

03



Human Resources and other Organisational
Management
Existing and New Delivery Mechanisms

3. EXISTING AND NEW DELIVERY MECHANISMS

Senqu Municipality was established during December 2000 and this resulted in the amalgamation of a number of smaller 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 Barkley East, Lady Grey, Herschel, Rossouw, Sterkspruit, Rhodes and portions of Wodehouse (Dordrecht) and Indwe.

While substantial progress and development has been made in order to restructure and align all smaller units into the larger established “Senqu Municipality”, this has not been without significant challenge. Successful progression requires transformation, not only in terms of the reorganisation that led to the amalgamation, but also in terms of new legislation and a new and innovative ways in which work is done.

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. These ideals and practices are to be found in the areas of:

- Governance;
- Institutional development;
- Transformation: and
- Change Management.

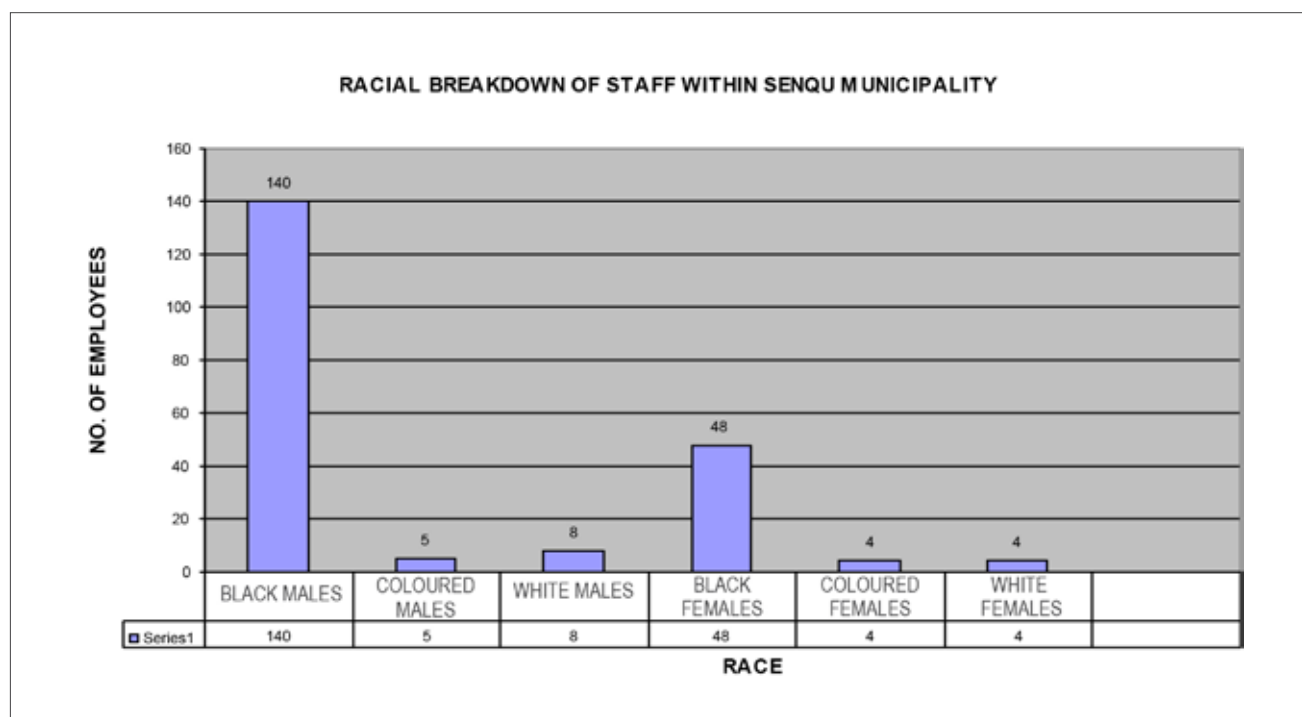
Every effort and focus is being made to ensure that delivery mechanisms support the required change at every level. Ongoing and critical analysis and evaluation takes place in order to ensure that Senqu Municipality takes the correct steps towards achieving excellence in the fields of human resources and other organisational management generally.

1. INSTITUTIONAL DEVELOPMENT

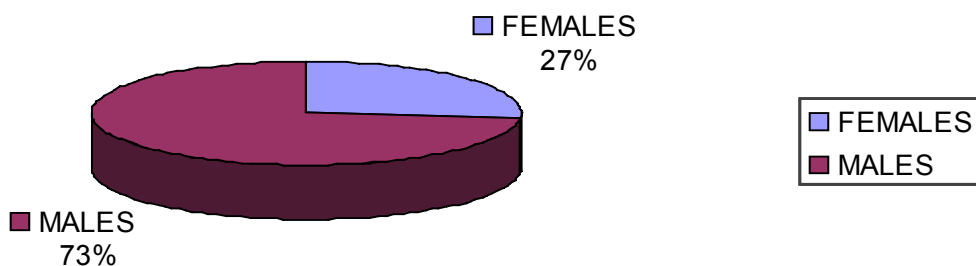
A) SENQU MUNICIPALITY HAS AN OVERALL STAFF COMPLEMENT OF 170 EMPLOYEES, WHICH ARE BROKEN DOWN AS FOLLOWS:

Gender / Race Analysis Of Filled Posts

DEPARTMENT/ FUNCTION	BLACK MALE	COLOURED MALE	WHITE MALE	BLACK FEMALE	COLOURED FEMALE	WHITE FEMALE	TOTAL
COUNCIL & EXECUTIVE	18	1	2	23	1	1	46
CORPORATE & SUPPORT SERVICE	3	0	0	7	0	0	10
BUDGET & TREASURY SERVICE	7	3	0	8	2	2	22
COMMUNITY & SOCIAL SERVICE	59	0	0	9	1	0	69
TECHNICAL & ENGINEERING SERVICE	54	1	6	1	0	1	62
TOTAL	140	5	8	48	4	4	209
PERCENTAGE	66.99%	2.39%	3.83%	22.97%	1.91%	1.91%	100%



GENDER REPRESENTATION 2008/09



B) ORGANISATION STRUCTURE

The organogram for Senqu Municipality is in place and to date 47,285% 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 (now Joe Gqabi) 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	46	1	4	14
Corporate & Support Service	10	5	3	41
Budget & Treasury Service	22	2	6	29
Community & Social Services	69	13	79	155
Technical & Engineering Service	62	6	114	194
Total	209	27	206	442
Percentage	47.285%	6.108%	46.606%	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 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.

2. GOVERNANCE

A) FILE MANAGEMENT PLAN

The Municipality has submitted a reviewed file management plan to Provincial Archives, which was approved and also approved by Council. Plans are in place to introduce an Electronic document management system, which will result in less paper being used in the municipality. The Provincial Archives has advised us to keep to paper based filing system in place as back-up in case of electronic challenges, which is very possible. As we have been using a filing system that was not approved by Provincial Archives, all the current files will have to be closed and re-opened on the new approved filing system.

The records management function currently conforms to the Standards set by the Archives Act.

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 I Dumzela
- Cllr N Kuse
- Cllr M M Mafilika

Purpose of Committee: To ensure that payment of salaries for Managers occurs in terms of Council resolutions, after negotiations are concluded between Managers and Council. This committee has also been very effective during the performance management reviews for section 57 managers.

The audit committee should also form part of the Performance Reviews Committee

B) POLICIES ADOPTED

The under mentioned policies are required to be reviewed and adopted by council on an annual basis.

- Free Basic Services and Indigent Subsidy Support Policy
- Integrated Development Plan and Budget Policy;
- Free Basic Service and Indigent Subsidy Support Policy;
- Credit Control and Debt Collection Policy;
- Tariff Policy; and Rates Policy.

Human Resource Policies – an advert was placed during the year under review for the under mentioned policies to be reviewed. This process was cancelled due to the intervention of the Provincial Department of Local Government and Housing by introducing a Turn Around Program to all municipalities in the Eastern Cape to enhance services delivery. This program started well initially, but was then halted by the Department due to inconsistencies in the Supply Chain process within the Department. This resulted in the policies not being reviewed.

The policies that were to be reviewed were the following:

- Recruitment and Selection Policy
- Subsistence and Travelling Policy

- Telephone usage policy
- Remuneration Policy

C) AUDIT

The function has assisted in ensuring that the organisation operates within legal bounds and considerations.

D) REGISTER OF INTEREST

This register was formally adopted by Council and both Councillors and officials are required to declare their interests in order to avoid any conflict that may arise as a result of doing Council business. This process is coordinated by the Internal Auditor.

E) HUMAN RESOURCES

Procedures were developed and formal training provided to relevant staff members. The implementation phase requires to be monitored by management

3. TRANSFORMATION AND CHANGE MANAGEMENT

A) PERFORMANCE MANAGEMENT

Performance Management was introduced in Senqu Municipality during 2005/2006. At this point the system used was the PDLAM system and its application during this period extended only towards the s57 managers. Due to extensive difficulties experienced in its practical implementation, Senqu Municipality adopted another system called IPAS (Integrated Performance Assessment System) during part of 2006/2007. This system was only applied at the s57 level although the intention had been to roll this out over time to lower levels. During the same year; latter part 2006/2007 the EEE Performance Management System; commonly known as the system introduced by Professor Zybrand was applied and this was linked to the Local Government performance Regulations for Municipal Managers and Managers reporting to Municipal Managers; promulgated in August 2006. To date this system is currently in use but has been modified over time in order to ensure that it is effectively applied within Senqu Municipality.

It must be noted that the assessment and evaluation panels are constituted according to the Performance Management Regulations and any deviations from this are reported as is required. Performance Assessments are based on the performance objectives and targets that are reflected within the strategic and individual scorecards. Scorecards themselves are derived from the Service Delivery Budget and Implementation Plans (SDBIP's) and accordingly all scorecards are aligned to the strategic and operational goals of the municipality, which are in turn informed by the Integrated Development Plan. Formal evaluations are conducted annually with a panel constituted in terms of the Regulations.

During the period under review 2008/2009 an Audit Committee was established and the Performance Management System is now audited together with assessments and the portfolios of evidence that are used to validate performance results. A Performance Management Policy has been developed and approved by Council. While this policy now also makes provision for all staff below the s57 managers, funding and capacity constraints have prevented this system being cascaded to the lower levels. Performance Management implementation reports are submitted to Council to assist Council in evaluating performance and to make the necessary interventions when these are identified as being required.

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 have 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.

The internship programme is a process of empowering and capacitating future employed 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.