

Corporate and shared services sector plan



High level overview

The Sector is primarily directed at ensuring the efficient and effective utilisation of common resources, systems and administrative processes to enable management and service delivery sectors to perform optimally. In summary the following primary services are delivered:

- Human Resource shared services;
- Labour relations;
- Occupational health and safety;
- Facilities management and maintenance;
- Finance, fleet and contract management; and
- Administration and support.

Although the sector's primary focus is directed towards internal resources and systems of the organisation, the scope also includes an external element such as the establishment of public conveniences that is directed at the community at large. Through proper management of Human Resource services along with comprehensive fleet management, as well as administrative support to other business units including clean and accessible buildings, the Corporate and Shared Services Department has played a significant role in the overall governance of the City of Johannesburg.

The sector plan defines the overall responsibility framework, strategic and operational agenda, as well as challenges performance management and human capital tendencies. It further establishes guidelines for the successful achievement of the Sector's medium and long-term priorities and objectives.

Five-year promise

During the revision of the Corporate and Shared Services Sector Plan, critical tendencies such as the current economic situation and budget constraints of the City had to be accommodated. Programmes have furthermore been

streamlined to ensure proper focus and integration with related initiatives. The following programmes, as initially approved in the 2006/11 IDP delivery agenda, had to be scaled down/terminated or delayed due to current budget constraints:

- Re-engineering of Facility Management and Maintenance (FMM);
- Develop new Public Conveniences;
- Implementation of a consolidated Human Capital Management Strategy for the CoJ;
- Automation of Human Resources services to line functions through an e-services capability within the organisation;
- Development and implementation of a revised Performance Management Framework for non-section 57 employees; and
- Consolidation and finalisation of the complete roll-out of all shared services projects currently in process for core departments.

In addition, the Department identified the following three primary key interventions for the remainder of the political term, namely:

- Institutional integration and skills development;
- Labour stability; and
- Employment equity.

All applicable objectives and targets were accordingly consolidated in an integrated manner in order to ensure alignment between sector and business plan delivery agendas.

In summary, the following adjustments with respect to the 2008/09 objectives and programmes have been affected:

Original five-year strategic objectives and programmes (2008/09)	Revised five-year strategic objectives and programmes (2010/11)	Explanation/comment
<ul style="list-style-type: none"> • 10% improvement on the resolution of contractual provisions in terms of the master fleet service contract • Fleet Contract Management and Compliance • Fleet Risk Management Programme 	Ensure efficient and effective performance of fleet outsourced services <ul style="list-style-type: none"> • Fleet Contract Management and Compliance Programme 	<ul style="list-style-type: none"> • The five-year objective has been adjusted to reflect the primary intention over the long term which is specifically defined by means of the stipulated targets, i.e. percentage fleet availability. Since risk management forms an integral part of fleet contract management, the relevant programmes have furthermore been combined to prevent confusion
<ul style="list-style-type: none"> • All city corporate buildings to comply with OHASA requirements and be accessible for people with disabilities. • Corporate Building Maintenance Programme • Metro Centre Programme 	All City-owned corporate buildings to comply with OHASA requirements and be accessible for people with disabilities <ul style="list-style-type: none"> • Corporate Building Maintenance programme 	<ul style="list-style-type: none"> • The Metro Centre and corporate building programmes have been combined since the primary delivery activities are similar
<ul style="list-style-type: none"> • 10% improvement in the response rate by employees to the climate survey done every two years • Change Management Programme • Collective Bargaining Programme • Labour Relations Training Programme • Employee Assistance Programme 	Maximise labour stability and positive CoJ organisational climate <ul style="list-style-type: none"> • CoJ Organisational Climate Improvement Programme • Collective Bargaining Programme • Labour Relations Training Programme • Employee Assistance Programme 	<ul style="list-style-type: none"> • The long-term objective has been adjusted to clearly specify the intended outcome while the Change Management Programme has been renamed accordingly to reflect the inherent purpose appropriately

Original five-year strategic objectives and programmes (2008/09)	Revised five-year strategic objectives and programmes (2010/11)	Explanation/comment
<ul style="list-style-type: none"> • Improve customer satisfaction rating of Human Resources services by line function management by 20% • HRSSC development • HR policy assessment and revision • HR e-services automation • Skills Development Programme (including internships, learnerships, bursaries, training and management development) • Employment Equity Programme (including PWDs and gender mainstreaming) 	<p>Improve customer satisfaction rating of Human Resources services by line function management by 20%</p> <ul style="list-style-type: none"> • HRSSC development • Talent Management Programme • Skills Development Programme • Employment Equity and Diversity Management Programme 	<ul style="list-style-type: none"> • The Policy Assessment and Revision Programme has been renamed to Talent Management Programme to reflect the inherent purpose and accommodate additional requirements such as succession and retention • The HR E-Services Programme had to be terminated due to budget constraints
<ul style="list-style-type: none"> • 20% improvement in client satisfaction levels with respect to administrative support services • Printing re-engineering • Cellular phone service 	<p>Client satisfaction in respect to administrative support services</p> <ul style="list-style-type: none"> • Administrative support services • Cellular phone service 	<ul style="list-style-type: none"> • The five-year objective has been adjusted to reflect the primary intention over the long term which is specifically defined by means of the stipulated targets, i.e. 20% improvement. The Printing Re-engineering Programme has furthermore been replaced with the Administrative Support Programme since the initial focus of re-engineering has been achieved

Corporate and shared services sector indicators

The core of the Corporate and Shared sector indicators are informed by the City's five-year IDP strategic objectives of building institutional and human capital in advancement of a world class city. The table below indicates progress against the five-year indicator as well as the delivery agenda for 2010/11 financial year.

Indicator	Five-year target (2006/11)	Progress against the five-year target (accumulated)	2010/11 delivery agenda
Percentage average fleet availability maintained for SLB and FML vehicles by service provider during financial year	Fleet availability: FML 95% SLB 90%	Average availability currently maintained: 95%	<ul style="list-style-type: none"> • Maintain fleet availability • Assess and review fleet contract compliance • Fleet risk management
Number of new public conveniences built	17	Up to date 12 facilities have been constructed as follows: Two (2004/05) + five (2005/06) + five (2008/09)	Maintain public conveniences at acceptable standards
Percentage compliance with OHASA building regulations	98%	98%	Maintenance of corporate buildings (strategic assets)

Indicator	Five-year target (2006/11)	Progress against the five-year target (accumulated)	2010/11 delivery agenda
Labour stability trend as reflected by percentage positive improvement in CoJ organisational climate survey results	+ 2% (target 52%)	To be determined – next survey dependent on funding	<p>CoJ Organisational Climate Improvement Programme</p> <ul style="list-style-type: none"> • Implement and maintain line function Customer Satisfaction Improvement Programme • Initiate and maintain Staff Engagement and Communication Programme <p>Collective Bargaining Programme</p> <ul style="list-style-type: none"> • Local labour forums established in all CoJ and entities • Ensure compliance with and implementation of all collective agreements • Improve turnaround times in dealing with discipline, appeal cases and grievances <p>Labour Relations Training Programme</p> <ul style="list-style-type: none"> • 60 senior management trained on labour relations, subject to availability of funding <p>Employee Assistance Programme</p> <ul style="list-style-type: none"> • Implementation of EAP interventions to employees with garnishee orders • Monitor and improve on response rate to all referrals
Percentage improvement in the customer satisfaction rating of Human Resources services by line departments	+ 20% (target 70%)	0 (current rating 46%)	<p>HRSSC development</p> <ul style="list-style-type: none"> • Assess customer satisfaction rating of line function management for HR functions to determine baseline • HRSSC fully operational • Talent Management Programme • Define Succession Planning Programme and roll-out • Monitor implementation of new policies by HR field services and line management • Introduce interventions to promote integration of human capital management activities for the CoJ group

Indicator	Five-year target (2006/11)	Progress against the five-year target (accumulated)	2010/11 delivery agenda
Percentage implementation of CoJ 2007/08 workplace skills plan	100%	100%	<ul style="list-style-type: none"> • Implement management and employee development programmes • Evaluate possible establishment of the Municipal University for CoJ • Develop a skills alignment framework as well as a training assessor mechanism for the CoJ group (MEs and core departments) to promote quality and standardisation city-wide
Percentage compliance to diversity management strategy (employment equity, disability management as well as gender mainstreaming)	100%	95%	<ul style="list-style-type: none"> • EE compliance facilitation and monitoring in terms of national targets and departmental EE plans, objectives and implementation of affirmative action measures • Roll-out gender mainstreaming and awareness training to the City
Percentage implementation of FMM and OHASA services delivery model for core departments	100%	50%	<p>FMMU shared services delivery model</p> <ul style="list-style-type: none"> • Implementation of phase 2 of FMM Shared Services Programme • Final roll-out of shared services • Verification and rectification of any misalignments on shared services <p>OHASA shared services delivery model</p> <ul style="list-style-type: none"> • Electronic business mapping concluded • Roll-out of the electronic business mapping by training 80% staff to level 4 on electronic business mapping • Re-engineering OHASA processes for shared services roll-out • Implement the shared service model for OHASA

Indicator	Five-year target (2006/11)	Progress against the five-year target (accumulated)	2010/11 delivery agenda
Percentage improvement in client satisfaction levels for administrative support services	20%	0 (current 47,2%)	<ul style="list-style-type: none"> • Administrative support services • Marketing of the Department • Improve turnaround times • Training on customer satisfaction • Cellular phone service • 100% compliance to SLAs operational deliverables

Challenges and opportunities

The Sector identified primary focus areas by taking the following general tendencies/challenges into consideration:

- The Department's mandate is to provide support services to line function departments/entities in order to promote efficiency and effectiveness;
- Ever increasing institutional capacity requirements;
- Necessity for skills development;
- Financial challenges and budget constraints;
- Impact of the new governance model whereby legislative and executive functions are split and an oversight function with respect to municipal entities has been introduced;
- Necessity to strengthen CoJ group integration and alignment; and
- Critical requirements to improve service efficiency during the remainder of the Mayoral Term.

The following priority focus areas have subsequently been identified for the remainder of the political term:

- Institutional integration and skills development;
- Labour stability; and
- Employment equity.

Strategic priorities

It is essential for all sectors to contribute in the current financial situation by identifying applicable interventions that reduce expenditure and enhance efficiency within the group dispensation to improve service delivery. Fragmented initiatives by different organisational units occur that jeopardise the potential return on investment for the City as a whole (e.g. similar training programmes commissioned by separate units with different service providers that varies drastically in quality standards). Alternative mechanisms should therefore be identified to share expertise and resources in order to face the challenges that exist. A solid basis must be established to promote continuous interaction between all municipal entities and core departments to promote exchanging of knowledge, skills, expertise and resources within the group context; while staff utilisation should be monitored and evaluated independently in order to identify duplications and options for improvement to enhance service delivery. Skills development programmes should further be aligned across the City to enable savings on contracted service providers and to ensure standardisation and integration that might result in potential savings.

The following priority focus areas have thus been identified for the remainder of the political term and were accordingly accommodated in the proposed delivery agenda:

- Institutional integration and skills development;
- Labour stability; and
- Diversity management and employment equity.

Institutional integration and skills development

- Develop a long-term framework and agreement for the CoJ group on the integration of human capital management practices, procedures and systems for consideration and implementation during the new political term.
- Develop a skills alignment framework as well as a training assessor mechanism for the CoJ group (MoEs and core departments) to promote quality and standardisation city-wide.
- Development and roll-out of a Middle Management Development Programme.

Labour stability

CoJ organisational climate improvement:

- Implement and maintain line function Customer Satisfaction Improvement Programme;
- Initiate and maintain Staff Engagement and Communication Programme; and
- Develop and implement a pro-active strike prevention and management strategy.

Collective bargaining

- Ensure continuous participation of senior managers in the local division of the SALGBC; and
- Intensify and ensure compliance to labour legislation and collective agreements.

Capacitation

- Complete roll-out of management training in labour relations in order to deal with change management related issues, e.g.
 - Conflict management;
 - Mediation;
 - Conciliation;
 - Arbitration;
 - Disciplinary hearings; and
 - Grievance handling.

Diversity management and employment equity

It is of critical importance for the City as a prominent government institution to portray the principles embedded in the South African democracy and enhance the objectives of the Employment Equity Act. The following initiatives have thus been accommodated in the delivery agenda:

- Clarify, monitor and enforce the different responsibilities of line functions versus those of Corporate and Shared Services. Line functions are responsible for actual implementation of EE initiatives while Corporate and Shared Services fulfil a supportive role by analysing, monitoring and reporting of tendencies/deviations;
- EE compliance facilitation, monitoring and regular provision of equity profile statistics to line function departments to enable the formulation of accurate plans and identification of tendencies. This would assist departments in making progress towards the reaching of numerical targets; and
- Continuous analysis of trends and regular reporting.

Inter-governmental relations

In view of the Sector's primary internal focus, in contrast to the provision of external services to communities at large, alignment with provincial as well as national initiatives is predominantly ensured by accommodating national legislative and generic strategic priorities. However, in the case of public conveniences, interaction with provincial programmes is facilitated via interaction with the Spatial Form and Urban Management Sector while continuous liaison with the City's 2010 programme is furthermore ensured. The impact and implication of key programmes such as the evolution of the Gauteng Global City Region and the establishment of a single public service is acknowledged and accommodated, via interaction with internal units such as the Central Strategy Unit and continuous engagement with key stakeholders such as SALGA and the Department of Provincial and Local Government (DPLG).

Corporate and shared services sector plan

This is the most critical part of the Sector Plan wherein the following information is captured, i.e. five strategic objectives, IDP programmes and key achievements and delivery agenda.

Five-year strategic objectives	IDP programmes and key achievements (accumulated to date)	2010/11 delivery agenda
Ensure efficient and effective performance of fleet outsourced services	Fleet Contract Management Programme <ul style="list-style-type: none"> A fleet contract Monitoring and Evaluation (M&E) scorecard for 2008/09 was developed. The contract compliance for the 2008/09 contract year was assessed and audited by an external competency. The final achievement is 98,59%. The average city-wide fleet availability for the first quarter of 2009/10 is 95% 	Fleet Contract Management Programme <ul style="list-style-type: none"> Maintain fleet availability Assess and review fleet contract performance Levied penalties for non-compliance Maintain the Vehicle Abuse Management System (VAMS) Maintain Fleet Working Instruction Manual (FWIM) Evaluate and train drivers Risk management
New public conveniences developed and existing ones maintained at world class standards	Public Conveniences Programme <ul style="list-style-type: none"> Up to date 12 facilities have been constructed as follows: 2 (2004/05) + 5 (2005/06) + 5 (2008/09) 	Public Conveniences Programme <ul style="list-style-type: none"> Maintain public conveniences at acceptable standards
All City-owned corporate buildings to comply with OHASA requirements and be accessible for people with disability	Corporate Buildings Programme <ul style="list-style-type: none"> An audit of all 17 corporate buildings has confirmed that they are accessible to the disabled The upgrading of lifts in the Metro Centre commenced as per the project plan 	Corporate Buildings Programme <ul style="list-style-type: none"> Corporate building maintenance Manage Metro Centre cleaning contracts Assess accessibility for PWDs Assess security measures, fire equipment and electrical network safety
Maximise labour stability and positive CoJ organisational climate	CoJ Organisational Climate Improvement Programme <ul style="list-style-type: none"> The Department is in the process of developing a strategy that will cover the City and its MoEs 	CoJ Organisational Climate Improvement Programme <ul style="list-style-type: none"> Implement and maintain line function Customer Satisfaction Improvement Programme Initiate and maintain Staff Engagement and Communication Programme
	Collective Bargaining Programme <ul style="list-style-type: none"> A follow up report on the establishment of local labour forums in the City was presented to the executive management committee on 9 September 2009 and subsequently submitted to the mayoral committee. A task team was established to address the matter of LLFs Complex disciplinary matters took an average of 12,5 days to finalise during the first quarter of 2009/10 	Collective Bargaining Programme <ul style="list-style-type: none"> Local labour forums established in all CoJ departments and entities Ensure compliance with and implementation of all collective agreements Improve turnaround times in dealing with discipline, appeal cases and grievances
	Labour Relations and Leadership Development Programme <ul style="list-style-type: none"> The Senior Management Training Programme initiated by Wits Business School for managers in the first four reporting levels of the City commenced during January 2009 and is scheduled for completion during 2009 	Labour Relations and Leadership Development Programme <ul style="list-style-type: none"> 60 senior management trained on labour relations and leadership, subject to funding availability

Five-year strategic objectives	IDP programmes and key achievements (accumulated to date)	2010/11 delivery agenda
	<p>Employee Assistance Programme</p> <ul style="list-style-type: none"> • Six financial information sessions were held and 69 councillors/employees attended • Seven road shows were further presented to specific departments 	<p>Employee Assistance Programme</p> <ul style="list-style-type: none"> • Monitor and improve on response rate to all referrals • Implement the following interventions – debt counselling, debt consolidation and attendance of financial management technique coaching to employees with garnishing orders
<p>Improve customer satisfaction rating of human resources services to line function management by 20%</p>	<p>HRSC Development Programme</p> <ul style="list-style-type: none"> • The HRSC has been fully established and is operational 	<p>HRSC Development Programme</p> <ul style="list-style-type: none"> • Regular quarterly engagement with management of client line function departments • Regular provision and distribution of accurate strategic Human Resources information to line management • Update all information on CoJ structures on HCM system
	<p>Talent Management Programme</p> <ul style="list-style-type: none"> • A concept framework for skills retention and succession was developed and a report was submitted to the mayoral committee for consideration during October 2009. The mayoral committee approved the establishment of a Talent Management and Retention Forum from the ranks of senior management in core departments and the MOEs to consider medium and long-term imperatives • Terms of reference were crafted to develop a salary progression model for the City which is a component part of the Progressive Group Remunerations Policy Framework 	<p>Talent Management Programme <i>Skills Retention Programme</i></p> <ul style="list-style-type: none"> • Development and implementation of a city retention plan for non-section 57 employees up to level 3 as per 2008/09 milestones <p><i>Succession Programme</i></p> <ul style="list-style-type: none"> • Development and implementation of a group succession strategy for section 57 employees • Development and implementation of a city succession plan for non-section 57 employees up to level 3 as per 2008/09 milestones <p>Policy implementation and application</p> <ul style="list-style-type: none"> • Continuous monitoring of application
	<p>Skills Development Programme</p> <ul style="list-style-type: none"> • For the 2008/09 financial year the Department succeeded with the full implementation of the workplace skills plan and complied with the requirements of applicable skills development legislation • The Management Development Programme for managers (levels 4 to 6) was scaled down due to financial constraints 	<p>Skills Development Programme</p> <ul style="list-style-type: none"> • Implement management and employee development programmes • Develop a skills alignment framework as well as a training assessor mechanism for the CoJ group (MoEs and core departments) to promote quality and standardisation city-wide • Implement training interventions as stipulated in WSP • Roll-out approved internship, learnership and bursary programmes
	<p>Employment Equity and Diversity Management Programme</p> <p>In summary the following progress has been made:</p> <ul style="list-style-type: none"> • Assignment of senior manager • Communication and awareness 	<p>Employment Equity and Diversity Management Programme</p> <ul style="list-style-type: none"> • EE Compliance facilitation and monitoring in terms of national targets and departmental EE plan objectives and

Five-year strategic objectives	IDP programmes and key achievements (accumulated to date)	2010/11 delivery agenda
	<ul style="list-style-type: none"> • Consultation • Establishment and training of the EE structures • Analysis of policies, procedures and practices • Compilation and categorisation of barriers • Development of affirmative action measures • Establishment of the Central Employment Equity forum • Development of the CoJ EE plan • Training of managers • Progress with the achievement of numerical targets 	<p>implementation of affirmative action measures</p> <ul style="list-style-type: none"> • Roll-out gender mainstreaming and awareness training within the City
Implementation of FMM and OHASA shared services delivery model for core departments	<p>FMMU Shared Services Delivery Model Programme</p> <ul style="list-style-type: none"> • Developed the process flows to support the new structure • Developed a detailed interim structure for FMM in line with the blueprint • Designed and implemented a basic contact centre infrastructure to support the FMM process • Facilitated the full roll-out of the electronic job card system 	<p>FMMU Shared Services Delivery Model Programme</p> <ul style="list-style-type: none"> • Implementation of phase 2 of FMM Shared Services Programme • Final roll-out of shared services • Verification and rectification of any misalignments on shared services
	<p>OHASA Shared Services Delivery Model Programme</p> <ul style="list-style-type: none"> • Initial programmes deliverables were adjusted due to financial constraints • The Electronic Business Mapping System (EBMS) has been reviewed 	<p>OHASA Shared Services Delivery Model Programme</p> <ul style="list-style-type: none"> • Roll-out of the electronic business mapping • Re-engineering OHASA processes for shared services roll-out • Implement the shared service model for OHASA • 80% staff to level 4 trained on electronic business mapping
Client satisfaction in respect to administrative support services	<p>Administrative Support Services Programme</p> <ul style="list-style-type: none"> • During the 2008/09 financial year the total revenue generated from MoEs amounted to R115 000 resulting in an increase of 84,1% in comparison to the previous financial year which exceeds the stipulated target 	<p>Administrative Support Services Programme</p> <p><i>External printing revenue</i></p> <ul style="list-style-type: none"> • 5% Increase in external revenue generated for printing service • Dispatch Programme • 5% improvement in customer satisfaction <p><i>Administration support services:</i></p> <ul style="list-style-type: none"> • 10% implementation of electronic record management system
	<p>Cellular Phone Service Programme</p> <ul style="list-style-type: none"> • The Sector managed to maintain a compliance assessment of 95,82% with the SLA during 2008/09 	<p>Cellular Phone Service Programme</p> <ul style="list-style-type: none"> • Maintain 98% average service level of key service deliverables of the cellphone contract

Conclusion

In conclusion, the Sector highlighted the primary objective as being to enhance efficiency and effectiveness of services and intends to direct all initiatives accordingly to promote the City's vision of a "World Class African City".