

The purpose of this Human Resource Strategy is to set out the normative framework of human resources management within the Greater Municipality; and to provide a uniform and coherent approach to all HRD matters in the municipality.

Object

Council Resolution: CR98-30/05/23

Greater Giyani Human Resource Strategy



Tel : 015 811 5500
Fax : 015 812 2068
Web : <http://www.greatergiyani.gov.za>

P/Bag X 9559
Giyani
0826

GREATER GIYANI MUNICIPALITY

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1. DEFINITIONS

In this document, unless the context indicates otherwise, all terms contained in this document are as defined in the Constitution of the Republic of South Africa:

- “**bargaining council**” means the South African Local Government Bargaining Council and includes the division of the bargaining council in whose area the Municipality falls;
- “**Basic Conditions of Employment Act**” (BCEA) means the Basic Conditions of Employment Act 1997 (Act No 75 of 1997);
- “**collective agreement**” means a collective agreement as contemplated in the Labour Relations Act 1995 (Act No 55 of 1995);
- “**council**” means the council of the Greater Giyani Local Municipality and includes any political structure, political office-bearer or employee of the Municipality lawfully acting in its stead;
- “**employee**” means an employee of the Municipality;
- “**geographical relocation**” means the physical and spatial relocation of a job and the employee performing that job from one place within the Municipality to another place within the Municipality and “relocate” has a corresponding meaning;
- “**HRM**” means the Human Resource Management;
- “**HRMS**” means Human Resources Management Strategy;
- “**immediate family member**” means the mother, father, husband, wife, child and siblings of an employee;
- “**mayor**” means councillor elected as the Mayor of the Municipality in terms of section 55 of the Municipal Structures Act or a person acting in his/her stead;
- “**Labour Relations Act**” means the Labour Relations Act 1995 (Act No 66 of 1995);
- “**Municipal Manager**” means a person appointed in terms of section 82 of the Municipal Structures Act, including a person acting in his/her stead or in terms of a power delegated in writing to her/him by the Municipal Manager;
- “**Municipal Systems Act**” means the Local Government: Municipal Systems Act, 2000 (Act No 33 of 2000) and related Amendments;
- “**Municipality**” means Greater Giyani Local Municipality; •
- “**GGM**” means Greater Giyani Municipality

2. APPLICATION

- (a) The strategy covers all employees, managers as well as , senior managers in Greater Giyani Municipality.
- (b) This Human Resource Strategy shall apply to all employees employed by the Greater Giyani Municipality who fall within the registered scope of the Bargaining Council in the Republic of South Africa.
- (c) The related processes and procedures will be regarded as the required practice, providing a clear systematic method and hierarchy for implementing Greater Giyani Municipality goals, strategy and decisions.
- (d) In this Human Resource Strategy, the procedures will describe a logical sequence of activities or processes that are to be followed to complete a task or function in a correct and consistent manner across the company operations.

3. INTRODUCTION

- (a) The Human Resources Strategy (HRS), processes and procedures are a must have for every functional institution or business. The purpose of the strategy is to preserve the ability:
 - (i) to serve the public, clients, attract and retain satisfied employees; and
 - (ii) to maintain a conducive work environment; and
 - (iii) to reach institutionally set objectives through logical and consistent management decision-making process.
- (b) Further to the above, the strategy is designed to serve as:-
 - (i) Basic communications tool;
 - (ii) Staff and management induction and development resource;
 - (iii) Formal policy framework within which the municipality can make decisions on important or sensitive issues in a fair and consistent manner; and
 - (iv) a written documentation of the Municipality's commitment to its employees, positive labour relations, health and safety.

4. PURPOSE

- (a) The purpose of this Human Resource Strategy is to set out the normative framework of human resources management within the Greater Municipality Greater Municipality.
- (b) This document reflects the values and principles that the Municipality subscribes to and that must be applied in the day-to-day administration of personnel and the interpretation of the policies as adopted by the municipality.
- (c) The framework contained in this document governs human resources management in the Municipality and designed to promote fairness in human resources management practices and procedures.
- (d) This document endeavors to suggest a uniform and coherent approach to all HRD matters in the municipality.

- (i) The Municipality's vision, mission statement;
- (ii) Strategic objectives as reflected in the approved IDP;
- (iii) Staff demographics and realities;
- (iv) The external factors that affect and could have effect of the implementation of the HRM Strategy;
- (v) Specific and broad expectations of the stakeholders; i.e. Councillors, staff and the community.

(a) In developing its Human Resource Management Strategy, the Greater Local Municipality considered the following factors:

7. CONSIDERATIONS

- (a) Employment Equity Act No. 55 of 1998 as amended;
- (b) Labour Relations Act No. 66 of 1995 as amended;
- (c) Basic Conditions of Employment Act No. 75 of 1997 as amended;
- (d) Municipal Finance Management Act 56 of 2003 as amended;
- (e) Local Government Laws Amendment Act 51 of 2002
- (f) Local Government: Municipal Systems Amendment Act 44 of 2003 and subsequent Amendments
- (g) Skills Development Act No. 97 of 1998 as amended;
- (h) Human Resource Development Strategy for South Africa (HRDSA) 2010 – 2030
- (i) Regulations on the Disciplinary Code and Procedures for Senior Managers;
- (j) The National Skills Development Strategy III (NSDS III);
- (k) White Paper on Affirmative Action in the Public Service and
- (l) White Paper on Human Resource Management in the Public Service.

6. LEGISLATIVE FRAMEWORK

- (a) To identify and devise plans to deal with the critical factors that affect and have effect of the management of the human resource aspect of the municipality.
- (b) To implement plans that will contribute to the creation of a competitive and able workforce;
- (c) To serve as a long-term strategic blueprint that will guide and inform the management of staff;
- (d) To create cordial and professional relationship between and among staff, Management and Councillors; and
- (e) To serve as a general framework that provides a perspective for selecting specific policies and procedures for the municipality

Goals and Objectives of the Greater Giyani HRM Strategy

5. HUMAN RESOURCE MANAGEMENT STRATEGY

- (e) It further serves to give direction on the implementation imperatives with regard to the provisions of the national skills development strategy and skills development act. This will ensure an inclusive and integrated approach towards organizational and people development.
- (f) This strategic document is geared towards transforming the municipality into a truly learning organization where:
 - (i) The strategies, structure and culture of the organization become part of the learning system.
 - (ii) The learning of all employees is facilitated and the organization continuously transforms itself.
 - (iii) A willingness to accept that learning occurs continuously at all levels and needs to flow freely to where its need is displayed.

(b) That the strategy and its propositions subscribe to the laws of South Africa. The Municipality is an equal opportunity affirmative action employer whose responsibility is to promote equal representation within its workforce.

8. GUIDING PRINCIPLES

(a) The Greater Giyani Municipality recognizes the contributions of its employees as significant assets and treats each individual employee fairly and consistently in all matters, with a uniform application of the following human resources philosophies:

- (i) Human resources are best allocated to achieve optimum productivity and efficiency.
- (ii) Pay and benefits offered are fair, equitable and competitive.
- (b) Employees are always encouraged to well-equip themselves for the present job and future development of the Municipality
- (c) Reward is based on merit. High performers are given priority to take up more responsible positions.

(d) Two-way communications between employees and the management are promoted as a means of building mutual understanding and trust.

- (e) Protect the interests of staff and those of the Municipality
- (f) Correct behaviour rather than to punish through this strategy
- (g) Striving at all times to act ethically, transparently, equitably and within the rules of the Labour Law and the Basic Conditions of Employment Act,
- (h) Workplace health and safety is given top priority to protect human health and enable employees to deliver their best performance,

(i) The protection of human rights in employment is supported by the Municipality, as guided by relevant locally and internationally accepted principles;

(j) The principle of Constitution of the Republic of South Africa, the Bill of Human Rights and rule of law.

9. HUMAN RESOURCES DEVELOPMENT PLAN

(a) It is the policy of the Greater Giyani Municipality to unceasingly strengthen and develop its Human Resources in order to meet the challenges of its development and support various Municipal services and business mandates, addressing identified delivery constraints from time to time; and

- (b) Within the context of the Greater Giyani Municipality, HRD refers to formal and explicit activities that will enhance the ability of all individuals to reach their full potential.
- (c) By enhancing the skills, knowledge and abilities of individuals, the municipality's HRD serves to improve the productivity of people internally and externally, whether these are in formal or informal settings.
- (d) Increased productivity and improvements to the skills base in a country supports economic development, as well as social development.

10. PURPOSE OF HUMAN RESOURCES DEVELOPMENT PLAN

(a) The purpose of the Human Resource Development Plan will deal with the people management within the Municipality; take on the responsibility streamlining human and operational resources, roles and contracts;

(b) The Municipality has developed this strategic blueprint on Human Resource Development(HRD) in order to move HR from the boardroom to the boardroom by bringing out the best in Municipal employees and thus contribute to the success of the Municipal area; and

- (c) **Employee champion** – HRM shall create a productive work environment, ensure effective communication, and manage workforce relations.
- (b) **Change agent** – HRM will lead in actively building and maintaining a corporate culture that embraces people development.
- (a) **Strategic business partner** – the HRM of Greater Giyani Municipality will factor in policies on employee welfare and new or changing competency requirements to support developed municipal strategies. Through collaborating with management across the board, HRD will take on the role of expert task and assist in strengthening the relationship between employees and senior management.

13. SPECIFIC ROLE OF HRM

- (d) If the above statistic is anything to go by, chances are very slim that the Greater Giyani Municipality and the local economy to venture into a growth path thereby improve the wellbeing of its populace. This is against the fact that an educated and well capacitated human resource is the foundation of growth and development. The development of this Human Resource Strategy will take into consideration the realities that are currently in existence.
- (c) Below is an extract from the IDP which represents the situation as it stands:
 - (i) 22.6 % of its population had no formal schooling which is far below than the provincial and national average that were 31% and 44% respectively in the same year;
 - (ii) A mere 4% of the population had higher level of education;
 - (iii) Interestingly, primary education enrolment (age 6-13 years) in Greater Giyani was 74.4 % compared to provincial 66% and national 70% as reflected in STATS SA 2016 community survey ; and
 - (iv) It is worrying to note that despite a large enrolment in primary education, most of these pupils do not finish their primary, secondary and university education.
- (b) It is therefore important to restate these realities in this strategy as this will give them the prominence they deserve. This will help in ensuring that the fight to eradicate or lower the unemployment rate in the area becomes the responsibility of the collective; i.e. the political leadership, staff, sector department and the community.
- (a) Through the IDP process, the Greater Giyani Municipality acknowledged the fact that the plans and actual delivery of services to the community will take place within the socio-economic realities of the area. So much so that some of these realities manifest themselves in the administration of the municipality.

12. LOCAL CONTEXT

- (a) This HRD Plan is aimed at addressing the following objectives:
 - (b) Help give impetus to the implementation of internships and learner-ships;
 - (c) Ensures an integrated approach to HRD matters and inclusiveness;
 - (d) Enhances greater uniformity in HRD practices;
 - (e) Create better opportunities for skills development and individual development for all personnel;
 - (f) Ensure greater transparency in HRD decision-making and practices; and
 - (g) Help create a conducive environment for organizational and personal development and growth.

11. OBJECTIVES OF THE HUMAN RESOURCE DEVELOPMENT PLAN

- (c) This strategy aims at building a competitive Municipality; include overall management complement in strategic human resources management, management of transformation and change, management of firm infrastructure and management of employee contribution.

- (b) An applicant who canvasses support with a view to be appointed, transferred or promoted to another post shall be disqualified for such promotion or transfer.
- (i) The Council makes an appointment and a candidate for appointment is a family member, business associate or partner of a councillor, that councillor must recuse himself from any proceedings of the Council where such appointment is considered;
- (ii) the Municipal Manager, Senior Manager or any designated employee makes an appointment and a candidate for appointment is an immediate family member, business associate or partner of the Municipal Manager, Senior Manager or any designated employee, the Municipal Manager, Senior Manager or any designated employee concerned must recuse himself from any proceedings where such appointment is considered.
- (iii) The Municipal Manager must appoint another senior employee from the relevant department and another departmental head to consider such an appointment.
- (a) Whenever:-

15. ETHICAL CONSIDERATIONS

- (i) is equipped to implement the municipality's integrated development plan;
- (ii) operates in accordance with the municipality's performance management system;
- (iii) is responsive to the needs of the community to participate in the affairs of the municipality;
- (iv) the appointment of staff other than managers directly accountable to the Municipal Manager, subject to the Employment Equity Act, 1998 (Act 55 of 1998);
- (v) the management, effective utilization and training of staff;
- (vi) the maintenance of the discipline of staff;
- (vii) the promotion of sound labour relations;
- (viii) compliance by the municipality with applicable labour legislation;
- (ix) providing a job description for each post on the staff establishment;
- (x) attaching to the posts in the establishment, except the posts of municipal manager and managers directly accountable to the municipal manager the remuneration and other conditions of service as may be determined in accordance with any applicable labour legislation; and
- (xi) establishing a process or mechanism to regularly evaluate the staff establishment and, if necessary, review the staff establishment and the remuneration and conditions of service, subject to any applicable collective agreement.

- (b) As head of administration the Municipal Manager is, subject to the directions contained in this document, in respect of human resource management responsible and accountable for, amongst other things, the formation and development of an economical, effective, efficient and accountable administration which:-
- (a) Council shall appoint a Municipal Manager and managers directly accountable to the municipal manager.

14. ASSIGNMENT OF EMPLOYMENT FUNCTIONS, DUTIES AND POWERS

- (d) **Manager of personnel acquisition and development** – it will define, generate, continuously reinforce, and sustain skills pool, knowledge, abilities, attitudes, and desired behaviours.
- (e) **Manager of processing, compliance, and reporting** – HRM function will align its strategic and tactical plans with those of the Council, enforce compliance with laws, create policies, and execute administrative processes, all in a cost-effective.

- (a) The staff establishment consists of-
- (i) positions on the permanent establishment; and

19. Staff establishment

- (b) As soon as Council approves the organisational structure, the Municipal Manager must initiate and facilitate the process of filling the approved and funded posts.
- (a) The Municipal Manager and Managers directly accountable to the Municipal Manager must be appointed in terms of a Section 56 of the Municipal Systems Act (2000) and Regulation of Appointment of Senior Manager as promulgated by Cogta Minister ; and

18. DESIGNATION OF POSTS TO BE FILLED IN TERMS OF SECTION 56 OF THE LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT

- (a) No person may be appointed to a vacancy in municipality's service-
 - (i) unless she/he is a South African citizen or has permanent residential status or a valid work permit, provided that no person may be appointed for a period that exceeds the period of validity of her/his work permit, if any;
 - (ii) unless she/he is proficient in two official languages, one of which must be Tsonga, if she/he is an office worker or will occupy a position requiring her/him to communicate with members of the public on a regular basis;
 - (iii) unless she/he is at least 18 years of age or older;
 - (iv) if she/he has reaches the age of 65 years; if she/he, directly or indirectly, approaches or canvasses a councillor or employee with a view to securing that councillor or employee's vote or support in favour of her/his appointment
 - (v) if she/he offers to perform the duties attached to the position for which she/he is a candidate for less than the remuneration that the Municipality offers;
 - (vi) if she/he is a member of parliament or a provincial legislature or a councillor of the municipality at the time when the position is advertised;
 - (vii) unless she/he has the formal qualifications, acquired prior learning, relevant experience or has the capacity to acquire, within a reasonable time, the ability to do the job, provided that if such an appointment is made, such person may not be appointed on a higher salary scale than the minimum scale applying to the position in question neither may she/he progress in such a salary scale until such time as she/he complies with those requirements.

17. GENERAL CONDITIONS OF EMPLOYMENT

- (a) Employment of immediate family members and relatives of employees must, as far as possible, be avoided;
- (b) No employee may participate in any decision, which may directly benefit or be to the detriment of an immediate family member or relative;
- (c) No employee may be appointed, promoted or transferred in such a manner that he would supervise or be subordinate to an immediate family member or relative; and
- (d) Whenever a family member or relative of an employee applies for a vacant position, the manager responsible for human resources management must point out the content of this strategic document to the parties involved, including the person or persons who must make the appointment.

16. APPOINTMENT OF FAMILY MEMBERS OF EMPLOYEES

- (i) The reasons for abolishing the position; and
- (b) An application regarding the abolishing of an existing position must state -

(a) A Senior Manager wishing to abolish an existing permanent position in his department must submit a written application, via the Senior Manager Corporate Services, to the Municipal Manager.

21. ABOLISHING EXISTING PERMANENT POSITIONS

- (x) The Municipal Manager's decision with regard to an application for creating a new permanent position is final.
- (ix) Whether the position must be filled on a permanent or fixed term basis.
- (viii) Whether the position must be full or part-time.
- (vii) The budget vote from which the position will be financed
- (vi) If provision has not been made in the budget for the proposed position, an indication of next three years.
- (v) A full explanation of the estimated costs of the position for the municipality during the next three years.
- (iv) The reasons why each of the alternatives may not be used or have been rejected.
- (iii) The allocated to the position, including re-organization of work rather than creating the position
- (ii) The alternative solutions that were considered for performing the proposed functions allocated to the position, including re-organization of work rather than creating the position
- (i) The need for the post.
- (i) A full explanation of the functions and responsibilities of the proposed post in accordance with the TASK job evaluation system.
- (b) An application for creating a new permanent position must contain the following information:
 - (i) Details of the department or section where the post must be created.
 - (ii) A full explanation of the functions and responsibilities of the proposed post in accordance with the TASK job evaluation system.

(a) A departmental head wishing to create a new permanent position in his department must submit a written application, via the manager responsible for human resources management, to the Municipal Manager.

20. CREATING NEW PERMANENT POSITIONS

- (ix) Any other relevant information.
- (viii) The department or other organisational unit to which the position is assigned; and (x)
- (vii) Whether the position is an entry post or a promotion post;
- (vi) Whether the position must be filled on a permanent or fixed term basis;
- (v) Whether the position is full or part-time;
- (iv) The budget vote from which the position will be financed;
- (iii) The leave entitlements linked to the position;
- (ii) stand-by, transport, telephone and other allowances;
- (i) Details regarding any and all allowances that are linked to the position including any been evaluated;
- (b) The level of the position as approved by the Bargaining Council after the position has been evaluated;
- (i) The designation/title of the position;
- (d) The database must contain the following information relating to each position:
 - (i) The designation/title of the position;
 - (ii) The level of the position as approved by the Bargaining Council after the position has been evaluated;
 - (iii) Details regarding any and all allowances that are linked to the position including any stand-by, transport, telephone and other allowances;
 - (iv) The leave entitlements linked to the position;
 - (v) The budget vote from which the position will be financed;
 - (vi) Whether the position is full or part-time;
 - (vii) Whether the position must be filled on a permanent or fixed term basis;
 - (viii) Whether the position is an entry post or a promotion post;
 - (ix) The department or other organisational unit to which the position is assigned; and (x) Any other relevant information.
- (c) The manager responsible for human resources management must create and maintain the staff establishment on an electronic database.
- (b) The permanent establishment contains all positions that must be filled on a permanent basis and those that must be filled in terms of fixed term employment and the contains all positions that are created in terms of Local Government: Municipal Structures act, 32 of 2000.
- (ii) Fixed term contract positions on the establishment.

- (i) Facilitate the development and implementation of personal development plans of staff; and
- (ii) Facilitate the identification of accelerated development programme, candidates as well as the development and implementation of accelerated development programmes for staff with potential.

(b) **Strategic Duties and Responsibilities Human Resources Practitioners:** Human resource practitioners are responsible for:-

- (i) Ensuring that his/her subordinates are given the opportunity to learn within the departmental and public service-wide framework.
- (ii) Ensure that national standards of training and development initiatives are maintained
- (iii) Ensure that the workplace is converted into a learning environment.
- (iv) Ensure that the workforce participates in the Learnership and skills programmes.

(a) **A Senior Manager:** A Senior Manager is responsible for the effective training of staff and the efficient management and administration of his/her department. Furthermore every Senior Manager is responsible and accountable for:-

24. STRATEGIC DUTIES AND RESPONSIBILITIES

- (a) Management shall engage in a process that will result in the development and review of among others, the following HRM Policies:
 - (i) Recruitment and selection Policy
 - (ii) Conditions of Service Policy
 - (iii) Car allowance Policy
 - (iv) Career Management and Retention Policy
 - (v) Subsistence and travelling policy
 - (vi) Health and Safety Policy
 - (vii) Training and development Policy
 - (viii) Protective Equipment Policy

23. HR POLICY DEVELOPMENT

- (b) A In-service worker may not-
 - (i) be remunerated in any way;
 - (ii) supervise or approve the work of any employee of the municipality;
 - (iii) be appointed to a position existing in the permanent or temporary staff establishment;
 - (iv) investigate, prosecute or preside during any disciplinary enquiry into an employee's alleged misconduct;
 - (v) appraise an employee's performance, whether formally or informally; and sign, authorize, authenticate or execute any documents on behalf of the Municipality.
- (a) A Senior Manager may, in consultation with the Senior Manager Corporate Services, the approval of the Municipal Manager engage one or more volunteer workers additional to his department's establishment for the purposes of-
 - (i) gaining work experience or
 - (ii) partial fulfilment of the requirements of his training or education at another institution.

22. IN-SERVICE TRAINING

- (ii) Measures that must be taken to ensure that functions relating to the position would continue to be performed, if necessary.

- (i) Determining with his/her supervisor, training and development needs and personal developmental plans
- (ii) Demonstrate a willingness to learn and grow through work experience
- (iii) Accepting responsibility and taking the initiative for his/her training and development
- (iv) Taking full advantage of the training and development opportunities available to his/her
- (v) Applying the knowledge and skills learnt to improve his/her work performance.

(f) Strategic Duties and Responsibilities of Employees: Every employee is responsible for:-

- (i) Supervision and ensuring that all employees under his/her authority are given the opportunity to learn within the divisional career development framework.
- (ii) Ensuring that there is an effective transfer of learning from the training programmes to the workplace
- (iii) Actively involving themselves with career planning, coaching and mentoring in consultation with employees to develop them to their full potential and ensuring that they are available for appointment in increasingly responsible positions that become available in the public service.

(e) Strategic Duties and Responsibilities of Managers: Every manager is responsible for:-

- (i) Municipal wide consultations
- (ii) To assist with the development of WSPs
- (iii) To inform all employees on the development of WSPs and skills promotion
- (iv) To collate and assist in the collection of relevant information
- (v) To report on progress regarding the implementation of WSP
- (vi) To meet regularly and be informed about ongoing skills planning issues

(d) Strategic Duties and Responsibilities of Municipal Training Committee: The functions of the training committee are as follows:

- (i) To investigate and identify patterns of people development at a strategic level
- (ii) To identify key strategy skills shortages and priorities
- (iii) To analyse and report on specific skills requirement issues that may be relevant to the development of strategic objectives.
- (iv) To identify strategic opportunities for Learnership development and the promotion of national skills development priorities
- (v) To develop structures and systems for effective skills planning
- (vi) To facilitate the development of workplace skills plans (WSPs)
- (vii) To submit workplace skills plan to LGSETA
- (viii) To facilitate and co-ordinate training committee meetings
- (ix) To assist the department in completing key reporting documentation as required by LGSETA
- (x) To advise the department on quality assurance requirements as set by SAQA
- (xi) To facilitate the implementation of quality assurance measures
- (xii) To serve as a contact between the department and the LGSETA
- (xiii) To conduct annual skills audits.

(c) Strategic Duties and Responsibilities of Skills Development Facilitator (SDF) are:- The key responsibilities of skills development facilitator (SDF) are:-

Council Resolution No: CR98-30/05/23

MAYOR: CLLR ZITHA T

SIGNED BY:

Signature 

Date 30/05/23

The policy will be reviewed as per above paragraph numbered 25. (DISCLAIMER)

27. POLICY REVIEW

The policy must be implemented from the date of approval by the Council.

26. IMPLEMENTATION

- (f) To the extent that any part of this HR Strategy (Processes and Procedures) conflicts with any Legislation, the Constitution of the Republic of South Africa, Labour Relations Act and the Basic Conditions of Employment Act shall be applicable.
 - (e) This strategy is not intended to create, nor is it to be construed to constitute a contract between the municipality and any one or all of its clients, stakeholders and employees.
 - (d) The municipality reserves the right to modify, revoke, suspend, terminate, or amend any or all such plans, policies or procedures, in whole or in part, at any time, with or without prior notice, because of reasonable limitations, changing laws or institutional requirements, and other conditions or causes.
 - (c) This strategy does not provide contractual rights and is not intended to convey a guarantee of continued employment.
 - (b) The Human Resource Strategy may be amended by Council, or any person delegated, as deemed necessary.
 - (a) Whereas:-
 - (i) the Greater Giyani Municipality subscribes to the ideas, processes and procedures described herein, it is a conditions of employment; and
 - (ii) this HR Strategy is to acquaint employees, Managers and Councillors with the municipality's procedures, policies and protocols;
- the information contained in this Human Resource Strategy is to be used as a general reference.

25. DISCLAIMER