

## Human Capital Management

### Organisational Redesign and Placement

The crafting of a new JPC business strategy dictated that the JPC conduct an institutional review and this process culminated in the company undergoing a major organisational redesign process, aligning the structure of the organisation to meet its strategic objectives. All key elements of the organisation were reviewed and reconfigured, with the architectural review ensuring JPC and its resource base is optimally positioned for effective and efficient service delivery.

With the organisational architectural work largely having been completed, the emphasis has largely been on the people component and ensuring a rigorous approach with regards to the drafting of organisational job descriptions, the introduction of job titles and associated naming conventions, and the evaluation of newly defined roles.

Notwithstanding the importance of the above factors as the key building blocks in transforming the JPC into a high performing organisation, this process was also undertaken under the auspices of fairness and transparency. The process ensured full comprehension and engagement on the part of employees, and especially in regards to the placement of employees.

The JPC developed a sound framework for the placement process of employees that was jointly developed by a management team and employee representatives.

The change management and communications approach kept employees informed of progress and their inputs were solicited at all material times. The nature of mediums for the staff engagements ranged from road shows, newsletters (multi lingual), focus groups, flyers (multi lingual), and individual one on one consultations.

The organisation's placement process served to bring about closure to the organisational restructuring and was informed by a leadership ethos of ensuring that there was no job losses experienced.

### Skills Development

With the finalization of the new organizational design and the placement employees into their new roles within the structure, the next focus was skills development. The skills development drive was driven by an approach that:

- Properly positions and utilises of the expertise that exists in JPC.
- Develops a multi-skilled and flexible workforce through career development plans in line with the strategy that enables the organisation to adapt rapidly to changing operational requirements.
- Develops measures to upskill employees with the focus on technical skills, leadership and generic skills.

In addressing the above, the JPC has formed partnerships with several services providers and institutions, specifically SAPOA and WITS, in order to provide property related training to employees. The training is a correlation between theoretical and a practical training with the emphasis on gaining work experience, accreditation, and eventually professional designations.

This model has assisted the JPC in creating high working and performance standards that meets the business performance work standards. The model will ensure that employees perform to their full potential and have ability to make informed decisions and deliver on business objectives. It will also contribute towards improving the following essential business outcomes:

- Increase productivity and quality of work
- Improve customer satisfaction
- Improve employee engagement and motivation
- Encourage innovation
- Improve employee morale
- Reduce staff turnover and absenteeism

## Human Capital Management continued

JPC in partnership with SAPOA and Wits University held a Certificate Award Ceremony for a total number of eighty one (81) employees who completed the first two courses: twenty seven (27) Senior Managers were enrolled on the Municipal Finance Management Program (MFMP) as part of ensuring compliance with National Treasury regulations.

The Matriculation Certification Programme also continued and the examination for all 16 registered matriculates took in June 2016 and with July seeing the next intake of employees for the matric programme .

The 2016/2017 Workplace Skills Plan was submitted to the Services SETA in April 2016 for the application of mandatory grants. The WSP training initiatives will focus on the critical and legislatively required, functional/ technical and generic competencies.

SAPOA and MFMP programs have progressed positively and have had a positive impact on employee's knowledge and practical skills that can be immediately implemented.

### SAP Payroll Integration and Rollout Project

The SAP Payroll Integration and Roll-out project reached its final milestone, the Go-Live stage that saw the HCM team providing over-shoulder training as part of ensuring readiness and a smooth transition and successful implementation of SAP and the running of the Payroll Operations. The focus for HR has been to embed the HR processes by creating awareness amongst employees.

The system changes that employees will experience are in respect of the following aspects:

- Leave Management: Employees with zero annual leave balance will have any leave taken recorded as unpaid leave
- Manual payslips instead of electronic payslips.

JPC and COJ are engaged in negotiations to finalize salient elements of the Service Level Agreement to ensure its approval and sign off.

### Change Management

HCM has undertaken a structured approach to deliver on the change management agenda by identifying key themes that will feed into the transformation and drive change management. These themes are aimed at winning the "hearts and minds" of employees and indirectly influencing them to deliver on the strategic agenda and to yield benefits of effective change management. The following key focus areas were identified:

1. Organisational Rituals
2. CEOs' roadshows.
3. Staff engagements interventions

JPC has adopted the "Employee Birthday Celebration Ritual" for employees who have celebrated their birthdays so far. On the day, employees have received birthday cards with a special message written by the CEO and also had the opportunity to have cake and a chat with the CEO. This ritual has helped to build social bonds between employees and the employer. Employees have shown a positive response to this initiative and were impressed with what the organisation is doing to show that it cares about its employees.

In the quarter under review, one hundred and four (104) employees in total were invited to birthday celebrations.

“Short Personality Profile” interviews were also conducted with employees celebrating their birthdays in the particular month in order to get to know the employees and take their pictures to showcase on the day of the birthday celebration.

Birthday Celebrations and “GET TO KNOW YOU” activities form part of the Change Management initiative and that is one of our key focus areas to drive effective change in the business. Human Capital Management has conducted five birthday celebrations so far as part of the change management initiative and this initiative will continue until the end of the year.

### Talent Acquisition (Recruitment and Selection)

The objective of talent acquisition endeavors is to employ the right people with the right skills, whilst at the same time complying with recommended best practices and legal requirements of the talent acquisition policy that is focused on capacitating the organization.

For the period from July 2015 to June 2016, the organisation made seventeen (17) appointments into key strategic positions.

Position	Engagement date	Department
Manager Land Regularisation	01 January 2016	Office of the CEO
Legal Advisor	01 January 2016	Office of the CEO
Company Secretary	01 January 2016	Office of the CEO
Senior Manager: Marketing Communication	07 January 2016	Corporate Services
IT Helpdesk Supervisor	01 February 2016	IT
Internal Control	01 August 2016	Office of the CEO
Specialist: IT	1 October 2015	IT
Creditors Clerk	01 November 2015	Finance
Receptionist	01 November 2015	Corporate Services
Financial Accountant	01 November 2015	Finance
Assistant Manager: Strategic Technical Support	01 November 2015	Office of the CEO
Senior Manager: Internal Control	01 August 2015	Office of the CEO
Head: Human Capital Management	01 October 2015	Corporate Services
Head : Strategic Management	01 July 2016	Office of the CEO
Executive Manager: Corporate Services	01 July 2015	Corporate Services
Executive Manager: Portfolio Management	01 July 2015	Portfolio Management
Executive Manager: Operations CRM	01 July 2015	Operations CRM