



12 September 2014

**LETTER OF REFERENCE FOR WORK COMPLETED:
LEKOKO CONSULTING**

Lekoko Consulting commenced with the process of developing the Human Resources Management Strategy from end June 2014 after a service level agreement was signed, following the open bidding process.

The following were carried out successfully, on time, and in a satisfactory manner:

- 1) Developed a tool to profile human resources and related systems and processes of the Municipality
- 2) Conducted the profiling of the Municipality's human resources, related systems and processes based on the SALGA HRM strategy model and located the Municipality on the maturity model
- 3) Produced an "as-is" or status quo report within the context of the HRM based on the profiling exercise conducted
- 4) Conducted a workshop with management and labour unions to establish critical programmes requiring the strategic thrusts of the HRM Strategy
- 5) Developed an integrated Human Resources Management Strategy that seeks to close gaps identified through the profiling exercise by outlining measures to be implemented to create a sustainable, professional and responsive human resource function
- 6) Developed an Action Plan containing all HRM programmes to be implemented over a three-year period. The Action Plan contains, in addition, financial or budget estimates to allow the municipality to make financial planning over the three-year period for successful implementation.

Regards,



Motna JM
Human Resource Manager



The **GT**
**GREATER TUBATSE
MUNICIPALITY**

South Africa's first democratic platinum city

12 September 2014

**LETTER OF REFERENCE FOR WORK COMPLETED:
LEKOKO CONSULTING**

Lekoko Consulting commenced with the process of reviewing Organisational Structure (Organogram) from end June 2014 after a service level agreement was signed, following the open bidding process.

The following were carried out successfully, on time, and in a satisfactory manner:

- 1) Developed an organisational structure from a review process, in line with the Municipal mandate and strategic objectives
- 2) Developed work processes for primary and secondary functions
- 3) Developed job descriptions matching the resultant organisational structure, and key performance areas with corresponding performance standards
- 4) Benchmarked all positions on the reviewed organisational structure on jobs already evaluated using the TASK Job Evaluation System agreed-upon in the South African Local Government Bargaining Council (SALGBC)
- 5) Developed a placement policy to guide the placement of staff and excess staff
- 6) Developed a competency framework and assessment model for senior managers and CFO against their allocated responsibilities
- 7) Reviewed remuneration practices and developed a policy and comprehensive remuneration strategy to address disparities and provide the municipality with both internal and external pay equity in line with job evaluation and salary surveys
- 8) Developed a change management model to manage changes due to organisational structure changes and future management of change in the municipality

Regards,



Motlha JM
Human Resource Manager

1 Kastania Street
P O Box 206, Burgersfort, 1150
Tel: (013) 231 1000
Fax: (013) 231 7467
Website: www.tubatse.co.za



The GTM
GREATER TUBATSE
MUNICIPALITY

South Africa's first democratic platinum city



LEKOKO CONSULTING
RIVONIA
JOHANNESBURG

LETTER OF REFERENCE FOR WORK COMPLETED

This is to confirm that Lekoko Consulting carried out the assignment of developing all HR policies and procedures for the Greater Tubatse Municipality. The scope of work covered the review, updating and /or development of policies prompted by:

- New or updated legislation
- Bargaining Council resolutions
- Organisational objectives and strategies
- Operational imperatives
- Risk assessment audit results and recommendations

The following groups and subordinate lists of policies were developed and consolidated into an HR Manual:

Part A: Human resource planning

HR planning policy
Employment equity policy

Part B: Employment practices

Employment practices policy
Promotion, transfers, secondment and acting in higher positions policy

Part C: Employee performance and optimisation

Attendance and punctuality policy
Performance management system policy

Address:

1 Kastania Street
P O Box 206, Burgersfort, 1150
Tel: (013) 231 1000
Fax: (013) 231 7467
Website: www.tubatse.co.za

Part D: Employee retention

Remuneration policy
Overtime work allowance policy
Transport allowance policy
Housing allowance policy
Subsistence and travel allowance policy
Sundry conditions of service policy
Relocation / settlement expenditure policy
Leave policy
Legal aid policy

Part E: Skills development

Training and development policy
Succession planning policy
Internship policy
Internal bursary policy

Part F: Human resource maintenance

Private work and disclosure of interest policy
Sexual harassment policy
Intoxicating substance abuse policy
HIV/AIDS policy
Occupational health and safety policy
Employee assistance programme policy
Smoking policy

Part G: Employee relations

Grievance procedure
Disciplinary procedure
Incapacity due to poor performance policy
Incapacity due to ill-health / injury policy

The assignment was concluded by the facilitation of workshops on the revised HR Policies Manual attended jointly by managers and labour unions' representatives.

This assignment was thus carried out satisfactorily to the expectations of the Municipality.

Regards,



Makena M
Human Resource Manager