

Chapter 2



Annual Report 2007/8
Sedibeng District Municipality





Chapter 2

Human Resources and Management

The institutional arrangements within Council for the period under review are as follows:-

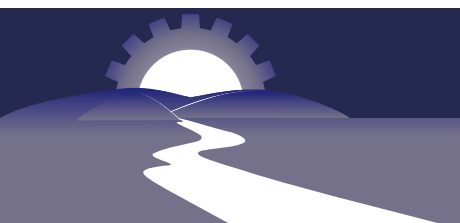
2.1 Breakdown of structures within clusters

Cluster	Structures
Office of the Speaker	10
Office of the Executive Mayor	11
Office of the Chief Whip	5
Municipal Manager's Office	7
Corporate Services	195
Treasury	28
Community Services	260
Planning Economic Development & Housing	46
Infrastructure Transport & Environment	158

2.2 Vacancy rate

Staffing positions in each functional area

Functional Area	Filled	Vacant	Total
Office of the Speaker	-	-	-
Office of the Mayor	4	-	4
Office of the Chief Whip	2	3	5
Office of the Municipal Manager (OMM)	-	-	-
Corporate Services	13	-	13
Community Services	17	11	28
Treasury	-	-	-
Transport Infrastructure & Environment	1	35	36
Planning Economic & Development Housing	1	-	1
New Positions / Contract Employees	78	-	78

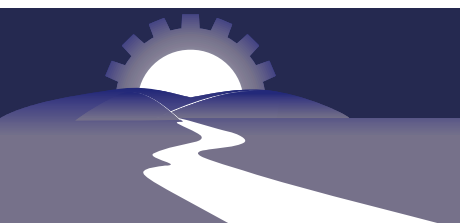




2.3 Organizational Capacity Building and Skills Development

Work Skills Plan Training Interventions 2007 - 2008

Training Course	No of Employees	Staff Levels
Customer Service	39	Clerk / Administrators
Managing Development in Municipal Finance	1	Senior Management & Top Management
Public sector reform	2	Councilors
Labour Law	2	Senior Management
Examiner of Vehicle	2	Clerk / Administrators
CCTV Training	14	Supervisors
Assessor Training	15	Supervisors
Business Writing Skills	24	Clerk / Administrators
Best Practice in Pay Roll	2	Clerk / Administrators
National Health Safety	2	Senior Management
Public Relations	6	Clerk / Administrators
International Classification Diseases	2	Top Management
Records Management	5	Supervisor
Care and Growth	27	Top Management & Semi Skilled
Batho Pele	20	Clerk / Administrators
Project Management	1	Senior Management
Ms Office : Advance Excel	3	Clerk / Administrators
EAP supervisory	95	Senior Management & Top Management
Quidity Software for Records	61	Top/ Senior Management
PMS	345	All Employees
Project Management	1	Clerk / Administrators
Basic Life Support refresher	29	Basic Life Support Attendants
Basic Life Support for health care providers	19	Basic Life Support Attendants
Advance Cordial Life Support	1	Advance Life Support Attendants
Pediatric Advance Life Support	1	Basic Life Support Attendants
Hazmat Awareness	39	Basic Life Support Attendants
Rope Rescue 1	9	Basic Life Support Attendants
Rope Rescue	3	Basic Life Support Attendants
Driver Training	14	Operators
Intro to Project Management	34	Clerk / Administrators
Disciplinary Hearing	73	Senior Management
Programme in Management Development	1	Senior Management
Health & Safety Management	1	Senior Management
TOTAL NUMBER OF PEOPLE TRAINED	931	





2.4 Organizational Restructuring

As early as October 2006, the municipality agreed to align the organization to strategy adapted by municipality after 2006 local government elections. A macro structure was agreed upon with five clusters headed by five Section 56 employees. These clusters were as follows:

- Strategic Planning and Economic Development
- Community Services
- Transport, Infrastructure and Environment
- Corporate Services and
- Treasury.

From 2006 but with increased momentum from April 2007, an organizational restructuring exercise was undertaken which involved management workshops, consultations with staff, staff workshops and also extensive engagement with trade unions through a restructuring forum and the local labour forum. A service provider also assisted for a period and the Mayoral Committee was also involved.

Principles were adopted to guide the restructuring process and included:

- No staff member should lose his or her job
- Structure must follow strategy
- Tasks that belong together should go together
- The organizational structure should be flatter.

By April 2008, the organization had a new structure with about 200 new posts and a number of post levels adjusted. One of the reasons why the process took so long was the absence of job evaluations from SALGA approved by JPEC process. This meant that the municipality had to benchmark new posts against existing posts. While many staff members have benefited from the process and new opportunities created, other staff remains unhappy that their posts were not properly evaluated.

The structure now should ensure that we can more effectively implement our mandate. Some key changes included that:

- Significant new high level posts were given to environment, reflecting the priority that the Council has given this function;
- More posts have been created in the economic development cluster to implement GDS;
- Jobs in service delivery functions such as EMS and registration of licensing have been upgraded to improve service delivery; and
- Jobs across the organization which may have been at different levels have been corrected so that staff get paid the same equal value.

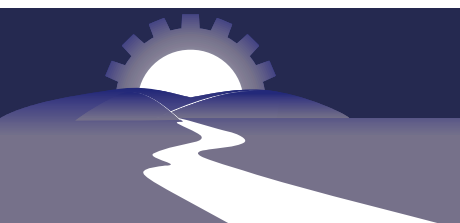
2.5 Performance Management System

Performance Management System training was conducted to all the Departments during the financial year of 2007/2008 to ensure effective implementation of the program.

All Section 57 employees signed their Performance Management contracts and underwent the quarterly reviews process and annual assessment process as required by legislation. Their performance scores were referred to the Remuneration Committee to decide on performance bonuses.

Forty Non-Section 57 Senior Managers signed their Performance Agreements and all underwent through the process of assessments for the financial year of 2007/2008.

Further training and consultation is taking place within the Departments to assist with the signing of Performance Agreements and developing Individual Performance Development Plans for the financial year of 2008/2009.





2.6 Learnerships and Internships

The Council's key performance areas include the alleviation of poverty in pursuit of a better life for all, and contribute to the growth and development of the District's economy. In an effort to realize the key indicators, the municipality has also identified the internships and learnerships as a key route in achieving the human resources development targets on economic level.

These programmes aimed at providing unemployed learners with opportunities to demonstrate their skills and knowledge and assist job seekers to gain work experience. The municipality enrolled 250 unemployed youth on Internship programme and 43 of those were offered permanent employment whilst others were appointed by other institutions, including our Local Municipalities after completing their learnership programme.

Moving forward, the programme will be implemented on a continuous basis by the municipality in order to address the region's scarce skills.

2.7 Care and Growth Leadership Training

Staff development and training is one of the municipality's strategies in creating a working environment in which the personnel is able to maximise its performance, commitment and contribute to its business priorities.

The municipality also requires the quality of personnel who are capable of leading and managing in order to deliver on its mandate. The following programme: Care and Growth Leadership Training was provided to Senior Management to achieve the above.

The programme focused on the following:

- Living with care and growth values,
- Growth and the issue of authority and control,
- How to coach,
- Holding people accountable appropriately,
- Individual performance management

In conclusion, the Care and Growth Programme is aimed at making an explicit connection between strong people, strong groups and successful individuals in both their work and personal lives.

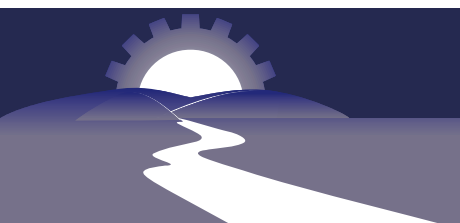
2.8 Employee Assistance Programme(EAP)

Employee Assistance Programme refers to a voluntary and confidential programme including a set of policies and is rendered by a professional in order to help employees balance the demands of daily living and find solutions for ongoing concerns.

The Council maintains that creating an environment that promotes good health for all employees is an essential element to the long term viability of its business. Therefore, the Council has implemented an Employee Assistance Programme and appointed a fulltime professional to fulfill the function of the Employee Assistance Programme.

The objectives of the programme are as follows:

- Provide a strictly confidential programme in order to improve the quality life of employees and their immediate families.
- To provide care and support to employees and their immediate families during the difficult times;
- Encourage healthy working relations through early identification and interventions of wellness challenges,
- Mitigate the impact of HIV/AIDS as well as other dreaded diseases at the workplace,





The benefits of Employee Assistance Programme include the following:

- Absenteeism Management
- Turnover Management
- Ill health /Incapacity Management
- Increased level of performance/productivity
- Increased service delivery.

2.9 Financial information on Pension and Medical Aid fund contributions

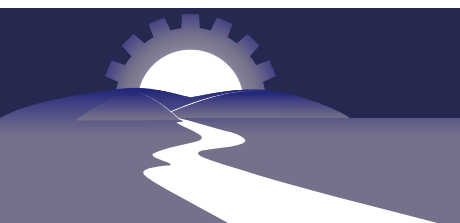
Financial information on pension and medical aid fund contributions from 01 July 2007 - 30 June 2008

Medical Schemes

Name	Total employees	Employee contributions	Comp. Contributions	Annual cost
MUNIMED	82.00	1,303,611.14	1,710,136.86	3,013,748.00
HOSMED	42.00	541,547.10	801,186.60	1,342,733.70
BONITAS	241.00	1,912,310.70	2,840,186.95	4,752,497.65
SAMWU	32.00	153,158.00	229,731.00	382,889.00
LA HEALTH	13.00	109,332.20	144,859.80	254,192.00
TOTAL	410.00	4,019,959.14	5,726,101.21	9,746,060.35

Pension Funds

Name	Total employees	Employee contributions	Comp. Contributions	Annual cost
GRATUITY FUND	402.00	3,843,680.01	9,956,738.47	13,800,418.48
JOINT MUN.PENSIONFUND	5.00	68,435.28	167,286.24	235,721.52
MUN. EMPLOYEES PENS.FUND	68.00	440,550.06	1,293,678.98	1,734,229.04
SALA PENS.FUND	26.00	359,156.89	733,635.89	1,082,792.78
NFMW	43.00	318,333.91	887,687.46	1,206,021.37
COUNCILLORS PENS.FUND	20.00	537,389.40	586,243.14	1,123,632.54
SAMWU	62.00	401,482.97	1,039,993.85	1,441,476.82
TOTAL	626.00	5,959,028.52	14,665,264.03	20,624,292.55





2.10 Employment equity

Occupational Levels	Male			Female				White Male	TOTAL
	AFRICAN	COLOURED	INDIAN	AFRICAN	COLOURED	INDIAN	WHITE	WHITE	
Top management	7	2	2	2	-	-	1	2	16
Senior management	19	1	1	6	-	-	6	15	48
Professionally qualified and experienced specialists and mid-management	13	-	1	11	2	-	1	3	31
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	41	1	1	58	1	2	17	16	137
Semi-skilled and discretionary decision making	128	2	2	117	2	-	9	7	267
Unskilled and defined decision making	51	-	-	41	-	-	-	-	92
TOTAL PERMANENT	259	6	7	235	5	2	34	43	591
Non – permanent employees	65	2	-	82	1	2	3	10	165
GRAND TOTAL	324	8	7	317	6	4	37	53	756

In terms of the Employment Equity Act 55 of 1998 the Council as a designated employer is required to submit an equity report on the 01 October of each year. The report covers the progress made in respect of implementation of the equity plan, targets and numerical goals and policies.

The Human Resources Department has undertaken an analysis to determine progress made towards achieving the compliance, targets and overall implementation in respect of equity.

The following sources were utilized:

- Current municipal employee profile
- Guidelines of the Department of Labour in respect of Designated Economically Active Population.
- Economically Active Population studies for National, Gauteng and Regional (Sedibeng) areas drawn from the Statistics South Africa.
- The latest recommendations by the Director General of Department of Labour:
 - Blacks = 87.5%
 - Women = 45.7%
 - People with Disabilities = 3%
 - Africans = Africans should be at least twice the sum of Coloureds and Indians at each occupational level.

In respect of the above, the Councils profile is compliant and the plan recommended the employment of women and people with disabilities in managerial positions to achieve equity.

