

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE

The municipal manager and s57 managers have signed the performance agreements, the performance management system and policy framework was developed in 2009. The District Municipality has been requested to develop scorecards to evaluate the two levels of employees below section 57 and have only developed scorecards for the HR Officer. However, the municipal and departmental SDBIPs, which are reported on a quarterly basis to the Council, did serve the purpose of evaluating whether or not the municipality was meeting its targets.

The processes to develop a performance management system were already underway as of the end of the year.

Annual performance as per key performance indicators in municipal transformation and organizational development

	Indicator name	Total number of people (planned for) during the year under review	Achievement level during the year under review	Achievement percentage during the year	Comments on the gap
1	Vacancy rate for all approved and budgeted posts;	2%	98%	98%	2%
2	Percentage of appointment in strategic positions (Municipal Manager and Section 57 Managers)	1	1	100%	–
3	Percentage of Section 57	100%	100%	100%	–

	Managers including Municipal Managers who attended at least 1 skill development training course within the FY				
4	Percentage of Managers in Technical Services with a professional qualification	100%	100%	100%	
5	Percentage of municipalities within the district area that have a fully functional Performance Management System (DM only)	Not applicable	Not applicable	Not applicable	Not applicable
8	Percentage of staff that have undergone a skills audit (including competency profiles) within the current 5 year term	100%	100%	100%	–
9	Percentage of councillors who attended a skill development training within the current 5 year term	100%	100%	100%	Still undergoing training

10	Percentage of staff complement with disability	4%	1%	1%	Difficult to recruit
11	Percentage of female employees	30%	35%	35%	-
12	Percentage of employees that are aged 35 or younger	35%	60%	-	-

Major challenges and remedial actions in regard to human resource and organizational management

Challenge	Remedial action
Insufficient funds for training of councilors, staff and ward committees;	Participation in programmes offered by PSA and Vulindlela Institute of the DBSA
Inability to fill all posts in the organogram to ensure effective service delivery;	Maximum utilization of available staff by strengthening supervision and performance management.
Partial implementation of the performance management system in the sense that it does not cover non-s56 employees	Performance management system will be implemented across the municipality

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1. EMPLOYEE TOTALS, TURNOVER & VACANCIES

a. MM/Section 57 and Line Managers

1.3HR statistics per functional area

1. Full time staff complement per functional area

	Approved positions (e.g. MM-S57 etc.)	Number of approved and budgeted posts per position	Filled posts	Vacant posts
1	Municipal Manager	1	1	0
2	Managers S 57	4	4	0
3	Assistant Managers	5	4	1
4	Sectional Heads/ Line Managers	13	13	0
	Total	23	23	1

b. Staff complement in the technical services

	Approved positions (e.g. MM-S57 etc.)	Number of approved and budgeted posts per position	Filled posts	Vacant posts
1.	Manager	1	1	0
2.	Assistant Managers	2	2	0
3.	Foremen	3	3	0
4.	Superintendent	1	1	0
5.	Toolmen	4	4	0
6.	Linesman	1	1	0
7.	Shift workers	17	17	0
8.	Drivers	5	5	0
9.	Operators	2	1	1
Total		25	24	1

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.2.Human Resource Policies

The human resource policies provide the municipality with a mechanism to manage risk by staying up to date with current trends in employment standards and legislation. The policies are framed in a manner that the municipality's vision and the human resource helping the municipality to achieve it or work towards it are at all levels benefited and at the same time not deviated from their main objective.

HR policies allow an organisation to be clear with employees on:

- The nature of the organisation
- What they should expect from the organisation
- What the organisation expects of them
- How policies and procedures work
- What is acceptable and unacceptable behaviour
- The consequences of unacceptable behaviour

The establishment of policies helps the municipality to demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance. Human resource policies can also be very effective at supporting and building the desired institutional culture. For example recruitment and retention policies might outline the way in which the municipality values a flexible workforce. The Municipality has a Recruitment and Selection Manual which guides around the issues around staffing and a number of policies (*i.e.* standby allowance policy, absenteeism policy, code of conduct, employee assistance programme, motor vehicle allowance policy *etc.*)

4.3 Recruitment and Selection Policy and Procedure

Maletswai Local Municipality has approved Recruitment and Selection policy. The objectives of the policy are to ensure fair and equitable recruitment and screening process is achieved during the recruitment process. Furthermore the policy is aimed at guiding appointment process to attract, obtain and retain people with required competencies at minimum cost in order to satisfy the Human Resource needs of the Council. Lastly, the policy is used as an instrument to give effect to the Affirmative Action Policy principles and adheres to the Employment Equity Act and the Labour Relations Act 66 of 1995. The municipality has been consistent in implementing the recruitment policy as well as other provisions of the Municipal Systems Act, section 66 (3), in the financial year under review. There has been no litigation against council owing to inconsistency application of the selection and recruitment procedures. I

4.4 Employee Assistance Programme

Maletswai Local Municipality recognizes that staff's well-being plays an important role in meeting its objectives and that personal problems interfere with job performance. Regardless of how disruptive such problems may be in the life of an employee, external motivation is always needed before an employee can make necessary changes or seek professional assistance. The municipality as an employer is committed to look after the physical emotional, psychological and social well-being of its employees. To this end, an Employee Assistance Programme was established in the Human Resource Section to provide support to employees. The department is performing this function, however the unavailability of skilled personnel in the department is crippling the section and this result in this function being outsourced is function, the key objective of the programme is to promote the well-being, morale and productivity of all employees; coordinate counseling services and refer employees for professional and specialized services.

4.5 Succession Planning and Career Patting

In Maletswai, succession planning simply means making the necessary arrangements to ensure that suitably qualified people are available to fill posts which will arise within any specific department over forthcoming years. The purpose of this policy is to ensure continuity of suitably trained staff in key posts for the future, to (also) ensure that someone is always available to fulfill any particular job in the municipal service, even in the event of illness, resignation or death. Moreover, to comply with the legal requirement of the Employment Equity Act which requires the appointment and promotion of suitably qualified person from previously disadvantaged groups, to ensure proportional representation in all occupational categories and levels? Lastly, to ensure that training programs are undertaken in an orderly way and that staff does not simply attend training courses without a purpose – in this way training initiatives can be properly focused.

4.6 Employment Equity

The plan has been developed and adopted for the period 2008-2012. This plan serves as a guideline in filling of vacancies in the municipality. However, it is paramount to note that this plan will expire at the end of June 2012; moves are afoot in developing another plan which will have a life-span of 5 years. A wide range of consultation will be done with various stakeholders and Council.

4.7 Skills Development

The draft Work Skills Plan was submitted on the Employment and Skills Development Committee on the 6th April 2010 and it was approved for submission to Local Government SETA. This plan is operational in the municipality.

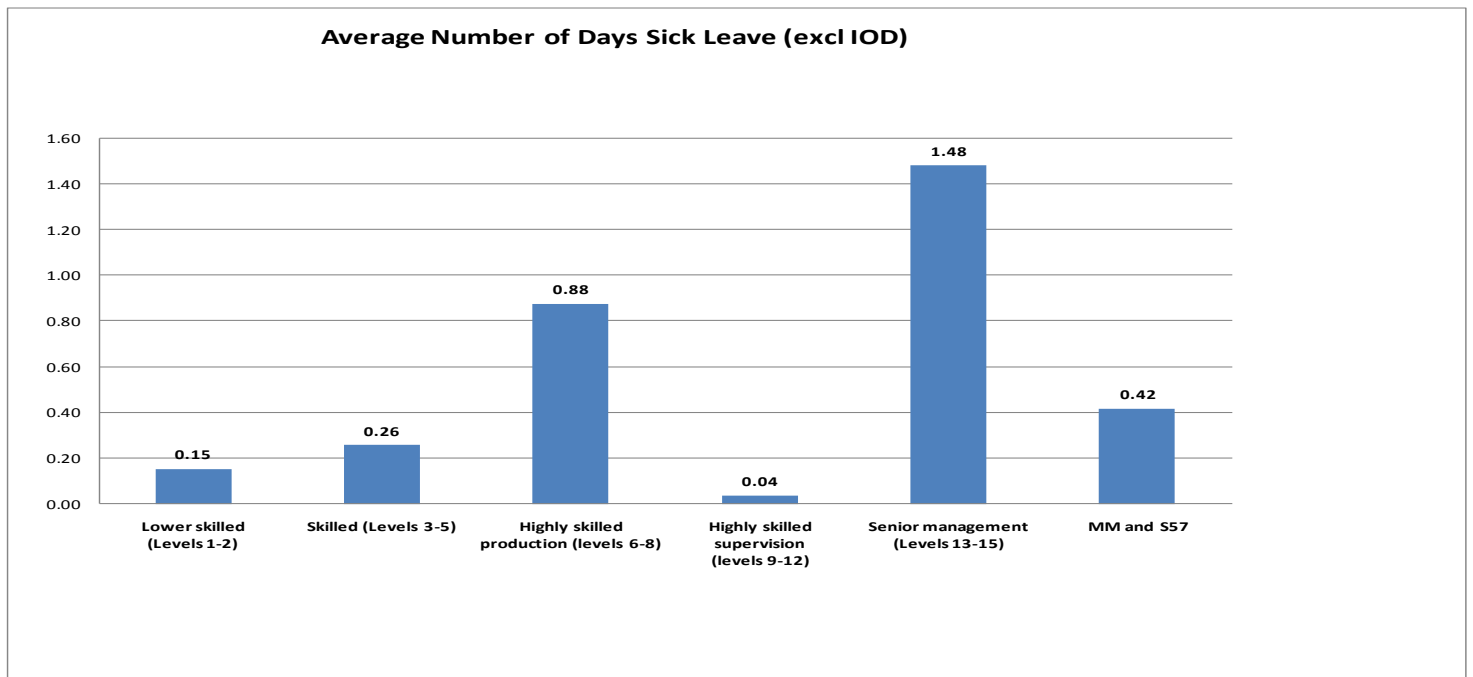
4.8 INJURIES, SICKNESS AND SUSPENSIONS

Number and Cost of Injuries on Duty				
Type of injury	Injury Leave Taken Days	Employees using injury leave No.	Proportion employees using sick leave %	Average Injury Leave per employees Days
Required basic medical attention only	49	7	0	5
Temporary total disablement	0	0	0	0
Fatal	0	0	0	0
Total	49	7	0	0

Number of days and Cost of Sick Leave (excluding injuries on duty)					
Designations	Total sick leave Days	Proportion of sick leave without medical certification %	Employees using sick leave No.	Total employees in posts*	*Average sick leave per employees Days
Municipal Manager	36	0	1	1	36
Section 57 Managers	97	0	4	4	24.25
Senior management (Levels 2-3)	58	9	8	10	5.8
Highly skilled production (levels 4-6)	293	52	32	29	10.1
Skilled (Levels 7-8)	392	69	35	43	9.11
Lower skilled (Level 9-13)	608	143	86	87	6.98
Total	1484		166	174	8.52

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.5 SKILLS DEVELOPMENT AND TRAINING



During this financial year under review, the municipality has provided the following types of training to the officials and councillors. The municipality has committed itself on that with prime purpose of accelerating the pace for change with the delivery of services.

4.5.1 COUNCILLORS RECEIVED TRAINING ON THE FOLLOWING AREAS:

- Certificate in Local Government Law and Administration
- Certification Programme for Municipal Development (CPMD)

4.5.2 EMPLOYEES RECEIVED TRAINING ON THE FOLLOWING AREAS:

- Certificate in Local Government Law and Administration
- Advanced Certificate in Local Government Law and Administration
- Diploma in Local Government Tools of Communication
- Waste Management (in-house)
- Housing Management
- Storm-water Drainage
- Power Maintenance
- SAICA Deloitte HQF level 5

- SAICA NQF Level 3

The municipality has developed a Work Skills Plan (June 2011) and the Employment Equity reports were submitted in October 2011.

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

4.6 EMPLOYEE EXPENDITURE

Currently, the personnel expenditure stands at 35.33% of the total general expenditure. This represents a decline of 5.94% from 2010/2011 financial year. The 35.33% expenditure on personnel represents a favorable exposition relative to the general average expenditure of 36%.