



Chapter Three

Human Resource and Other Organisational Management

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Human Resource and Other Organisational Management

Organisational Structure

The mandate of the Municipality is to ensure that all of its citizens, regardless of race, gender or sexual orientation have access to the basic essential services of water and sanitation; and that the communities of the Municipality are adequately developed.

Administration

The administration of the Municipality is headed by the Municipal Manager. There are four departments, each headed by a General Manager. In addition, the Deputy Municipal Manager within the Office of the Municipal Manager is responsible for the efficient and effective operation of all departments.

Office of the Municipal Manager

The Office of the Municipal Manager is responsible for the following functions: Development Planning; Strategy and Shared Services; Internal Audit; Mayoralty and Communication; Legal Services; Environmental Services; and Special Programmes.

Development Planning – responsible for the implementation of the Integrated Development Plan (IDP), and to monitor progress of the implementation thereof.

Strategy and Shared Services – Coordination of shared services, risk management and performance management.

Internal Audit – provision of internal audit services to the Municipality as well as coordination of the implementation of the internal audit service as a shared service within the District.

Mayoralty and Communications – Coordination of Mayoral executive support, corporate communications and marketing of the Municipality.

Legal Services – Coordination of legal compliance and associated advisory services.

Environmental Services – Coordination and implementation of environmental management and environmental health services.

Special Programmes – Advocacy and lobbying for the development of and mainstreaming of issues around vulnerable groups: people living with HIV or AIDS, children, senior citizens, youth, people with disabilities, women, or farmworkers.



Departments

TOP MANAGEMENT



*Municipal Manager
Khayo E Mpungose*



*Deputy Municipal Manager
Nathi T Ndelu*



*Chief Financial Officer
Ved Hukum*



*General Manager: Infrastructure
and Economic Development
Mduduzi Mnyandu*



*General Manager:
Corporate Services
Vuyokazi Mbelani*



*General Manager:
Water Services
Maxwell Pawandiwa*



The Municipality has the following four departments:

Corporate Services Department

The Corporate Services Department, headed by the General Manager: Corporate Services includes: Human Resources, Secretariat, Information & Communication Technology (ICT), Geographic Information Systems (GIS), Registry & Auxiliary Services, and Disaster Management.

The following are the functional areas of the sections within the Department:

Human Resources – Coordination of sound labour Relations, human resources management and recruitment strategies, employee wellness, organisational development and Occupational Health & Safety.

Secretariat – Coordination of secretariat support to Council and its Committees.

ICT – Ensuring the efficient implementation of information management systems; implementation and maintenance of application systems; implementation of Enterprise Resource Planning; hardware and software maintenance; information systems security; and general coordination of management of ICT systems.

GIS – Coordinates the placing socio-economic and developmental information in a spatial context. This assists the political leadership and management in decision making and service delivery implementation planning. Spatial analysis as well as spatial modeling is also done.

Registry and Auxiliary Services – Records management, registry management, facilities management, security management, telecommunications and building maintenance.

Disaster Management – Coordination of the prevention, mitigation and management of disasters.

Treasury Department

The Treasury Department includes: Equity & Accounts, Grants & Expenditure, Budget Control and Supply Chain Management.

Equity and Accounts – Asset management, loans & investments and cash collection.

Grants and Expenditure – Coordination of accounts payable, payroll and management of grants received.

Budget Control – Preparation of budget, financial forecasting and preparation of financial statements.

Supply Chain Management – Coordination of procurement of goods and services and management of the supplier database.

Infrastructure and Economic Development Department

Infrastructure and Economic Development (IED) is made up of the following sections: Project Management Unit, IED Finance, and LED & Tourism.

Project Management Unit (PMU) – Implementation of MIG funded projects such as water, sanitation and community facilities.

Infrastructure and Economic Development Finance – Responsible for the management of the budgets for the MIG grant, as well as all other departmental grants and funding.

LED & Tourism – Facilitating and coordinating activities and programmes that would yield shared economic growth and extensive marketing of the district.



Water Services Department

The following are the sections which make up the Water Services Department: Water Services Income, Water Reticulation, Sanitation & Water Treatment, Water Services Authority (WSA) & Administration, Electromechanical and Fleet Management.

Water Services Income – Billing of residential and industrial consumers, collection of debt, as well as the coordination of indigent support.

Water Reticulation – Develop and maintain water supply and reticulation services to communities – both in bulk and via the reticulation system.

Water Services Authority (WSA) and Administration –

Ensure compliance with all water provision legislation and supporting bylaws, maintaining a well manned call centre, and ensuring proper administration within the Department.

Sanitation and Water Treatment – Supply and maintain water treatment and sanitation services to communities.

Electromechanical – Provision of support towards the provision of water services through the provision of mechanical, electrical and fitting services.

Fleet Management – Ensure that the organisation adequately supports service delivery through the provision and management of an efficient fleet.



Staffing Information

The municipality has a staff complement of 717. The following table illustrates information regarding the staff complement of the municipality:

Function	No. of Staff	No. of Vacancies
Office of the Municipal Manager	25	5
Corporate Services Department	44	6
Treasury Department	53	5
Planning & Environment Department	45	7
Water Services Department	550	31
Total	717	54

The following policies were developed and some reviewed during the 2006/2007 financial year:

- Compensation for Occupational Injuries
- Compounding of Leave
- Installation of Base Telecommunications Equipment
- Personal Protective Equipment
- Subsistence & Traveling
- Telephone & Cell Phone Allowance
- Credit Control & Debt Collection Policy
- Water Services Policy
- Water & Sanitation Tariffs Policy
- Indigent Support Policy
- Free Basic Water Policy
- Fixed Asset Management Policy
- Investment & Cash Management Policy
- Subsistence & Travel Policy
- Vehicle Policy
- Personal Protective Equipment
- Leave Regulations
- Acting Allowance

The following are the medical aid schemes in operation in the Municipality:

- Global Health
- Bonitas
- Hosmed
- LA Health
- Munimed
- Samwumed

The following are pension fund schemes in existence in the Municipality:

- Natal Joint Municipal Pension/Provident Funds (NJMPF)
- Government Employees Pension Fund (GEPF)
- Municipal Councillors Pension Fund (MCPF).



Human Resource Profile

The following table provides staffing information:

Number of all municipal staff employed	Number of staff	Male	Female
Professional (Managerial/Specialist)	95	56	39
Field (Supervisory/Foremen)	89	87	2
Office (Clerical/Administrative)	126	43	83
Non-professional (blue collar, outside workforce)	407	347	60
Total	717	533	184

A total of 200 employees received training in the 2006/2007 financial year at a cost of R998 200.

The following table provides a breakdown of training beneficiaries per occupational categories:

Occupational category	Males	Females	Total
Senior Officials/Managers	11	4	15
Professionals	2	8	10
Technicians/Associated Professionals	17	11	28
Clerks	11	38	49
Service Workers	2	–	2
Craft & Related Trade Workers	5	–	5
Plant & Machine Operators	15	3	18
Elementary Occupations	56	17	73
Total	119	81	200



Below are the performance targets of the Human Resources function as per set priorities:

Key Performance Area	Performance Targets	Current	Target
Municipal Transformation & Institutional Development	Restructuring within the Water Services Department, focusing on beefing up of practitioners and artisans within the Department, in order to speed up service delivery. The restructuring also resulted in the flattening of the management structure of the Department. The result is that the district is divided into areas, with a manager having overall responsibility for all operations of the department within the entire area.	Previously, managers within the Department only focused on their competency area such as reticulation, sanitation, etc throughout the entire District	Complete ownership or responsibility for all water services operations within a certain locality/ area. This ensures streamlining.
	Relocation of Legal Services Unit to the Office of the Municipal Manager in order to ensure that the Accounting Officer has adequate support with regard to legal matters.	The unit was scheduled to be located within Corporate Services	This enhancement ensured that the Accounting Officer was aware at all times of matters which may lead to litigation, ensure that legislative prescripts are adhered to, thus minimising the need to consult with external legal experts.
	Capacitating of the Communications Unit to ensure that interaction and communication with the public is conducted in a corporate and professional manner.	HR has embarked on an exercise to attract experienced candidates in order to capacitate the communications unit.	This ensures a close working relationship between the highest administrative office and the highest office of the political leadership, thereby resulting in a seamless and uniform communication.
	Enhancement of the Project Management Unit. This unit now comprises of a Financial Manager, as well as additional Project Officers, Technicians and Clerical staff based in the local municipalities of the district.	Unit previously had only five Project Officers and two Assistant Project Officers who were responsible for ensuring effective implementation of all infrastructure & development projects throughout	This enhancement ensures that the implementation of infrastructure is simultaneously carried out in all six local municipalities, with support staff on location.



Disclosures

Remuneration of Councillors

	Total cost (R)
Mayor	630 311
Deputy Mayor	490 079
Speaker	495 695
Executive Committee Members	1 725 117
Councillors	2 248 106
Total	5 589 308

In-kind benefits

The Mayor, Deputy Mayor, Speaker and Executive Committee Members are full-time. Each is provided with an office and shared secretarial support at the cost of the Municipality. Councillors may utilise official Council transportation when engaged in official duties.

The Mayor and the Deputy Mayor have one full-time bodyguard and one full-time driver.



Occupational Health and Safety

As early as 2003, Ugu District Municipality began implementing Safety, Health and Environment (SHE) as part of its management functions. Over time, the programme has evolved to keep pace with legislation. The SHE policy states "In all aspects of its business, Ugu District Municipality is committed to the protection of and the Safety, Health and Environment of its employees, customers and surrounding communities, and to conducting its operations in a manner that would not jeopardise the present and future generations".

Safety, Health and Environmental management is included in the job profiles of Senior Management and key staff across the divisions through the inclusion of Safety, Health and Environmental Key Performance Indicators in their contracts. In this way, SHE management is implemented through the organization.

Highlights

- Detailed Hazard Identification and Risk Assessment on 66 sites conducted.
- Noise surveys conducted at pump stations which during operations emit a noise level in excess of 85 decibels.
- Medical surveillance programmes for staff exposed to areas which have an environment conducive to infection by Hepatitis virus.
- Fire detection system in place at all administrative buildings.
- Emergency evacuation plans drafted.
- Quarterly training and awareness programmes on Occupational Health and Safety issues.
- Contractor Management System implemented and applicable to all contractors on municipal property or in municipal development projects.

Challenges

- Budgetary restrictions experienced in attempting to mitigate risks identified in the Risk Assessment exercise.
- Occupational Health and Safety perceived as an ad hoc activity of the Municipality.

Mitigation Strategies

Inclusion of Occupational Health and Safety as a KPI in performance contracts of all General Managers.



Employee Assistance Programme

Employee Assistance Programme (EAP)

EAP is a strategic intervention designed to produce organisational benefits by identifying and resolving challenges that impact on productivity and performance of individuals.

Projects within the EAP

Launch of HIV and AIDS Peer Educators Forum

HIV/AIDS has impacted negatively on the organisation, leading to decreased productivity. This has resulted in many organisations facing the problem of skills shortage and reduction of experienced staff.

The Municipality trained 23 staff members as HIV and AIDS Peer Educators with a view to conducting the following functions:

- Raising awareness on HIV and AIDS;
- Supporting infected and/or affected colleagues;
- Promoting prevention of infection and a healthy lifestyle; and
- Encourage people to know their HIV status.

Challenges

- Reduce stigma and discrimination.
- Promote use of condoms.
- Add value to the Municipality's EAP-related activities.

Screening for Lifestyle Illnesses

This programme was initiated by the Municipality with a view to raising awareness on the 'silent killers', and further promoting a healthy lifestyle. Screening of blood pressure levels (hypertension), blood sugar levels (diabetes), cholesterol and weight (BMI) were conducted.

The screening exercise yielded results indicating alarming obesity and overweight rates, which are high risk factors for the development of hypertension and diabetes.

Voluntary Counselling and Testing (VCT) (post window period) was conducted

Pre-window period HIV testing results were as follows:

- 190 employees tested (32 females and 158 males)
- 36 positive (5 females and 31 males).

Post-window period HIV testing results were as follows:

- 70 employees tested (7 females and 63 males)
- 08 tested positive (1 female and 7 males)
- The post-window period testing was only open to staffers who presented with a negative finding in the initial testing.

Statistics on staff members exiting employment of Municipality

Jul 2006	Aug 2006	Sept 2006	Oct 2006	Nov 2006	Dec 2006	Jan 2007	Feb 2007	Mar 2007	Apr 2007	May 2007	June 2007	Total
1	3	4	2	0	4	4	1	5	1	6	3	34



Analysis per annum

Deceased: 21

Resignations: 7

Medical Boardings: 3

Retirement: 3

Dismissals: 0

Mitigation Strategies

AIDS Candle lighting ceremony

The Municipality observes International HIV/AIDS Candle Lighting Ceremony. The purpose of this event is:

- To honour the memory of those who have lost their lives to HIV or AIDS
- To show support for those living with the virus or affected by it; and
- To raise awareness of the epidemic and to mobilise employee participation in the fight against HIV/AIDS.

Results of the ceremony:

- Dedicated budget for the EAP programme in place.
- HIV and AIDS policy adopted.
- EAP Committee in existence.
- HIV and AIDS Peer Educators trained.

HIV/AIDS VCT Programme





Computer training

Skills Development Programme

Given the fact that the Municipal Finance Management Act (MFMA) is a new piece of legislation within the Local Government sphere, the Municipality is committed to capacitating its councillors and officials on the prescripts of the Act and the implications thereof. The following are the interventions embarked on by the Municipality:

- On-line MFMA learning programme.
- MFMA development programme.
- Certificate Programme in Management Development for Municipal Finance.

Challenges

- The lack of identified mentors or coaches in the various departments who can assist in ensuring that the newly acquired skills are applied in the workplace.
- The linking of training and development with upward mobility of employees.
- A quality assurance tool is required in order to evaluate impact of training interventions implemented.
- Shortage of accredited training providers within the district.



Mitigation Strategies

- the Municipality has developed draft policies on Skills Retention and Skills Transfer.
- An upward mobility strategy has been adopted by Council.
- Quality assurance and penalising options are included in the reviewed Training & Development strategy;
- Utilisation of the LED forum to encourage emerging businesses to strive for accreditation in their particular fields of business.

