



**HUMAN RESOURCES AND
OTHER ORGANISATIONAL
MANAGEMENT**

EXISTING AND NEW DELIVERY MECHANISMS

Senqu Municipality was established during December 2000 and this resulted in the amalgamation of a number of local authorities and towns, namely:

- Lady Grey (including Transwilger and Kwezi Naledi);
- Barkly East (including Nkululeko, Fairview and Lulama Hlanjwa);
- Sterkspruit; and portions of Wodehouse (Dordrecht) and Indwe
- Rhodes (including Zakhele); and
- Rossouw

Included in this area are the farms and villages of the magisterial districts of Barkly East; Lady Grey, Herschel, Rossouw, Sterkspruit Herschel, Rhodes and portions of Wodehouse (Dordrecht) and Indwe.

Whilst substantial progress and development has been made in order to restructure and align all smaller units into the larger formed “Senqu Municipality”, this had not been without challenge. Transformation is required, not only in terms of the re-organisation that led to the amalgamation, but also in terms of new legislation and a new way of doing things.

Every effort has been made to engage in a formal and directed change management programme in order to ensure that changed processes, procedures, and practices are understood by all, and are lived as day-to-day ideals and values within the organisation.

In the areas of: *Governance; Institutional Development; Transformation: Change Management*, every effort and focus is being made to ensure that delivery mechanisms support the required change at every level. Ongoing and critical analysis and evaluation takes place in order to ensure that Senqu Municipality takes the correct steps towards achieving excellence in human resource and other organisational management.

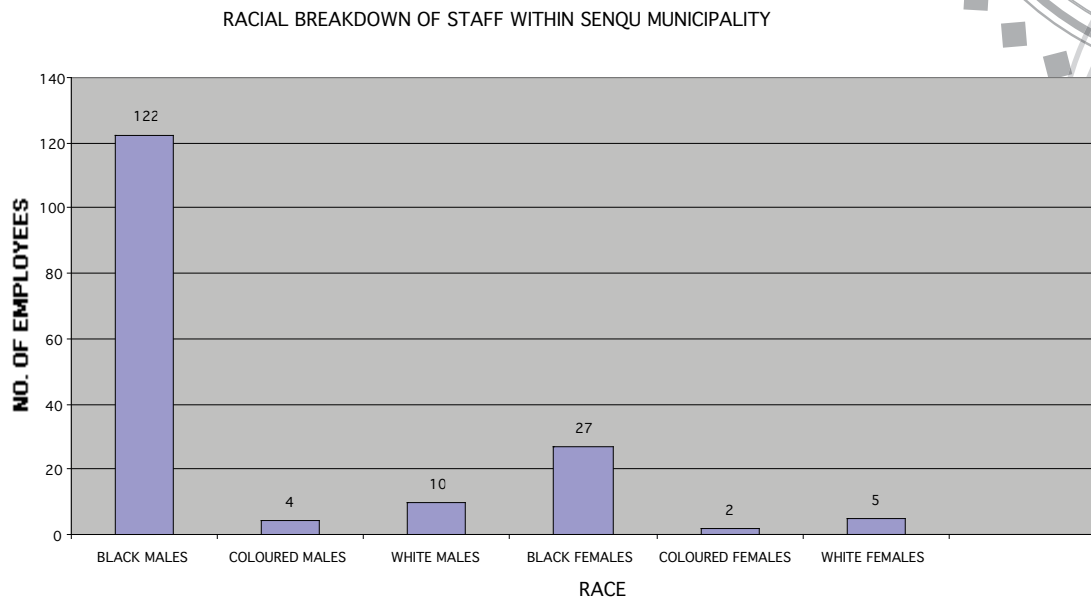
INSTITUTIONAL DEVELOPMENT

A SENQU MUNICIPALITY HAS AN OVERALL STAFF COMPLEMENT OF 170 EMPLOYEES, WHICH ARE BROKEN DOWN AS FOLLOWS:

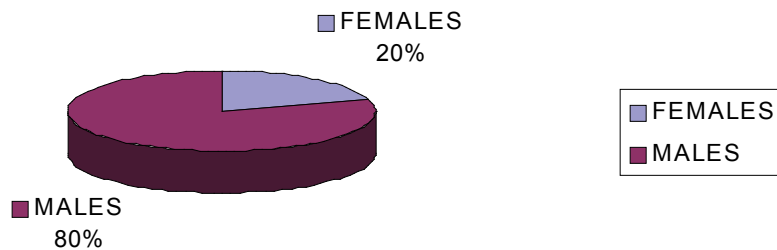
Gender / Race Analysis Of Filled Posts

DEPARTMENT/ FUNCTION	BLACK MALE	COLOURED MALE	WHITE MALE	BLACK FEMALE	COLOURED FEMALE	WHITE FEMALE	TOTAL
COUNCIL & EXECUTIVE	2	0	3	1	0	0	6
CORPORATE & SUPPORT SERVICE	4	0	1	8	1	0	14
BUDGET & TREASURY SERVICE	9	1	0	4	1	3	18
COMMUNITY & SOCIAL SERVICE	45	0	0	12	0	1	58
TECHNICAL & ENGINEERING SERVICE	62	3	6	2	0	1	74
TOTAL	122	4	10	27	2	5	170
PERCENTAGE	71.76%	2.35%	5.88%	15.88%	1.18%	2.95%	100%

RACIAL BREAKDOWN OF STAFF WITHIN SENQU MUNICIPALITY



GENDER REPRESENTATION 2006/07



B ORGANISATION STRUCTURE

The organogram for Senqu Municipality is in place and to date 62% of the posts are occupied. The municipality has an overall staff complement of 442 posts of which 104 relate to the Water Services Authority (WSA) functions that will be transferred to the Ukhahlamba District Municipality once required agreements have been finalized. An analysis of post during the year under review are broken down as follows:

DEPARTMENT / FUNCTION	POSTS FILLED	POSTS FUNDED BUT VACANT	POSTS UNFUNDED	TOTAL NUMBER OF POSTS
COUNCIL AND EXECUTIVE	6	1	7	14
CORPORATE & SUPPORT SERVICE	14	5	22	41
BUDGET & TREASURY SERVICE	18	2	9	29
COMMUNITY & SOCIAL SERVICES	58	13	84	155
TECHNICAL & ENGINEERING SERVICE	74	6	123	203
TOTAL	170	27	245	442
PERCENTAGE	38.46%	6.11%	55.43%	100.00%

The organogram is reviewed annually during the budget process and all members of the budget Technical Committee participate in this process. Reviewing the organogram annually ensures that the Municipality takes into account the demands placed on it by the IDP.

C JOB EVALUATION

Job evaluation has on a national scale, placed huge demands on staff and organisations alike. Whilst the results of the job evaluation exercise have been made available through the presentation of the Final Outcomes Report (presented to us by the Provincial Job Evaluation), implementation awaits the National Wage Curve from SALGBC and the process of appeal. In respect of the wage curve, we have raised concerns on the benchmarking of municipalities, in order to determine the wage curves for different municipalities. These issues are currently under discussions with the parties of the SALGBC.

GOVERNANCE

A FILE MANAGEMENT PLAN

The Municipality has submitted a reviewed File Management Plan to Provincial archives for approval. This means that we are currently working on a file plan, which has not been approved by National Archives. The disadvantage/restrictions of working on an unapproved plan is the fact that we cannot get a destruction certificate approved for old files and this causes great congestion in our registry and outside storage.

Before plans can be made to switch to an electronic document management system, the Municipality needs to ensure that the manual filing system is working efficiently and effectively i.e. the Registry Officer should be able, amongst others, to eliminate misfiling of documents completely. It must also be noted that if we do switch to EDMS (Electronic Document Management System), it is the requirement of Provincial Archives that we keep the manual system running as a back up to the electronic system.

The administration of Council and Executive Committee meetings has shown tremendous improvement, with Council agendas and minutes being provided accurately and correctly. This facilitates Council decision-making and it is worth mentioning that this process has not been queried by the Auditor-General in respect of the quality of decision-making and the signing of minutes by both the Mayor and the Speaker.

With the establishment of the Internal Audit Committee, its role cannot be over-emphasised.

The Annual Audit Report supports the notion that positive work is being done in respect of the operations of the Municipality and the fact that within this area we are operating within clear policies and procedures and in accordance and compliance with prescriptive legislation.

A Remuneration Committee has been elected by Council and constitutes of the following members of the Executive Committee:

- Honourable Mayor, Cllr Z Dumzela
- Cllr Kuse
- Cllr Mafilika

Purpose of Committee : To negotiate salaries with Municipal Manager and Section 57 Managers. Outcomes of the negotiations are then reported by the Honourable Mayor to the Executive Committee and Council.

B POLICIES ADOPTED

At a Council Meeting that was held on the 25th of September 2007, the following reviewed policies have been adopted:

1. Grant-in-Aid Policy
2. Pauper Burial Policy
3. Immovable Property Policy which Council resolved that it be incorporated into the existing Asset Management Policy
4. Maintenance of Statement of Interest Policy and Procedure
5. Recruitment and Selection Policy
6. Subsistence and Travel Policy
7. Bursary Policy
8. Promotions and Transfer Policy
9. Overtime and Standby Policy
10. House Rental and Lease of Municipal Houses Policy
11. Occupational Health and Safety Policy

Challenges arise in that the above policies are not fully implemented as yet, leaving the Municipality open to legal challenges.

C REGISTER OF INTEREST

The Register of Interest was adopted by Council, as well as the relevant policy, though it has not been fully implemented yet. Councillors and officials still need to declare their interest.

D HUMAN RESOURCES

A procedure manual has been developed for all functions in the Human Resources section, which is fully functional.

Staff Turnover

We had quite a number of staff turnovers during the year under review, due to neighbouring municipalities that offered staff much better remuneration. Management then investigated this issue and discovered that it was indeed the case. They then sought the services of a Consultant to investigate the possibilities of benchmarking the Municipality against a Grade 6 Municipality. The Municipality would remain a Grade 3, but staff salaries would be benchmarked against a Grade 6 Municipality.

This exercise was completed; Local Labour Forum was consulted and was approved by Council to be implemented in the new financial year.

Personnel Filing System

Subsequent to a number of meetings that were called by the Provincial Department of Sports, Recreation, Arts and Culture in King Williams Town, the officials from the above department visited to all municipalities within the Ukhahlamba District Municipality to introduce the new filing system for Personnel Files. This system will assist the Municipality to keep track of the filing system, thus minimising audit queries.

TRANSFORMATION AND CHANGE MANAGEMENT

A. PERFORMANCE MANAGEMENT

The Performance Management System has been effected for top management (s57's). During 2005/2006 it was introduced to middle management, this has not as yet been implemented due to capacity and financial constraints. The roll out of individual Performance Management is being planned and will be done in a systematic manner. It was agreed to rollout in phases and as such the process has been put out to tender during the period under review.

Tenderers were invited by the Tender Adjudication Committee to present their PMS system to Management and Executive Committee. The presentations took place, but management were not happy with the systems that were presented as they were looking for a fully computerized system. This issue has thus not been finalised yet.

This performance management system (implemented at s57 Manager level) has ensured that service delivery was implemented based on targeted dates that were approved by Council.

This Performance Management System was linked to the Service Delivery and Budget Implementation Plans (introduced by the Municipal Finance Management Act, 2003), which were developed in line with budget and operational plans, in order to ensure that the IDP objectives were met.

Individual performance assessments for the individual s57 managers have been completed by an independent Committee, which was constituted by executive committee members and independent consultants.

Whilst this process has been considered to be objective, we are still required to formally establish an independent performance audit committee (in order to comply with the spirit of Corporate Governance and regulation 14(1)(a)). The performance reviews of the s57 managers are being performed annually and not quarterly as intended. The Municipality are currently not complying with regulation 28(1) as detailed in the Audit Report of the Auditor General.

The reports are submitted to Council to assist Council to evaluate performance and to make the necessary interventions when these are identified.

B. SKILLS DEVELOPMENT

The Skills Committee meets monthly and this committee is comprised of officials, Councillors and Labour Union representation.

In addition to skills development, Senqu Municipality has introduced an internship programme in order to alleviate the negative impact that skills shortages have on the recruitment and the subsequent placement of suitably qualified persons. This also has an impact on the operational functioning of the organisation, as the organization requires technical capacity and competence in order to provide the required service delivery and sustainable development as highlighted in the IDP.

With funding received from National Treasury, one intern was appointed in November 2006 but has since left the employ of Senqu Municipality due to an injury he had in one eye and after he was pronounced legally blind by the doctors appointed by the Municipality.

The internship programme is a process of empowering and capacitating future employable staff. Identified students/graduates from recognised institutions were engaged to work for the Budget & Treasury Department, for a set term of three months.

The internship programme is regarded as a means to balance the immediate shortages and the long run demand for employees, it is envisaged that both current and future personnel shortages can be minimised as the Municipality intends to absorb some of the already trained candidates.

C. OCCUPATIONAL HEALTH & SAFETY

The Occupational Health & Safety Committee meetings sat bi-monthly during the period under review. No injuries on duty have been reported during this period. Safety Inspectors from the Department of Labour visits the Municipality on a regular basis to inspect health and safety issues. We must, therefore, congratulate our internal safety representatives from the different units on a job well done. Fire extinguishers are serviced once per annum, which ensures that we are always equipped if something should happen in the Municipality.

D. EMPLOYEE ASSISTANCE PROGRAM

The Human Resource Officer currently acts as the EAP Officer in the Municipality. The Municipality should maybe look at employing a permanent person in this position, as it is very crucial for the welfare of staff.

We have encountered quite a number of problems with staff, e.g. staff is heavily indebted and as a result have no money to take home at the end of the day. This is one of the problems that may lead to alcohol and substance abuse among our staff members. We have had no reported/known cases of HIV/AIDS during the period under review. We are still encountering huge problems with staff that passes away and the municipality is stuck with benefits of these staff members that have no beneficiaries. The Corporate Services Department should endeavour to correct all the above by enlightening staff on their rights as soon as possible.