

## Change Management

The focus on change management has been redirected to the ensuing reintegration of entities into the City. The reintegration process will impact employees and create uncertainty, and this should be managed accordingly. During the four quarters of the financial year, 460 employees were celebrated as part of a change management endeavour, and of embedding organisational values and forging a sense of belonging for the individual and in the team, thereby creating a single JPC identity. Through the change management celebration, JPC is pursuing a culture that values its employees, and this has a positive impact on employee value proposition. The feedback given by employees indicates that they value and appreciate the celebration initiative, as it also serves as a branding tool among employees.

## Employee Engagement

HRM has held engagement sessions with line management and employees as part of ensuring alignment between human capital management initiatives and departmental requirements and needs. The engagement sessions are part of the drive by Human Resources to forge greater alignment with line managers, to position human capital as adding value to key business initiatives and to proactively address line managers' concerns related to human capital.

The following themes were deemed to be the key focus areas:

- City's project: Parity benchmark exercise
- Training and development
- Employee relations
- Employee assistance programme
- Organisational rituals

The engagement process also served as a vehicle to inform employees HRM's practices/activities, with the aim of enhancing services to employees.

## Conducive Employee Relations Environment

The one key strategic driver for Human Resources was to create sound relationships with organised labour for the 2016/2017 financial year, and this was achieved through relationship-building sessions between management and organised labour. These relationship-building initiatives have culminated in agreement being reached between management and organised labour which addressed legacy-based matters such as placement and salary adjustments, health and safety, communications, and so on. At this stage, the focus is on stabilising the local labour forum (LLF) and concentrating on aspects of the reintegration process as part of organisational readiness.

## The City's HR Projects

The City has conducted a salary parity benchmark exercise, following the Pikitup strike, where employees demanded uniformity within the City in respect of salaries. The salary parity benchmark has resulted in the City implementing a common salary scale for level A and B positions, which according to the City, should be implemented by the CoJ and its entities. For JPC, this process impacted three employees on the lower levels. Currently, the City has commenced with parity benchmarking for positions on Level C and D for the CoJ and its entities, which will result in a common salary scale for positions on level C and D. The rationale adopted by the City is to ensure uniformity within the City and its entities, and to create a common path as part of transition during the pre- and post-integration process.