sustainable business growth and success. Guided by Objectives 2 & 3 of the HR Functional Strategic Objectives, our training and development programmes were geared towards addressing skills gaps that existed in the organisation, training and development of employees at all levels and thereby, ensuring capacity building, motivation and retention of highly skilled employees. During the year under review, the organisation made a significant investment in the training and development of its employees. With the overarching objective of training and development interventions to ensure compliance and enhancement of skills, employees were offered short courses and workshops; professional development programmes; bursaries to study for post-matric qualifications at

accredited tertiary institutions; learnership; and apprenticeship programmes. Such training would ensure current and future fit for the world of work and thereby, embrace agile ways of working, innovation and creative problem-solving. Since the focus was not on staff empowerment only, deserving matriculants and students from communities that are serviced by the organisation were empowered through programmes such as Internship/Graduate Development, Learnership and Work Integrated Learning.

Short Courses and Workshops

These programmes focussed on employees' technical skills, soft skills, leadership development and production process improvement. The short courses and workshops implemented included National Qualification Framework (NQF) credit

bearing and non-credit courses. A total of 56 short courses and workshops were presented and 734

employees benefited during the 2018/2019 financial year.

Table 5: Training Statistics (Short Courses and Workshops Attendance)

Jul 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	April 19	May 19	Jun 19	Total
115	22	31	01	7	42	0	103	133	110	154	16	734

Continuing Professional Development (CPD) Programmes

CPD programmes include workshops, conferences and refresher training courses that sought to achieve continued development of professional competence

by enhancing employees’ knowledge and skills to deliver the best possible service, and to retain professional licences and designations. During the financial year under review, a total of six (6) CPD programmes were implemented and benefitted 125 participants.

Table 6: CPD Programmes Statistics

Jul 18	Aug '18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	April 19	May 19	Jun 19	Total
0	5	9	8	0	0	0	0	0	6	9	83	125

Bursary Programme

The bursary programme is intended to assist or fund employees and deserving individuals from local communities who wish to pursue formal studies for career development in line with the organisation’s current and future skills needs, as well as sector

priority skills requirements. The bursaries offered, cover the following expenses: tuition, registration, prescribed textbooks, and accommodation at a tertiary institution for full-time students. Table 7 depicts bursary allocation statistics for the 2018/2019 financial year.

Table 7: Bursary Allocation Statistics

Internal Staff Bursaries		External Community Bursaries	
Post-Graduate Studies (NQF 8-10)	11	Free State Region	2
Under-Graduate Studies (NQF 6-7)	36	Northern Cape Region	2
Occupational / Vocational Studies	18	NW – Hartswater Region	1
		NW – Mahikeng Region	1
Total Bursaries Allocated	65	Total Bursaries Allocated	6

Apprentice and Learnership Programmes

Sedibeng Water implemented Artisan Development Programmes to capacitate semi-skilled employees, prepare them for trade tests and to ensure that they obtain the relevant trade certificates to become qualified artisans. These programmes were designed in line with the priority skills of the organisation and in support to the organisation’s succession plan. In the Apprenticeship Programme,

two (2) employees were enrolled i.e. one in electrical and another as Millwright. With regards to Learnership, one (1) employee was assisted to obtain a National Certificate (Electrical).

Internship / Graduate Programme

The organisation provides young graduates with work-based training to gain workplace experience and to enhance their professional skills and thereby,

enable them to compete in the labour market. The interns are contracted for 18 months and given a monthly stipend to enable them to take care for their daily needs, such as transport, accommodation,

meals, etc. Table 8 depicts the number and the distribution of interns enlisted in the programme during 2018/2019 financial year:

Table 8: Internship Programme

Departments	Male				Female				Total
	A	C	I	W	A	C	I	W	
Scientific Services	1				9				10
Finance	2				3				5
Safety, Health and Environment	0				3				3
Corporate	1				0				1
Human Resources	1				2				3
Marketing and Communication	0				2				2
Internal Audit	1				0				1
GRAND TOTAL	6				19				25

Work Integrated Learning (WIL)

The Work Integrated Learning Programme provides learners with an opportunity for placement within an organisational setting to apply the knowledge learned in class in relation to the chosen field of interest to fulfil the requirements of the chosen

qualification. The organisation collaborated with external stakeholders (i.e. training providers and TVET Colleges) to support workplace integrated learning that is in line with our priority skills needs. During the year under review 14 learners were successfully placed to complete the Work Integrated Learning module.

Table 9: Bursary and Study Loan Allocation Stats

Departments	Male				Female				Total
	A	C	I	W	A	C	I	W	
Scientific Services	7				7				14
GRAND TOTAL	7				7				14

RETENTION OF SKILLED AND COMPETENT INDIVIDUALS, AND PROMOTION OF THE WELL-BEING OF EMPLOYEES

Continued review and alignment of the reward philosophy and policies are done in order to ensure that the organisation remains an employer of choice with an inspiring employee value proposition. Furthermore, effective strategies are being implemented to ensure that reward and benefit structures are enhanced to attract, retain and motivate key talent. The resultant remuneration mix which is applicable in the organisation therefore comprises of the following financial and non-financial components: Market-related Salary Packages;

Recognition of Long Service; Succession Planning; and Personal Development Programmes.

Recognition of Long Service

Employees who have completed one year in the service of the organisation, but are remunerated below the maximum of the applicable salary scale, get recognised by being awarded an additional 1% for pay progression when annual salary increases are implemented. Those who have completed five (5) years of service, get rewarded for loyalty through leave credits equivalent to the number of vacation leave days they are entitled to per annum. Employees who have completed ten (10) to 35 years

of service during the course of this review period, are recognised for their loyalty to the organisation at functions that had been sanctioned by the Board, and were held during November and December 2018. These employees were presented with long service awards, which were both in cash and in kind. In addition to the aforementioned awards, employees in the 35 years category were also provided with

the opportunity to go on a weekend vacation with their spouses or partners to the coastal city of Durban. They were booked into accommodation at a prestigious hotel at the beach-front. Table 10 highlights the categories, tokens of recognition and total number of employees that received Long Service Awards during the 2018/2019 financial year.

Table 10: Long Service Awards

Long Service Category	No. of Recipients	Awards and/or Tokens
10	13	<ul style="list-style-type: none"> Long Service Certificate Long Service Leave (Annual Leave credits applicable to the level) A gift or cash payment not in excess of R5000.00
15	27	<ul style="list-style-type: none"> Long Service Certificate Long Service Leave A gift or cash payment or a combination of the two, but not in excess of R7 500.00
20	3	<ul style="list-style-type: none"> Long Service Certificate Long Service Leave A gift or cash payment or a combination of the two, but not in excess of R10 000.00
25	12	<ul style="list-style-type: none"> Long Service Certificate Long Service Leave Company dinner for employee and spouse/partner together with two guests of his/her choice A gift or cash payment or a combination of the two, but not in excess of R12 500.00
30	12	<ul style="list-style-type: none"> Long Service Certificate Long Service Leave Company dinner for employee and spouse/partner together with two guests of his/her choice A gift or cash payment or a combination of the two, but not in excess of R15 000.00
35	9	<ul style="list-style-type: none"> Long Service Certificate Long Service Leave Weekend vacation for two (trip by bus to a coastal city of choice and three nights hotel accommodation) A gift or cash payment or a combination of the two, but not in excess of R20 000.00
TOTAL	76	

Succession Planning and Accelerated Personal Development Programmes

The Succession Planning Policy is amongst the policies which are being reviewed with the assistance of an external service provider with relevant expertise in this regard. Since this is an

existing policy, employees who have potential were placed on the Succession Planning Programme to ensure that their development is purposeful and that ultimately, a skills pool is created from which to tap when posts, which were identified as critical have to be filled. Most of the employees on the Succession Planning Programme were awarded bursaries to

further their formal training at reputable tertiary institutions. It can be confirmed that this programme contributed significantly towards the achievement of the strategic objectives that are related to employee retention and wellbeing.

Improved Terms and Conditions of Employment

Most of the terms and conditions of employment for the bargaining levels were negotiated centrally at the Amanzi Bargaining Council (ABC). The organisation was able to successfully implement the agreement reached at that level, and then went on to extend the same to the non-bargaining levels. The improved terms and conditions of employment referred to included an above inflation general increase on salaries and a R200.00 per month increase on the housing allowance provided. The negotiations at the ABC are at an advanced stage with regards to other benefits such as vacation, maternity and family responsibility leave; long service benefits; cell-phone allowance; medical subsidy; as well as standby and shift allowances. As a matter of principle and to create a competitive edge, employees are remunerated at the upper quartile of the market. Through this approach, the organisation was able to lure young professionals from urban areas to serve in our remotely located operational areas. The success of this approach is evident from the large number of applications received from the targeted groups, as and when posts were advertised externally.

Communication, Employee Involvement and Participation

Since worker participation is an essential ingredient of workplace democracy as contemplated in Section 80 of the Labour Relations Act (Act No. 66 of 1995), serious efforts were made to ensure that workplace collective bargaining and consultative structures such as the Local Labour Forum (LLF), Equity Consultative Forums (ECF) and Regional Union/Management Forums, were able to meet amidst the challenges that were encountered along the way. Executive Committee, Middle Management and Regional Management meetings were also convened to enhance communication and general monitoring of the implementation of decisions taken. Even though there had been employee participation at various levels and involvement of organised labour in consultative structures, it was evident that the level of understanding of issues differed amongst role players. In order to address this identified gap, appropriate intervention was solicited from Executive Management and the Commission for Conciliation, Mediation and Arbitration (CCMA).

Sedibeng Water upholds the ideals of the Constitution of South Africa in that the right to freedom of association is protected. In light of this, employees are free to join, or not to join trade unions. However, if they do join any union, such a union should have adequate representation in the water sector and in the workplace. SAMWU and UASA are recognised as collective bargaining agents for their members at the various work sites.

Table 11 reflects the distribution of union membership at Sedibeng Water as at 30 June 2019.

Table 11: Distribution of Union Membership

Region	SAMWU	UASA	Other	Total
Free State	155	86	36	277
North West: Hartswater	192	4	4	200
Northern Cape: Namakwa	30	1	10	41
Northern Cape: Pelladrift	6	0	4	10
Northern Cape: Vaal Gamagara	42	11	18	71
North West: Mahikeng	159	8	5	172
Total	584	110	77	771

Due to the fact that conflict is inherent in the workplace, a number of disputes arose between Management and organised labour. Some of these

disputes were resolved internally, while others were referred for either conciliation or arbitration by the CCMA.

Table 12 depicts the nature and number of disputes that were referred to the CCMA.

Table 12: Disputes Referred to the CCMA

Dispute	Number of Disputes Referred to the CCMA	Total Resolved	Total Unresolved
Alleged unfair dismissal	4	3	1
Alleged unfair labour practice	4	4	0
Total	8	7	1

IMPLEMENTATION OF BENCHMARKED EMPLOYMENT BEST PRACTICES AND POLICIES, AND COMPLIANCE TO RELEVANT LEGISLATION

In addition to the promulgation of amendments to labour legislation, such as the Labour Relations Act, Basic Conditions of Employment Act, Employment Equity Act and recent trends in various sectors, etc., the Policy Review Committee continued to deliver on its mandate to review existing policies and procedures. To this end, the organisation solicited the services of external consultants to assist in this regard so that its policies are compliant with employment statutes of the country. Newly-recruited employees and current employees are continuously being educated on the provisions of the approved policies to ensure awareness and compliance.

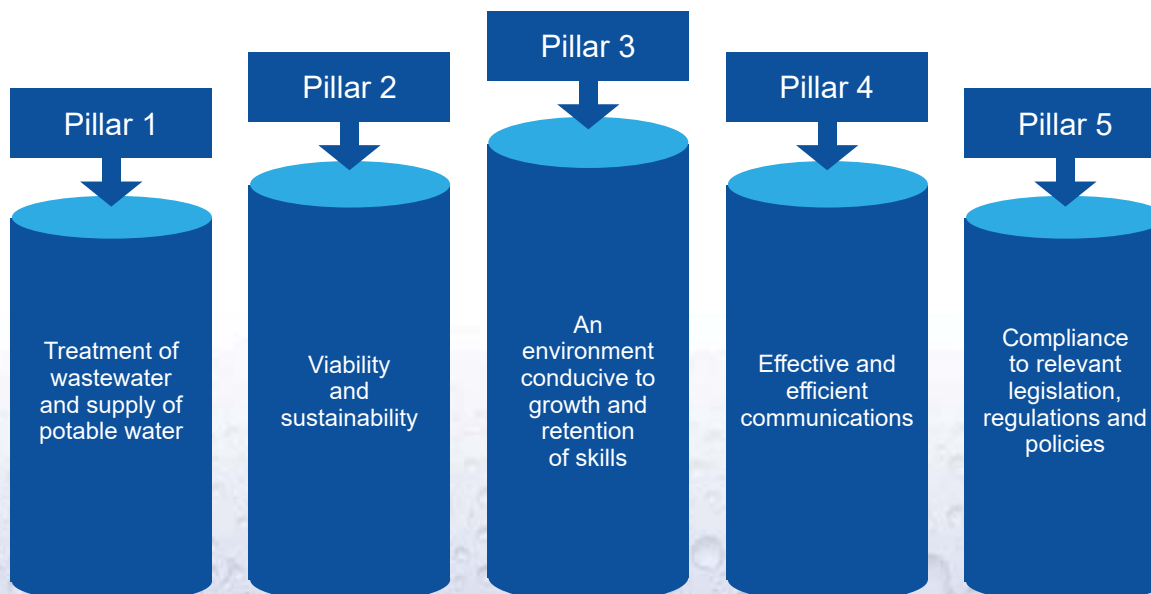
AMANZI BARGAINING COUNCIL

Since the organisation is a member of South African Water Utilities (SAAWU), serious strides were made in the water sector to harmonise the Conditions of Service of various Water Boards for uniformity and the realisation of seamless centralised Collective Bargaining processes. It can also be reported that the Essential Services Committee of the Commission for Mediation, Conciliation and Arbitration (CCMA) has been engaged to assist the employers and organised labour in the sector with the compilation of the Minimum Service Level Agreement.

ORGANISATIONAL DESIGN

Sedibeng Water is in the process of aligning its organisational structure to its recently reviewed strategic objectives, which comprises the following five pillars.

Illustration 1: Pillars Representing Reviewed Strategic Objectives



CONCLUSION

During the year under review, the Human Resources Department did relatively well to support and assist the organisation in achieving its strategic goals by fostering a positive and engaging work environment,

focusing on the development of skills and capacity required for the complex and constantly changing business landscape.