CHAPTER 4

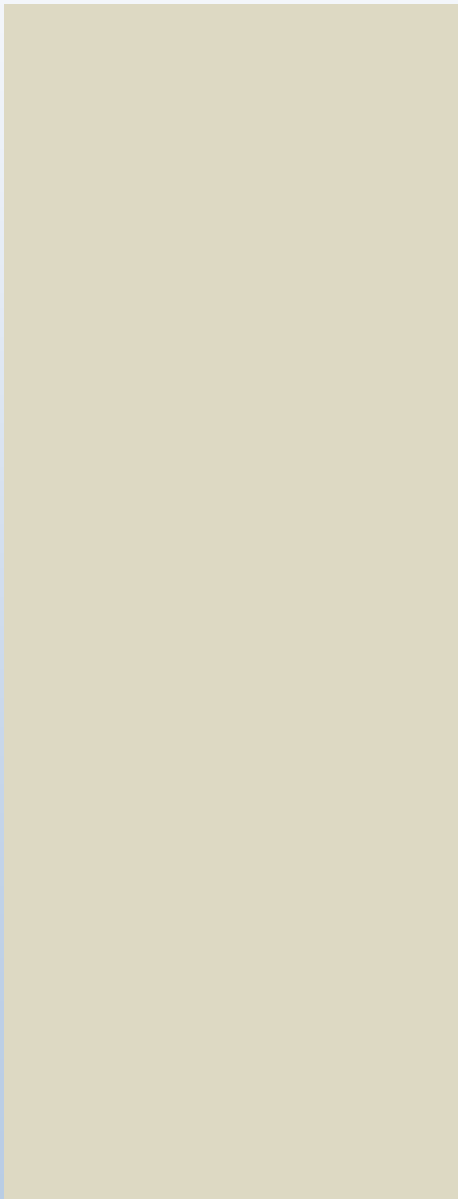## ORGANISATIONAL DEVELOPMENT PERFORMANCE

(PERFORMANCE REPORT PART 2)

CHAPTER 4: ORGANIZATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART 11)

INTRODUCTION

Senqu Municipality strives to ensure that it's organization is staffed correctly and in accordance with its functional needs – thereby ensuring that it is equipped to meet the needs of the community (by successfully achieving IDP objectives). Policies and procedures have been put in place in order to ensure that staff recruitment, selection, appointment and retention are handled correctly and strictly in accordance with policy and procedure – thereby maintaining the staff structure at its optimal level at all times. In so doing efforts are made to: staff and monitor staffing of the organization; manage labour (by recognizing good work and by managing poor work or behaviour); train and develop staff as required; and to ensure that optimal structures and related job descriptions for all posts are developed in accordance with the principles of correct division of work and the manner in which performance will be monitored.

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1   EMPLOYEE TOTALS, TURNOVER AND VACANCIES

EMPLOYEES					
Description	**Year June 2013**	**Year June 2014**			
	Employees No.	**Approved Posts No.**	**Employees No.**	**Vacancies No. (funded)**	**Vacancies %**
Municipal Manager	9	10	7	1	12.5%
Human Resource	5	8	5	0	-
Admin & Council Support	10	22	10	1	9%
Roads & Stormwater	15	68	15	1	6.25%
Fleet	2	2	2	0	-
Housing	2	9	5	0	-
PMU	4	6	4	0	-
Governance & Compliance	3	9	3	0	-
Local Economic Development & Planning	4	5	3	0	-
Communications/ IED	4	5	5	0	-
Community & Social service	70	134	102	3	2.86%
Electricity	7	18	11	0	-
Budget & Treasury	1	5	2	1	33.3%
Information Technology	2	4	2	0	-
Traffic	7	35	11	2	15.38%
Supply Chain & Expenditure	5	10	6	0	-
Revenue	14	16	13	1	7.14%
Other	34	7	7	0	-
Section 56 & MM	6	6	6	0	-
Totals	204	379	219	10	4.36%

Note: Amendments to the figures in the table above were adjusted slightly for the 2013 year as the Driver of the Speaker was included on the organogram in the office of the Municipal Manager and the Fleet Assistant had been included in Technical Services under "Other" as Task level 3.

Note: Vacancies only reflect the vacant funded positions and not all vacant positions on the organogram.

VACANCIES

Task / Job Level	June 2013		June 2014			
	Employees No	Posts	Employees	Posts	Vacancies Full time equivalent funded posts	Vacancies as % of total posts
0-2	79	107	79	107	2	2.47%
3	6	19	9	20	0	-
4	2	10	2	10	0	-
5	8	14	6	14	0	-
6	32	80	36	80	1	2.70%
7	10	20	17	21	1	5.56%
8	7	13	3	13	1	25%
9	4	12	5	12	0	-
10	9	25	9	25	2	18.18%
11	16	30	18	30	1	5.26%
12	9	18	12	18	1	7.70%
13	3	5	4	5	0	-
14	1	2	0	2	0	-
15	2	5	3	5	1	25%
16	4	5	4	5	0	-
17	0	0	0	0	0	-
18	2	4	5	4	0	-
19	1	2	0	2	0	-
20	0	0	1	0	0	-
21	0	0	0	0	0	-
22	0	0	0	0	0	-
23	0	0	0	0	0	-
SECTION 57	6	6	6	6	0	-
TOTAL	201	377	219	379	10	4.36%

Note: In 2013 the Driver of the Speaker was included on the organogram as a Task Level 7 and the Fleet Assistant was included in Technical Services under Task level 3.

VACANCY RATE: YEAR AS AT JUNE 2014			
Designations	***Total Approved Posts** **No.**	***Vacancies (total time that vacancies exist using fulltime equivalents)** **No.**	***Vacancies (as a proportion of total posts in each category)** **%**
Municipal Manager	1	0%	0%
CFO	1	0%	0%
Other s56 Managers	4	0%	0%
levels 16-25 (excluding Finance posts)	8	0%	0%
levels 16-25 (Finance posts only)	2	0%	0%
levels 13-15 (excluding Finance posts)	4	0	0%
levels 13-15 (Finance posts only)	4	1	25%
levels 9-12 (excluding Finance posts)	36	2	5.5%
Levels 9-12 (Finance posts only)	12	0.4	3.3%
Levels 4- 8	67	0.56	0.8%
Levels 1-3	90	0.26	0.28%
Total	**229**	**4.22**	**1.84%**

*Note: *For posts which are established and funded in the approved budget or adjustments budget (where changes in employee provision have been made). Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.*

TURN-OVER RATE			
Details	**Total Appointments as of beginning of Financial Year** **No.**	**Terminations during the Financial Year** **No.**	**Turn-over Rate***
July 2013 to June 2014	219	16	7.3%
July 2012 to June 2013 (previous Financial year)	201	7	3.5%

*Divide the number of employees who have left the organization within a year, by total number of employees who occupied posts at the beginning of the year.

Within this area of planning and control it must be noted that within both financial years Senqu Municipality has performed exceptionally well as detailed below:

❖ During 2012/2013 93.05% of all funded vacant posts were filled (target of 80%); and

❖ During 2013/2014 95.64 % (% is derived by using only funded posts and funded vacant posts (unfunded post were not considered) of these posts were filled.

Staff Establishment Figures:

2012/2013				2013/2014			
Total No. of posts on organogram	Filled posts	Funded & Vacant	Unfunded & Vacant	Total No. of posts on organogram	Filled posts	Funded & Vacant	Unfunded & Vacant
377	201	15	161	379	219	10	150

The table below details the approved, filled and vacant funded posts within Senqu Municipality for 2013/2014:

Approved and Funded Posts in the entire Institution	Number of Employment Contracts and Performance Agreements	Filled Posts	Total Number of Vacant funded posts in the Entire Institution	Total Number of Vacant unfunded posts in the Entire Institution
229	6	219	10	150

Organization Structure

The municipality has an overall staff complement of 379 posts of which 219 post are filled 10 funded positions remain vacant. There are 150 unfunded positions. An analysis of posts during the year under review provides the following detail:

NOTE: As of 1 July 2014 - 2 post were transferred to JGDM Billing staff, due to the change in responsibility.

Organizational Structure (2013/2014)

DEPARTMENT / FUNCTION	POSTS FILLED	POSTS FUNDED BUT VACANT	POSTS UNFUNDED	TOTAL NUMBER OF POSTS
Council and Executive	8	1	2	11
Corporate & Support Service	16	1	14	31
Budget & Treasury Service	35	4	33	72
Community & Social Service	108	3	24	135
Technical & Engineering Service	40	1	68	109
IPME	12	0	9	21
Total	**219**	**10**	**150**	**379**
Percentage (against total no. of posts)	57.78	2.62	39.58	

Staff appointments during this time: 219
Staff terminations: 16

Levels of education and skills (2013/2014)

TOTAL NUMBER OF STAFF	NUMBER OF STAFF WITHOUT GRADE 12	NUMBER OF STAFF WITH SENIOR CERTIFICATE ONLY	NUMBER OF STAFF WITH TERTIARY/ACCREDITED PROFESSIONALS TRAINING
219	104	59	56

Comment on Vacancies and Turnover

It is must be noted that although the turnover rate moved from 3.5% to 7.3% staff appointments moved from 201 to 219. During the year under review an additional 18 appointments were made. Thorough investigations are required to be conducted in order to establish reasons for staff turnover and in order to use this to justify action in terms of scarce skills and Retention Policies --- in order to take appropriate steps to attract and retain the correct calibre of staff.

Employment Equity Statistics: Target groups employed in *the three highest levels of management* in compliance with a Municipality's approved employment equity plan (2013/2014)

OCCUPATIONAL LEVELS	MALE			FEMALE				WHITE MALE	FOREIGN NATIONALS		TOTAL
	A	C	I	A	C	I	W	W	Male	Female	
Legislators	16	2		18			1				37
Top Management and managers	2	0	0	2	0	0	0	2	0	0	6
Senior managers	3	2	0	4	1	0	2	0	0	0	12
Professionals	17	0	0	14	0	0	3	0	0	0	34
Technicians and associate professionals	4	0	0	2	0	0	0	3	0	0	9

Occupational Levels	Male			Female				White Male	Foreign Nationals		TOTAL
	A	C	I	A	C	I	W	W	Male	Female	
Top management	2	0	0	2	0	0	0	2	0	0	6
Senior Management	3	2	0	4	1	0	2	0	0	0	12
Professionally qualified and experienced specialists and mid-management	17	0	0	14	0	0	3	0	0	0	34

Notwithstanding these successes it is acknowledged that the scarcity of skills challenges remains. Overall it is noted that there is under-representation within the category of the disabled, but it must be understood within context. This is a situation that is not within ones control and if the candidates who apply for posts do not met these criteria/are not from the designated /targeted groups within the labour market, then there is little one can do aside from marketing to these groups/producing attractive remuneration packages.

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

Introduction to Municipal Workforce Management

The management of the workforce is informed by the Labour Relations Act, the Basic Conditions of Employment Act, the Employment Equity Act, the MFMA; the internal Disciplinary Policy and Procedures, the Performance Management Policy and many related policies, procedures and legislation. In order to ensure that these are implemented correctly and to ensure that management and staff have the required level of commitment, stakeholders are involved in the compilation of these policies and are trained so that they can be effectively applied. Upon joining the organization all staff, management and Councillors receive a Code of Conduct and undergo suitable induction training (both on and off the job --- i.e. as a general induction). Policies and procedures are reviewed annually in order to ensure that they are managed and remain applicable to the current context at all times.

In this regard the intention is to create a personnel administration that is administered in a manner considered to be fair, efficient, effective and transparent. Managers in turn are required to manage and support staff in an appropriate manner and according to prescripts. In this manner a supportive management and administrative structure is created in order to support successful outcomes.

4.2   POLICIES

The following HR Plans have been developed and/or reviewed:

	HR POLICIES AND PLANS			
	Name of Policy	**Completed %**	**Reviewed %**	**Date adopted by Council or comment on failure to adopt**
1	Affirmative Action	100	100	28 March 2014
2	Attraction and Retention	100	100	28 March 2014
3	Code of Conduct for Employees	100	Systems act extract	Adopted ……..
4	Cellphone & 3G	100	100	28 March 2014
5	Disciplinary Codes and Procedures	100	Revoked, the SALGBC discipline code & Collective Agreement used	To be reviewed (dates back to 2002). Currently using SALGBC approved.
6	Training & Development	100	100	28 March 2014
7	Employee Assistance / Wellness		100	28 March 2014
8	Employment Equity			To be Reviewed
9	Exit Management			No policy, only procedure
10	Grievance Procedures	100	SALGBC Grievance procedure	
11	HIV/AIDS		Due for Reviewal	Nov 2005
12	Career Development & Succession Planning	100	100	28 March 2014
13	Promotion, demotion & Transfers	100	100	28 March 2014
14	Leave	100	100	28 March 2014
15	Occupational Health & Safety	100	28 March 2014	Adopted. Due for review
16	Official Housing	100	100	27 March 2013
17	Subsistence & Travelling	100	100	28 March 2014
18	Official Working Hours & Overtime	Included in remuneration policy	Revoked	Included in remuneration policy
19	Telephone	100		27 March 2013
20	Performance Management & Development	-	-	Newly developed, needs to be adopted
21	Recruitment, Selection & Appointments	100		27 March 2013
22	Remuneration Policy	100	100	28 March 2014

HR POLICIES AND PLANS (CONT.)				
	Name of Policy	**Completed %**	**Reviewed %**	**Date adopted by Council or comment on failure to adopt**
23	Relocation	100	100	28 March 2014
24	Bursary	100	100	28 March 2014
25	Termination of employment	100	100	28 March 2014
26	Sexual Harassment	100		Nov 2005 – to be reviewed
27	Scarce Skills	100		04 July 2013
28	Inclement of weather	100		Nov 2005 – to be reviewed
29	Catering Policy	100		28 March 2014
30	Bereavement Policy	100		28 March 2014

The following Organization –wide Policies and Plans have been developed and/or reviewed:

		POLICIES (ORGANIZATION WIDE)		
Newly developed	**Revised**	**Consultation Top Management LLF (through circular for comment or at LLF meetings**	**Dates ratified by council By**	**Policies implemented (Yes or No)**
	Central Register Manual		27 March 2013	Yes
	Records Management Policy		27 March 2013	Yes
	Access to Information Manual		27 March 2013	Yes
	Customer Care Policy		11 December 2012	Yes
	Borrowing Funding & Reserve		Reviewed March 2014	Yes
	Supply Chain Management		Reviewed March 2014	Yes
	Debt Collection and Credit Control		Reviewed March 2014	Yes
	Cash Management Banking and Investment Policy		Reviewed March 2014	Yes
	Asset Management and Insurance Policy		Reviewed March 2014	Yes
	Rates		Reviewed March 2014	Yes
	Information System Security/ IT Policy		20 march 2012	Yes
	Tariff Policy		Reviewed 28 May 2013	Yes
	Free Basic and Indigent Policy		Reviewed March 2014	Yes
	Credit Card Policy			Yes
	Disaster Recovery Plan		20 March 2012	Yes
	Tariff and Service Policy		Reviewed March 2014	Yes
	IS Security Policy same as IT policy		20 March 2012	Yes

Comment on Workforce Policy Development Progress and Plans

Policy development occurred as follows:

❖ **Technical Services**:
- It must be noted that various standard operating procedures are in place and upon examination it was ascertained that there was no need for review;
- The Town Planning & Building Control Policy is currently in place and it was established that there was no need for review; and
- Roads & Electricity are covered within the bylaws and it was established that there was no need for review.

❖ **Budget & Treasury:**

The following policies have been reviewed:
- SCM Policy
- Debt Collection & Credit Control
- Cash Management Banking & Investment Policy
- Tariff Policy
- Free Basic & Indigent Policy
- Borrowing Funding & Reserve Policy
- Property Rates and Valuations
- Asset management and insurance policy

❖ **Corporate Services Directorate:**

The following policies have been reviewed:
- Affirmative Action;
- Attraction &Retention;
- Bursary;
- Remuneration;
- Termination of Employment;
- Leave;
- Cellular Phones & 3G;
- Relocation;
- Promotion;
- Demotion and Transfer;
- Subsistence & Travelling;
- Employee Assistant Plan;
- Health & Safety;
- Career Development and Succession Planning.

The following policies was newly developed and adopted:
- Bereavement; and
- Catering Policy.
- The File Plan has been amended and was approved by the provincial archivist.

❖ **Office of the Municipal Manager**
- An Internal Audit Charter was adopted on 28 January 2014

NOTE: Within all of these instances extensive consultation processes were undertaken & reviewed policies were presented to top management and LLF and workshops were conducted with staff & councilors.

4.3   INJURIES, SICKNESS AND SUSPENSIONS

The tables below reflect the statistics for the current year i.e. 2013/2014.

NOTE: **No Injuries on Duty have occurred for the current financial year.**

NUMBER OF DAYS AND COSTS OF SICK LEAVE (EXCLUDING IOD)						
Salary Band	Total Sick Leave Days	Proportion of sick leave without medical certificate %	Number Employees using sick leave	total number of employees in post	Average sick leave per employee Days	Estimated cost R '000
Levels 1-3	392	-	39-	88	4.45	65 609.69
levels 4-8	368	-	41	64	5.75	104 564.40
Levels 9-12	359	-	29	44	8.16	267 891.00
Levels 13-15	86	-	5	7	12.29	153 150.70
Levels 16 - 25	49	-	6	10	4.9	111 680.10
MM and s57	55	-	4	6	9.16	233 267.35

Comment on Injury and Sick Leave

Sick leave statistics do not show that sick leave is being abused or that there is a very high degree of sick leave occurring. In any instance where sick leave is taken the Leave Policy must be strictly applied and Sick Leave must be claimed prior or after the illness (depending on its nature). As per the prescriptions of policy a doctor's certificate is not required for a period less than 3 days unless there is a history of sick leave having been taken twice in a continuous 8 week period. If this is the case a certificate is required. A certificate is also required if a pattern begins to emerge and management may request this should this become evident. For any period greater than 2 consecutive days a sick leave certificate is required.

IOD's are required to be reported and managed strictly in accordance with the Occupational Health and Safety Policy in which the procedure is clearly stated. In this instance the IOD was managed in the manner required.

In instances where injuries / sick leave extend for long periods or are questioned, the organization reserves the right to have the injury/aspect of sick leave examined by a doctor of choice.

NOTE: If it becomes apparent that an employee is likely to be off for an extended period or medically boarded, the Pension Fund is required to be notified within 6 months of this "potential disability". Failure to do so could result in non-approval of future disability claims and liability from the municipality. It is suggested that notification conservatively begin at 3 months.

Suspensions and Cases of Financial Misconduct:

NUMBER AND PERIOD OF SUSPENSIONS				
Position	**Nature of Alleged Misconduct**	**Date of Suspension**	**Details of Disciplinary Action taken or Status of Case and Reasons why not Finalized**	**Date Finalized**
Finance Intern	Dishonesty / Gross Negligence	10 June 2013	Case finalized and intern dismissed	28 October 2013
Debtors Officer	Dishonesty	04 October 2013	Case finalized and employee dismissed	04 February 2014
Finance Intern	Dishonesty	04 October 2013	Case finalized and employee dismissed	04 February 2014

DISCIPLINARY ACTION TAKEN ON CASES OF FINANCIAL MISCONDUCT			
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalized
Debtors Officer	Dishonesty / Gross negligence R45 069.65	Finalized, written warning	29 October 2013
Finance Intern	Dishonesty / Gross negligence R45 069.65	Finalized, employee dismissed	29 October 2013
Cashier	Dishonesty / Gross negligence R45 069.65	Finalized, employee resigned	29 October 2013
Debtors Officer	Dishonesty R454 114.72 and R181 775.47	Finalized employee dismissed	04 February 2014
Finance Intern	DishonestyR181 775.47	dismissed	04 February 2014

4.4   PERFORMANCE REPORTING AND REWARDS

Performance Reporting and Rewards

The currently approved Performance Management System and Framework was adopted and applied within Senqu Municipality as from 11 March 2011. This system was developed strictly in accordance with the Municipal Planning and Performance Management Regulations of 2001and 2006.

In keeping with the prescripts of the Systems Act and acknowledging that municipalities are required to develop and utilize systems that are best suited to their environment and commensurate with their resources, Senqu Municipality adopted a system that was adapted to suit its circumstances while remaining aligned to the Municipal Planning and Performance Management Regulations of 2001 and 2006.

An integrated approach to performance management is followed and this means that performance is assessed at both the individual and organisational levels – recognizing that these areas are interdependent as well. In simple terms, assessment of the individuals and ensuring that they meet required performance levels will ensure that the institution is able to function effectively and meet its required performance targets. These two aspects are not mutually exclusive and operate in an interdependent manner.

Integration is reflected in the diagram below:
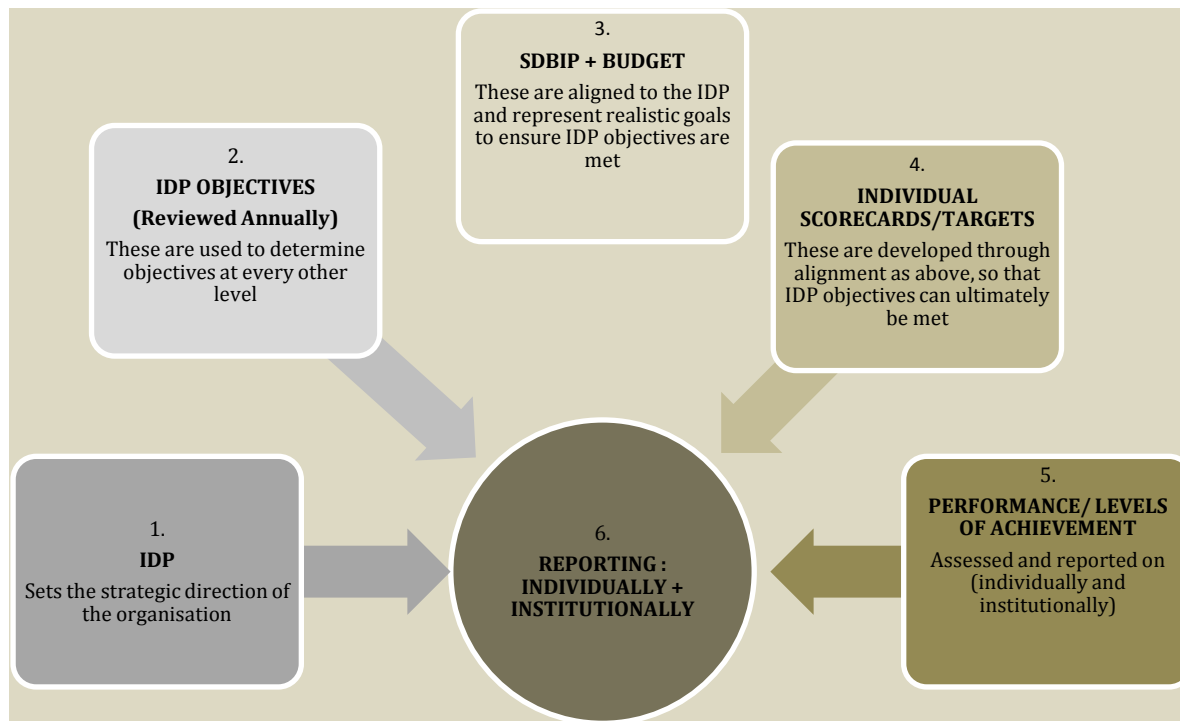
This diagram provides a clear indication of how performance management is structured (both individually and institutionally). Alignment occurs strategically in order to ensure that performance objectives are set in a realistic manner – enabling achievement of these and reporting on these as required.

As reflected within the diagram, the process followed is as follows:

1. The strategic direction for the organisation is set by the IDP;
2. The IDP is reviewed annually and an annual set of IDP objectives is formulated – this will guide performance targets at every other level throughout the organisation;
3. The IDP objectives inform the performance targets that are translated into the departmental SDBIP's (Service Delivery and Budget Implementation Plans) and the related budget;
4. From the targets as reflected within the SDBIP's, individual scorecards are developed for all managers and the process of developing aligned scorecards will continue throughout the organisation as this policy is cascaded to further reporting levels. Alignment helps to ensure that the performance targets (aligned to the IDP) will be achieved;
5. Performance (as against required targets), is assessed at both the individual and institutional levels in the manner prescribed by policy; and
6. Reporting occurs in terms of prescriptions relating to individual and institutional reporting.

NOTE: Analysis and feedback of results will influence all aspects of the following year's review, objectives and all related performance targets. Currently this system only applies to the s56 managers and to participating levels below.

Through formal regulatory reporting (at both individual and institutional levels), performance challenges are highlighted and this informs the required remedial action that must be taken in order to resolve shortfalls in performance.

In respect of individual performance assessment, the following issues must be taken into account:

❖ The annual performance cycle runs from 1 July – 30 June;
❖ Prior to the beginning of the financial year, the strategic objectives of the organisation (as reflected within the IDP) are translated into directorate objectives and these are finally cascaded into the scorecards of managers/employees (as per the roll-out plan);
❖ Annually a set of performance agreements and scorecards are developed and signed for each s56 manager (ensuring that these are aligned to the IDP, SDBIP and Budget). These are signed by the relevant Manager and the MM. As this is cascaded these would be developed and signed by each manager and subordinate;
❖ At the beginning of each year the managers and their subordinates discuss developmental needs based on an analysis of performance objectives as compared with current skills levels and experience. In this manner required training and development needs are established and plans are duly made in order to ensure that the appropriate training and development occurs. These needs are addressed through the organisations Workplace Skills Plan;
❖ In terms of the Performance Management Cycle, formal discussions and assessment regarding performance takes place as follows:

ACTIVITY	APPLICABLE TIMEFRAMES
Coaching	July – September
1st Formal Assessment	October – December
Coaching	January – March
Final Formal Assessment (Annual Panel Assessment)	April – June (assessment only after approval of Annual Report)

As per the table above, it is noted that:

❖ Quarters 1 and 3 involve coaching. During these interactions the supervisor and manager meet in order to discuss progress. Where shortcomings are noted, discussion occurs around ways to improve performance and action plans are developed as a result;
❖ Quarter 2 (first formal assessment). Discussion regarding the ability to meet required targets occurs between the manager and subordinate. Performance is rated by the

manager, challenges highlighted and action plans developed in order to resolve any issues identified;

❖ Quarter 4 (final panel assessment). For the final assessment a formal performance assessment panel is appointed (as per the prescriptions of the Performance Management Regulations) in order to undertake the assessment. This can only be undertaken following the approval of the Annual Report i.e. once all the information has been audited. Based on the results of this assessment, a deserving employee may qualify to receive a performance bonus, based on the terms and conditions of the approved framework and policy.

When being assessed the employee must ensure that performance claims are validated through documentation to this effect (that is placed in their portfolio of evidence). Lack of data to support performance claims must result in the lowest rating being awarded;

During this assessment a panel is appointed to conduct the assessments. During this process each employee being assessed has an opportunity to present his performance data – in order to validate performance claims and to elaborate on reasons for non-performance. Each member of the panel and the incumbent rates the performance for each indicator/target, based on a specific rating scale. At the end of this process these ratings are translated into a score. Based on the final score achieved, the s56 manager being assessed may end up qualifying for a performance bonus (according to policy).

Employee PMS Progress (A comparison and progress between 2012/2013 and 2013/2014)

During 2012/2013 it is noted that:

❖ The roll-out of PMS to lower levels, although planned, could not be effected due to the lack of funding;
❖ Performance Agreements were signed timeously;
❖ Performance of the s56 managers was assessed, although this was not completed entirely according to policy. It is noted that managers did prepare their portfolios of evidence and quarterly performance reporting did occur through the SDBIP reporting;
❖ The two formal assessments did take place although the first assessment was not completed entirely according to the prescriptions of the PMS Policy. The s72 report was utilized for mid-year reporting (first formal assessment) and the final assessment was completed after approval of the Annual Report for 2011/2012 ie. after 31 March. It is noted that the SDBIP quarterly reports were accommodated in terms of the prescribed 1st and 3rd quarter reporting. In this regard and overall it must be noted that these quarterly reports (for all quarters) were used to accommodate much of the reporting requirements for all quarters;

- ❖ A Compliance memorandum was issued in order to ensure that non-compliance in terms of this aspect of reporting would be resolved and to ensure that the policy would from there on, be applied to the letter; and
- ❖ Due to the Hawks investigation it must be noted that the PMS Report was not submitted timeously – as the investigation delayed the final performance assessment.

During the 2013/2014 period it is noted that:

- ❖ Performance / Evaluation panels were established as per the prescriptions of the Performance Management Regulations;
- ❖ Performance for the s56 managers for 2012/2013 was assessed in terms of the prescriptions relating to the final performance assessment; and
- ❖ The Performance Report for 2012/2013 was timeously prepared;

Rating and Assessment of the Individual

The formal assessment process occurs during the second quarter and the final formal assessment follows the fourth quarter (only after the final approval of the Annual Report). The manner in which assessments and rating of performance occurs is reflected as follows:

- ❖ During the second quarter (first formal assessment), performance is rated and scored by the manager and subordinate and agreed to;
- ❖ For the final performance assessment, Performance Assessment /Evaluation Panels are established in terms of the Performance Management Regulations;
- ❖ Each manager/individual being assessed has the opportunity to rate their own performance and to present their performance to the panel (as compared with the required performance targets). Each individual being assessed produces their portfolio of evidence, which contains proof/documentation to show that these performance targets have been met/the reasons why these targets may not have been met;
- ❖ Each panellist rates each indicator according to the rating calculator (on a scale from 1 to 5 as detailed below). **Note: No ratings are totalled at this point and each indicator is rated separately and evaluated separately.** In order to rate performance achieved, the following **rating calculator** is used and each indicator is rated from a 1 to 5:

LEVEL	TERMINOLOGY	DESCRIPTION
5	OUTSTANDING PERFORMANCE	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the employee has achieved above the fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	PERFORMANCE SIGNIFICANTLY ABOVE EXPECTATIONS	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	FULLY EFFECTIVE	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	PERFORMANCE NOT FULLY EFFECTIVE	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	UNACCEPTABLE PERFORMANCE	Performance does not meet the standard expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

- ❖ At the end of the assessment process, the PMS Facilitator/Coordinator is tasked with translating these ratings into appropriate scores and consolidating all scores received into a consolidated report and final score per individual;
- ❖ Each individual has a scorecard which is made up of indicators/performance targets for both Key Performance Areas (KPA's) and Core Management Competencies (CMC's) in the ratio of 80:20 i.e. 80 scores represent the total for KPA's and 20 scores represent the total for CMC's.
- ❖ The entire scorecard for each individual has a total of 100 points. The final score achieved is there for a total out of 100 points. This total is then doubled to reflect a total score out of 200 points (as it is required to be translated into the bonus score sliding scale). In terms of the Performance Management System applicable (aligned to the Performance Management Regulations) a bonus award is applicable based on a score out of 200 and the sliding scale of 5-14%. Based on the sliding scale the following awards are possible:

PERFORMANCE SCORE	PERFORMANCE BONUS
150% +	10% – 14%
130% to 149%	5% – 9%

- ❖ In terms of this for example:
  - o A score of 130 – 133.99 receives a bonus of 5%
  - o A score of 134-137.99 receives a bonus of 6%
  - o A score of 1.66 and above would receive a full bonus of 14% (of the fully inclusive remuneration package).

  More specifically, the following sliding bonus scale applies:

TABLE: Sliding Bonus Scale

PERFORMANCE SCORE	% BONUS
130	5
134	6
138	7
142	8
146	9
150	10
154	11
158	12
162	13
166+	14

NOTE: It is a misconception that should the Municipality receive a qualified audit report, that no bonus could be paid. It must be understood that each individual is evaluated according to his/her own performance targets and the achievement of these or not.

All performance results are required to be validated and this is achieved through the relevant portfolios of evidence and the process of audit.   A performance Audit Committee sits expressly for this purpose.

Institutional Performance Management

Chapter 12 of the Municipal Finance Management Act, Act No. 56 of 2003 requires that iinstitutional performance be monitored, evaluated and reported on, as a matter of compliance. The table below details a number of the more prominent prescriptions in terms of institutional reporting: Comprehensive performance reporting is conducted as per the prescriptions that are detailed in the following table:

ASSESSMENT REPORT	TIMEFRAME	SUBMITTED TO	REQUIRED BY
SDBIP's	Quarterly	Exco	MFMA, Circular 13
Budget Statements	Monthly	Mayor (in consultation with Exco)	S71 & s54 of the MFMA
Organisational Scorecard	Quarterly	Exco	PMS Framework
SDBIP Mid-year budget & Performance Assessment	Annually during January each year	Mayor (in consultation with Exco)	S71 & s54 of the MFMA
Performance Report	Annually	Council	S46 of MSA as amended. Incorporated into Annual Report
Annual Report	Annually	Council	Circular 63 and Chapter 12 of the MFMA

Institutional PMS Progress (2012/2013 and 2013/2014)

During the both these periods it is noted that:

❖ The draft SDBIP (aligned to the IDP) was developed and tabled to the Mayor 14 days after the budget was tabled;
❖ The Mayor approved the SDBIP within 28 days of the adoption of the budget;
❖ Quarterly SDBIP reports were developed and submitted;
❖ As required the s72, s46 and Annual Report for these periodswere submitted timeously with all having been audited as required (with good alignment);
❖ The IDP was reviewed timeously and the objectives for both periods were accommodated within the SDBIP and scorecards; and
❖ All oversight reporting for 2012/2013 was conducted as required by the Internal Audit Committee, MPAC and ultimately the Auditor-General's office. During 2013/2014 it must

be noted that MPAC and Audit Committee meetings are not occurring as regularly as planned.

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NOTE: Verification of all data reported on occurs through the various auditing processes conducted. No assessment of individuals takes place until the Annual Report has been finally approved i.e. after all data within this report has been audited and verified. In so doing it must be noted that the credibility is maintained and data verified as required.

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Comments on Performance Rewards

Currently, the Performance Management Policy applicable to Senqu Municipality only applies to the s56 managers. While quarterly assessments of performance occurs on many levels, in terms of the PMS policy: coaching is required to occur during the first and third quarter, the first formal assessment occurs after the 2nd quarter and the final formal assessment occurs in respect of the full 12 month period only after the Annual Report is audited and approved. Although the Annual Cycle runs from 1 July – 30 June annually, the final formal assessment only occurs after the final approval of the Annual Report. At this point it represents an audited document and has credibility and substance when assessing performance in terms of its content.

In terms of the PMS Policy, a deserving and qualifying employee may receive a performance bonus (providing the terms and conditions of policy are met). Following the outcomes of the ratings and consolidated scores (from the assessment panel) the final score will be considered against the sliding scale relating to performance bonuses.

Management of Poor Performance

Poor performance is required to be managed on-the-job through performance /behavioural assessment and coaching. Performance/behavioural issues will be handled according to the terms /conditions of any fixed term contract of employment and/or in terms of the applicable Disciplinary and Procedure Code.

Final Reporting: Employee Performance

Final reporting in terms of performance assessments of s56 managers and others takes place through formal record and is contained with the Performance report that is submitted to Council.

In the case of the Municipal Manager, these results are submitted to the MEC for Eastern Cape Local Government and the National Minister for Local Government.

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NOTE: Final Performance Assessments are only concluded after the Annual Report has been audited and finally approved. At this point, all statistics and performance claims on which assessments will be based will have been verified.

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The table below reflects the final outcomes of the performance assessed and details statistics regarding those that received an award (detailed by Gender). This can only be completed following the assessment for this period and this in turn can only be conducted following the final draft and approval of the Annual Report.

PERFORMANCE REWARDS BY GENDER (2013/2014)					
	Beneficiary Profile				
Designations	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards Year 1 R*000	Proportion of beneficiaries within group %
Basic (Levels 1-3)	Female				0%
	Male				0%
Discretionary (Levels 4-8)	Female				0%
	Male				0%
Specialized (Levels 9-13)	Female				0%
	Male				0%
Tactical (Levels 14- 18)	Female				0%
	Male				0%
Strategic (levels 19-25)	Male				0%
	Female				0%
MM & s57	Female				0%
	Male				0%
Total					**0%**
Has the statutory municipal calculator been used as pert of the evaluation process?					Yes
Note: MSA 2000 S51(d) requires that…..'performacne plans, on which rewards are based should be aligned with the IDP"…. (IDP objectives and targets are set out in Chapter 3) and theat Service Delivery and Budget Implementation Plans (developed under MFMA S69 and Circular 13) shoud be consisentent with the hgiehr level IDP targets and must be incorpaorated appropariately in personal perfomance agreemetns as the basis of performacne rewards. Those with disability are shown in brackets '(x)' in the 'Number on beneficiaries' column as well as inthe numbers ast the right hand side of the column (as illustrated above).					

No final assessment is conducted until the annual report is finally approved i.e. after data contained within the Annual Report has been audited and verified. By doing so the credibility is maintained and data is verified.

PERFORMANCE REWARDS BY GENDER (2013/2014)					
Designations	Beneficiary Profile				
	Gender	**Total number of employees in group**	**Number of beneficiaries**	**Expenditure on rewards Year 1 R*000**	**Proportion of beneficiaries within group %**
MM & s57	Female	-	-	-	-
	Male	-	-	-	-
Total		-	-	-	-

Table to be completed following Performance Assessment.

NOTE: Performance auditing may sometimes prove challenging in that it is most common to adopt a "black or white" type analysis (which is relevant in many instances). "Performance" and the manner in which "performance is assessed" can be challenging all on its own. In this regard there is a need for "grey" on occasion and indeed both the Performance Regulations and the PMS Policy make provision to entertain and to assess a situation based on the "grey" ie. Making allowances for extenuating circumstances/circumstances beyond ones control.

Under these "grey" circumstances it would be possible for an employee to score favourably notwithstanding the fact that a target was not met in the strictest sense. As an example:If the target could not be met due to an external factor beyond ones control, the question would be – what did the employee do to make the best of this situation/how did they turn it around/did something else positive come about as a result? In this instance the focus changes from **what they could not achieve** (through no fault of his/her own), to **what he/she did achieve notwithstanding** and/or what efforts/innovative action was taken (successful or not)?

When rating performance according to the currently approved PMS Policy, the table below (as per the policy and the regulations) illustrates the "grey factors" that are considered and which will have impact (**and which must be considered** in terms of this policy and the Regulations – **in order to ensure compliance**). In particular, "innovation" and "complexity" are noted. In other words, even when circumstances prevent a target from being achieved 100%, consideration and recognition is required to be made when the incumbent shows that they have used their initiative/innovation to achieve positive outcomes nonetheless. On this basis they then meet the target in "other ways" **– justifiable of course**. This must be considered and evaluated as a matter of compliance.

Factors Considered When Rating

Duration of task	- Was the target achieved within the projected time frame?
Level of complexity	- Required problem solving - Reconciling different perceptions - Innovative /creative alternatives used
Cost	- Within budget - Saving - Overspending
Constraints	- Did envisaged constraints materialise? If so, were steps taken to manage/reduce the effect of the constraint? If not, did it beneficially affect the completion of the target? Any innovative/pro-active steps to manage the constraint

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

Introduction to Workforce Capacity Development

It has been clearly evident that for many years, Senqu Municipality has placed strong focus on the development of a well capacitated workforce – extending to the capacitation of all Councillors, management and staff. Senqu Municipality has demonstrated both in the current and preceding years the extent of its commitment to fulfilling all planned training as reflected within the Workplace Skills Plan (WSP). This was based on aspects relating to the results of a skills audit, requirements in terms of the IDP objectives and determining the gaps and the developmental needs of Councillors, management and employees.

Reports on the implementation of the WSP are compiled and submitted to the LGSETA quarterly. The WSP was compiled for the 2013-2014 period and was adopted by Council (having been ratified by SAMWU and IMATU). The SDF was appointed, the WSP developed, approved and successfully implemented.

Notwithstanding the successful development of the WSP and its implementation, one has to acknowledge the very real limitations in respect of financial resources. Accordingly, notwithstanding the fact that training and development takes place, it must be acknowledged that this will never be considered to be sufficient in terms of current need.

Historically, training was affected, not only by financial limitations but also by the following issues:

❖ The fact that training was not managed in a centralized manner, made it difficult to capture and gain all the evidence required regarding training statistics (attendance and the like); and the fact that

❖ Subsistence and travel claims were at times subsidized from these training votes; causing additional financial constraints.

Moving forward it must be noted that during the 2013/2014 period, the training function was centralised and all training related expenditure could only be authorised by the Director of Corporate Services/ designated other. More accurate recording and management of the training budget has been achieved.

4.5   SKILLS DEVELOPMENT AND TRAINING

Comment on Skills Development Expenditure

❖ The institutional training budget: R 1752 236.16

❖ Actual expenditure: R 1 325 770.99**(Including Bursaries for unemployed)**

❖ Variance: R426 465.17

❖ An amount of R R71 620 was spent on bursaries for unemployed learners.

❖ The Technical and Community Services Departments were unable to send their employees to attend training due to their S & T and accommodation budget being exhausted;

❖ The budget for unemployed bursaries was R100 000. An amount of R71 620 was utilized in order to accommodate five learners (for different qualifications and institutions). The remaining R28 380 was unfortunately not spent due to the following reasons:

- Non -submission of required documents by Tertiary Institutions to register on the data base;
- One learner being requested to produce an affidavit to confirm whether or not he was related to a local government employee. The organization was unable to get hold of him timeously and as a result it became too late for us to register a new learner.

❖ A sum of R250 000.00 was transferred from the Roads Training Vote to the Finance Training Vote in order to accommodate the Traffic Trainees. The said amount was deposited late during the month of March 2014 (as a Budget Adjustment).

Note: As reflected on the table that follows, out of 93 employees identified on the Skills Matrix on the employee categories specified, only 73 were trained. These employees did not receive training due to the fact that:
- New employees were not accommodated in the plan.
- Priority for training was not always observed within the relevant departments
- Employees excluded themselves from training
- No skills audits forms were submitted.

SKILLS DEVELOPMENT AND TRAINING

SKILLS MATRIX														
Management Level	Gender	Employee in post as at 30 June 2014	Learnerships			Skills Programme and other Short Courses			Other Forms of Training			Total		
		No.	Actual End of Year June 2014	Actual End of June 2013	Year 2013/2014 Target	Actual End of Year June 2014	Actual End of June 2013	Year 2013 Target	Actual End of Year June 2014	Actual End of June 2013	Year 2014 Target	Actual End of Year June 2014	Actual End of June 2013	Year 2014 Target
MM and s57	Female	2	2	-	2	2	-	2	-	-	-	2	-	2
	Male	4	4	-	4	4	-	4	-	-	-	4	-	4
Councillors,	Female	17	3	-	14	15	-	15	-	-	-	15	-	29
	Male	20	2	-	2	12	-	12		-	-	14	-	14
Senior Managers	Female	7	4	-	4	4	-	6	2	-	3	6	-	6
	Male	6	4		4	6		6	2			6		6
Technicians														
	Female	2	0	-	0	2	-	2	-	-	-	2	-	2
Professionals	Male	6	1	-	1	2	-	2	-	-	-	3	-	3
Sub Total	Female	16	7	-	7	7	-	16	4	-	-	14	-	14
	Male	13	3	-	3	9	-	13	3	-	-	9	-	9
Sub Total	Female	44	16		27	30		41	6			39		53
	Male	49	16		15	33		35	5			36		36
Total		93	38		45	66		77	10			76		76

*Register with professional Associate Body e.g. CA (SA)

FINANCIAL COMPETENCY DEVELOPMENT REPORT *						
Description	A Total number of officials employed by municipality (Regulation 14(4)(a) and (c)	B Total number of officals employed by municpal entities (Regulation 14(4)(a) and (c)	Consolidated total A & B	Consolidated Competency Assessments completed for A and B (Regulation 14(4)(b) and (d)	Consolidated Total Number of Officals whose Performance Agreements Comply with Regulation 16 (Regulation 14(4)(f)	Consolidated Total Number of Officals that meet prescribed competencey levels (Regulation 14(4)(e))
Financial Officials	1	0	1	0	0	0
Accounting Officer	1	0	1	0	1	1
Chief Financial Officer	1	0	1	0	1	1
Senior Managers	16	0	16	0	4	3
Any other Financial Officials						
SCM Officals	2		2	0	0	0
Heads of SCM Management Units	0	0	0	0	0	0
SCM Senior Managers	1	0	0	0	0	1
Total	22	0	21	0	6	6

*This is a statutory report under the National Treasury: :Local Government
MFMA(Competency Regulations) June 2007

Note: Although the Municipal Manager has completed all the modules as per the minimum requirements, this information is still not uploaded by the LGSETA and as a result his status is still reflected incorrectly as not having completed the required training. It must be noted that all officials are currently busy completing their CPMD.The "16" senior managers refer to section 57 managers as well as middle managers.

Comment on the Financial Competency Regulations

On 15 June 2007, National Treasury published the Municipal Regulations on Minimum Competency Levels in Government (Gazette No. 29976). These Regulations went on to prescribe the higher education qualifications, work related experience and Financial and Supply Chain Management (SCM) competency areas that were required to be met by 31 December 2012 by all officials of South African municipalities/municipal entities who exercise financial management responsibilities. This deadline wassubsequently extended to 1 July 2014 for Special Merit Cases in terms of National Treasury Circular No. 60.

The Certificate Programme in Municipal Finance Development was required to be obtained by the following officials to whom the competency level prescriptions apply nationally within local authorities:

- ❖ Accounting Officers – Municipal Managers;
- ❖ Chief Financial Officer's (CFO's);
- ❖ Senior Managers – Executive Directors;
- ❖ Heads of Supply Chain Management (SCM) Units – Directors : SCM; and
- ❖ Managers of Supply Chain Management Units – Assistant Directors: SCM.

At the inception of this project in 2008 it is noted that two (2) Directors (TS and CSS) and the Municipal Manager were registered with Wits Business School in an attempt to complete all of these modules. Not all modules were offered and accordingly those remaining were required to be completed at a later date from other institutions.

It must be noted that:

- ❖ The Municipal Manager , Chief Financial Officer, Director Community Services, Mrs Nelmarie Smith (Supply Chain Manager), Mr Lynch(Income Manager) and Mr Kenneth Fourie (BTO Manager) have been declared competent for the Municipal Finance Management / CPMD competency levels as at the 2013/2014 financial year. The Municipality currently still awaits the outcomes of the other participants (due to slow progress from the service provider). The participants affected are: Ms N. Sbukwana, Mrs Emily Maponopono, Mr Wonga Toto (Director Corporate Services), Mr RobertCrozier (Director Technical Services), Mrs Palesa Bushula (Director IPME) and MrTsepoBelebesi.

- ❖ It must further be noted that some of the eleven senior Managers started the programme on the second intakei.e.7 October 2013 and their last day for the programme was 17 -20 June 2014. They are currently still in the process of submitting their Portfolios' of Evidence. When these have been completed the outcomes for all participants will be received.

Staff Training conducted 2013/2014

Quarter 1   62 employees

Quarter 2   87 employees

Quarter 3   38 employees (all departments and occupational levels);

Quarter 4   5 employees on 1 Business communications, 2 CPMD, 2 Fundamentals of auditing supply chain management

Councillor training was conducted as follows:

Quarter 1   3 councillors were trained in ways to improve oversight
              (Cllrs.: N Kwinana, P August and A Kwinana)

Quarter 2   5 Councillors were trained in Project Management

Quarter 3   2 Councillors were trained on CPMD

Quarter 4   27 Councillors were trained on different skills programmesi.e. IDP, Computer courses, Business English and Report Writing Skills and Executive Leadership and Management Development.

Community Training Initiatives 2013/2014

Quarter 1   2 x in-service trainees in solid waste management
              3 x in-service trainees in tourism
              1 x HR in-service trainee, and
              1 x HR intern recruited

Quarter 2   2 x in-service trainees appointed (although no Standing Committee meeting held)

Quarter 3   3 programmes implemented i.e. 1 x learners in WIL programme, 2 x learners in Office Administration; 4 x learners in HRM; and 5 learners in Electrical Engineering.

Quarter 4 Local government support services on NQF levels for the Rossouw and Rhodes units.This programme began on the 26 June 2014 for ten participants (five from Rossouw and five from Rhodes).

MANAGEMENT LEVEL	GENDER	EMPLOYEE NO. AS AT THE BEGINNING OF THE FINANCIAL YEAR	LEARNERSHIPS		SKILLS PROGRAMMES AND OTHER SHORT COURSES		OTHER FORMS OF TRAINING		TOTAL	
		NO.	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL
MM	Male	1	200 000	26 550	-	3600-	-	-	-	30 150
MM'S Office managers	Male	1	-	46 329		1500	-	-	-	47 829
	Females	1	-	-		9500	-	-	-	9 500
MM'S Office Professionals	Male	0	-	-	-	-	-	-	-	-
	Female	1	-	-	-	9500	-	-	-	9500
MM'S Office Clerks	Male	0	-	-	-		-	-	-	-
	Females	3	-	-	-		-	-	-	22 249.76
MM's Office interns	Male	1	-	-	-	7 416.58				14 833.16
	Females	1	-	-	-	7 416.58				
Legislators	Male	20	248 400	110 400	-	104 050				214450.00
	Females	17	-	-	-	-		-	-	-

SKILLS DEVELOPMENT EXPENDITURE (2013/2014) (Cont.)										
MANAGEMENT LEVEL	GENDER	EMPLOYEE NO. AS AT THE BEGINNING OF THE FINANCIAL YEAR	LEARNERSHIPS		SKILLS PROGRAMMES AND OTHER SHORT COURSES		OTHER FORMS OF TRAINING		TOTAL	
		NO.	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL
Director : Corporate services	Male	1	200 000-	9179.50	-		-	71 620	-	80 799.50
Corporate service s Manager	Male	0	-	-	-	-	-	-	-	-
	Females	2	-	-	-	18 000-			-	18000
Corporate services Professionals	Females	3	-	11 227.2	-	72 163.38	-	-	-	
	Males	1	-	11 227.2	-	36 081.69	-	-	-	47 308.9
Corporate Services clerks	Male	2	-	-	-	15 000	-	-	-	25 000
	Female	3	-	-	-	10 000	-	-	-	
Corporate services elementary workers/general workers	Males	2	-	-	-	28 000	-			33 400
	Females	2	-	-	-	5400	-			
Remaining was for unemployed	Males	1	13 890	-	-	-	-	-	-	R25 290
	Females	1	11 400	-	-	-	-	-	-	
Director Technical Services	Male	1	200 000	-	-	1 262.18-	-	-	-	1 262.18

SKILLS DEVELOPMENT EXPENDITURE (2013/2014) (Cont.)										
MANAGEMENT LEVEL	GENDER	EMPLOYEE NO. AS AT THE BEGINNING OF THE FINANCIAL YEAR NO.	LEARNERSHIPS		SKILLS PROGRAMMES AND OTHER SHORT COURSES		OTHER FORMS OF TRAINING		TOTAL	
			ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL
Technical Services technicians	Male	2	-	-	-	8 562.48	-	-	-	8 562.48
	Females	1	-	-	-	-				
Technical Services clerks	Males	1	-	-	-	2481.93		-	-	2481.42
	Females	4	-	-	-	24 804.42		-	-	24 804.42
Technical services machine operators and drivers	Males		-	-	-	85 507.22		-	-	85 507.22
	Females	0	0	0	0					
Director IPME	female	1	120 000	-		3016.92		-	-	3016.92
IPME managers	Males	1	-	13500-	-	-	-	-	-	13 500-
	females	2	-	-	-	5 056.36-	-	-	-	5056.36
IPME Professionals	Males	1	-	-	-	-	-	-	-	
	Females	4	-	37 351.0	-	7925.34	-	-	-	45 276.34-
IPME clerks	Males	-	-	-						
	Females	3	-	10801	-	6218.86	-	-	-	17019.86

SKILLS DEVELOPMENT EXPENDITURE (2013/2014) (Cont.)										
MANAGEMENT LEVEL	GENDER	EMPLOYEE NO. AS AT THE BEGINNING OF THE FINANCIAL YEAR	LEARNERSHIPS		SKILLS PROGRAMMES AND OTHER SHORT COURSES		OTHER FORMS OF TRAINING		TOTAL	
		NO.	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL
Director community services	Males	0	-	-	-	-	-	-	-	-
	Females	1	183 836.16	-	-	1262.18	-	-	-	1262.18-
Community services manager	Female	1	-	-	-	4 379.60	-	-	-	4 379.60
	Male	0	-	-	-	-	-	-	-	-
Community Services professionals	Male	6	-	-	-	44 841.86	-	-	-	44 841.86
	Female	1	-	-	-	-	-	-	-	-
Community services clerks	Male	2	-	-	-	10620-	-	-	-	10620-
	Female	3	-	-	-	4535.08	-	-	-	4535.08-
Community services elementary workers	Female	28	-	-	-	7854	-	-	-	7854-
	Male	63	-	-	-	60 000	-	-	-	60 000-

MANAGEMENT LEVEL	GENDER	EMPLOYEE NO. AS AT THE BEGINNING OF THE FINANCIAL YEAR	LEARNERSHIPS		SKILLS PROGRAMMES AND OTHER SHORT COURSES		OTHER FORMS OF TRAINING		TOTAL	
		NO.	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL
Director finance department	Males	1	600 000	-	-	4 770.95-	-	-	-	4 770.95
	Female	0	-	-	-	-	-	-	-	-
Finance Managers	Male	2	-	-	-	5727.54	-	-	-	10 727.54
	Female	1				5000				
Finance Professionals	Males	4		-	-	6000	-	-		20 000
	Females	3		-	-	14 000				
Finance clerks	Males	5	-	-	-	7 800				25 800
	Females	7				18 000				
Finance Trainees	Male	1	-	-	-	500 000	-	-	-	500 000-
	Female	2	-	-	-		-	-	-	-

SKILLS DEVELOPMENT EXPENDITURE:

1. **MM DEPARTMENT**
   Budgeted amount: R 200 000.00
   Amount spent: R 134 061.00
   Variance: R 65 938.08
   All the required training programmes wereimplemented inthe MM'soffice.

2. **CORPORATE SERVICES**
   Budgeted amount: R200 000
   Amount spent: R 193 804.71
   Variance: All the required training programmes were implemented as required.

3. **LEGISLATORS**
   Budgeted amount: R 248 400
   Amount spent: R214 450
   Variance: R 33 950
   Of the training needs identified/requested, a community leadership skills programme was not able to be implemented due to insufficient funding. This programme amounted to R150 000 for the training of 34councillors and funding constraints prevented this from occurring.

4. **IPME DEPARTMENT**
   Budgeted amount: R120 000
   Amount spent: R 79 350.56
   Variance: R40 694.44

5. **FINANCE DEPARTMENT**
   Budgeted amount: R600 000
   Spent: R 44 7 992.85
   Variance: R152 007.15

Areas of training priority (as reflected in the IDP) for 2013/2014 are reflected as follows:

- ❖ Areas of training priority for the year reflected as follows
- ❖ For the 2013/14 financial year training is envisaged for the following:
- ❖ Road construction, survey, operator certificates for TLB, graders and compactor trucks
- ❖ Electricity construction design and metering
- ❖ Computer courses
- ❖ Time management
- ❖ Stock control
- ❖ Environmental management
- ❖ Environmental health law
- ❖ MA Public administration
- ❖ Information science
- ❖ SCM audit on processes and procedures
- ❖ Financial auditing
- ❖ Internal Auditor board exams
- ❖ Secretarial course
- ❖ CPMD
- ❖ Strategic Management
- ❖ Project management
- ❖ Financial management for non-financial persons
- ❖ Marketing
- ❖ Events management
- ❖ Municipal compliance
- ❖ Performance audit
- ❖ Facilitation
- ❖ Accounting
- ❖ Municipal financial specific course eg property rates, deeds etc
- ❖ Traffic Officer training
- ❖ B.Com
- ❖ Archives
- ❖ Customer care
- ❖ OHS
- ❖ First Aid
- ❖ LED
- ❖ Local government law
- ❖ Waste management

Training Committee

The Training Committee met regularly (quarterly) to discuss and decide/approve training related issues. As a consultative forum this committee was comprised of the following representatives:

- ❖ Skills Development Facilitator
- ❖ Portfolio Head of Corporate Services (Chairperson)
- ❖ Speaker
- ❖ Director Corporate Services

- ❖ Human Resource & Labour Relations Manager
- ❖ IDP Officer
- ❖ HR Officer
- ❖ Acting Superintendent
- ❖ Accountant: Expenditure (Deputy Chair)
- ❖ SAMWU Representative (90%)
- ❖ Personal Assistant in Community Services
- ❖ IMATU Representative (10%)
- ❖ Chief Operations Officer
- ❖ SPU Officer
- ❖ Internal Auditor

Note: Notwithstanding the apparent successes, the accuracy of the statistics and data reflected in all instances, are still to be validated and verified. Statistics and figures must correspond between reports, so these are to be validated and verified.

As required, the Workplace Skills Plan was compiled for the 2013/2014 financial year. This was adopted by Council (after having been signed off by SAMWU and IMATU).

Within both financial years it is noted that the SDF was appointed, the WSP was developed and approved, the training was implemented in terms of the WSP and it appears that progress was made in a number of areas.

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

Introduction to Workforce Expenditure

An organization is required to manage all resources in the most effective manner and this would include the financial management thereof (i.e. workforce expenditure). In an effort to institute and maintain effective controls (thereby minimizing opportunities to overspend), strict adherence to policy and procedure is required. In this regard no appointments are made without the appropriate approval and ensuring that the budget is allocated accordingly. Budgets are strictly controlled and over and/or under expenditure is reported on regularly (via monthly reporting). Staff appointments are made strictly according to the relevant legislation and/or policy agreement. Staffing issues rely on forward planning and ensuring that the correct appointments to the relevant post are made.

4.6   EMPLOYEE EXPENDITURE

Trends on total personnel expenditure (2006/2014)

FINANCIAL YEARS	TOTAL APPROVED OPERATING BUDGET	PERSONNEL EXPENDITURE (SALARY AND SALARY RELATED)	PERCENTAGE OF EXPENDITURE
2006-2007	52 589 227	18 008 309	34%
2007-2008	71 589 227	20 168 753	28%
2008 - 2009	76 525 928	25 909 676	34%
2009 - 2010	88 602 942	29 794 492 (re stated)	34%
2010 - 2011	162 817 822	43 121 392	26.48%
2011 – 2012	164 315 116	54 025 255	32.88 %
2012 – 2013	155 388 122	56 561 813	36.4%
2013 - 2014	156 024 245	58 113 939	37.24 %

Comment on Workforce Expenditure

The 2013/2014 period was characterized by an increase in personnel expenditure from 36.4% to 37.24%.

EMPLOYEES APPOINTED TO POSTS NOT APPROVED				
Department	Level	Date of appointment	No. appointed	Reason for appointment when no established post exists
None / Not applicable				

Disclosures of Financial Interest (Refer Appendix J)

Reference is made to Appendix J which details all information as required.