

CHAPTER 3

HUMAN RESOURCES AND ORGANISATIONAL MANAGEMENT

The Human Resources Section renders a supportive function to the Office of the Municipal Manager and the different directorates. The Manager: Human Resources is assisted by four Human Resources Practitioners specializing in the following fields:

- Personnel Administration
- Recruitment and Selection
- Employment Equity
- Training and Development (Budget of R1 000 000)
- Organizational Development (Job Descriptions for 930 permanent approved positions on the Organization Structure)
- Labour Relations including disciplinary hearings in accordance with Disciplinary Code
- Occupational Health and Safety

Staff is governed in terms of various legislative enactments e.g. the Labour Relations Act, (Act 66 of 1995) the Basic Conditions of Employment Act, (Act 55 of 1998) the Local Government: Municipal Systems Act (Act 32 of 2000) as well as various collective agreements concluded between the recognized employer and employee parties.

All negotiations between the parties are conducted under the auspices of the South African Local Government Bargaining Council (SALGBC)-the recognized sector institution for Local Government in South Africa. The Employer is represented by the South African Local Government Association (SALGA) and the employees by either IMATU or SAMWU, the recognized trade unions in this sector.

The following are some of the key outcomes in respect of each area:

3.1 TRAINING AND DEVELOPMENT

Overstrand Municipality endorses the need to combine skills challenges beyond legislative compliance by budgeting more than the 1% prescribed by legislation and also takes on the broader skills demands of the Integrated Development Plan (IDP) and economic development. The Overstrand Municipality, like all other local authorities, must submit a Workplace Skills Plan to LGSETA in terms of the Skills Development Act, (Act 97 of 1998) and related legislation.

It is the role and function of the Skills Development Facilitator to gather, facilitate and analyse information in relation to the Workplace Skills Plans which will meet the needs of the organization, individual learners, the sector and national skills priorities.

In compiling the Skills Plan for 2007/2008 cognizance was taken of the essential need to link the skills requirements to the Municipality's IDP as well as its strategic priorities and its service delivery focus areas.

Training was affected in terms of the duly submitted skills plan and the major training interventions were as follows:

COURSE	TOTAL TRAINED
ABET	36
ALCOHOL AND DRUGS	27
BYLAWS	17
COMPUTER	16
COUNCILLORS	10
ELECTRICAL	56
ELECTRICAL TRADE TEST	3
FINANCE	10
FIRST AID	68
HOUSING	2
LAW ENFORCEMENT	27
OD LEARNERSHIP	2
PLANNING AND EXECUTION OF SERVICE DELIVERY	11
RECRUITMENT AND SELECTION	27
STUDY BURSARIES	28
SUPPLY CHAIN	2
TECHNICAL	94
TRAFFIC	8
WATER AND SEWERAGE	27

3.2 HEALTH AND SAFETY COMPLIANCE

Legislative provisions regulate health and safety matters in the Local Government Sector. Initial steps were taken to ensure an effective Occupational Health and Safety support system in order to administer the relevant legislation. This includes the appointment of managers in terms of Section 16(2) of OHS Act (No. 85 of 1993) and the creation of an Overhead Safety Committee.

A legal compliance audit was done in accordance with the requirements of Section 8 of the Occupational Health and Safety Act, 1993, which requires of Overstrand as an employer to determine the risks associated with all tasks performed and to take the necessary actions to eliminate these risks.

The municipality was however unsuccessful with its endeavours to appoint a qualified Occupational Health and Safety Officer due to market demands.

3.3 LABOUR RELATIONS: COLLECTIVE BARGAINING

Parties to the SALGBC (SALGA, IMATU and SAMWU) concluded an Organizational Right Agreement in 2003. This was done to create an environment conducive to sound industrial relations in local government in South Africa.

The following matters are some of those which are subject to collective bargaining at national level only:

- Remuneration
- Medical Aid
- Retirement Funds
- Hours of work
- Leave

In terms of the Organisational Rights Agreement a Local Labour Forum must be established to discuss labour matters of a local nature. The position of chairperson rotates annually between the parties for the employer and employees, respectively.

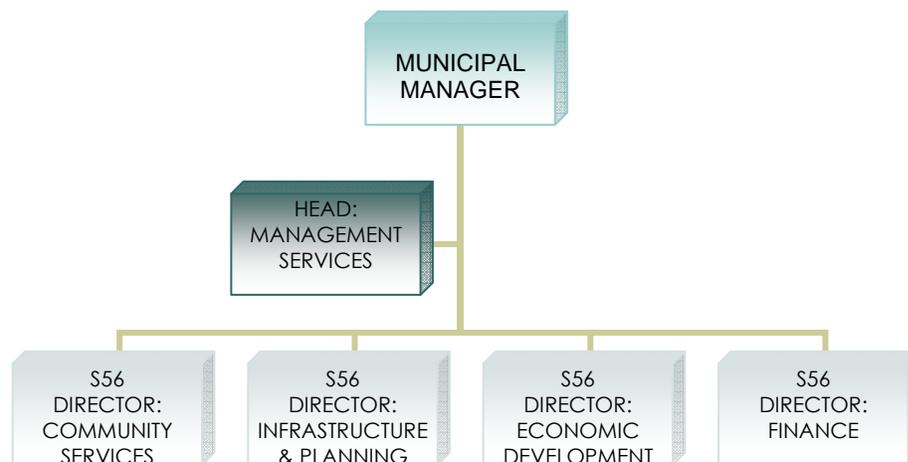
3.4 ORGANISATIONAL RESTRUCTURING AND RECRUITMENT

The development of the organisational structure as well as placement of staff was finally completed in October 2004. Arising out of this completion an ongoing recruitment and selection process has been followed since. The focus was firstly on internal staff in order to provide them with promotional opportunities based on their qualifications and/or experience in respect of acquired learning, as well as the fact that many of them had already performed the function for a long time as temporary employees.

During this process it became apparent that certain skills are in short supply, be they internal or external, viz. electricians, town planning, financial management and general technical skills i.e. water and sewerage, cleansing and roads. In some cases external recruitment was undertaken at great cost to the municipality in order to ensure that it could maintain delivery. The shortage of certain skills in the market place was an inhibiting factor.

Restructuring caused the organograms to be changed from time to time. By its nature an organization as diverse as a municipality has to constantly review its structure in order to ensure that it meets its service delivery objectives. Any changes to the organizational structure will be managed within the confines of the prevailing labour dispensation.

MACRO STRUCTURE



3.5 EMPLOYMENT EQUITY (EE)

During the restructuring process the implementation of EE principles was limited as a result of various collective agreements (i.e. placement). In spite of this the municipality has made great strides in improving its employee profile at all levels in order to be more representative of the community it serves. Training of designated employees is also creating opportunities to acquire the necessary skills to enable them to function as key role players in the municipality.

Whilst having an Interim EE Policy and Plan, it is envisaged that the Municipality will adopt its 5- year employment equity policy and plan in accordance with the requirements of the Constitution of the Republic of South Africa, 1996, and the Employment Equity Act, 55 of 1998 during the 2008/09 financial year.

Overstrand is committed towards providing democratic and accountable governance and therefore acknowledges its mandate to take affirmative action measures to ensure equitable representation of suitably qualified people from designated groups in all occupational levels and categories.

To fulfil its mandate, and to act in compliance with legislation, Overstrand Municipality will strive to realise employment equity implementation through this policy and its Employment Equity Plan.

This EE Plan is the product of an ongoing and structured process of analysis and review of the human resources policies and practices of the Municipality in consultation with the Local Labour Forum (LLF). The latter is representative of all relevant role players, meets on a monthly basis and fulfils a consultative and monitoring role concerning employment equity implementation.

Overstrand Municipality has decided on an EE Plan with a life span of five years, i.e. 2008/09 until 2012/13. This time frame makes it possible to set attainable goals to be achieved over a reasonable period.

3.6 TASK JOB EVALUATION SYSTEM

TASK is the uniform Job Evaluation System within the local government sector. Uniformity is essential for a variety of sector processes such as wage bargaining, comparative understanding of organisational structure and post levels as well as sector skills planning.

The TASK Job Evaluation Collective Agreement is due to expire on 30 November 2008. It is envisaged that with effect from 1 December 2008, the implementation of the TASK Job Evaluation System will become the responsibility of each and every municipality. Job Evaluation Units will conduct evaluations of all newly created jobs as well as jobs that changed materially. The outcome will be presented to the relevant Job Evaluation Panel for adjudication. SALGA will be responsible for monitoring the implementation and maintenance of the TASK Job Evaluation System.

3.7 INTEGRATION OF THE PUBLIC SECTOR

Movements have started at Central Government and SALGA towards creating a single public service. Many problems, legal and otherwise, are foreseen in this regard, depending on the manner in which this is handled by either collective bargaining or the Central Government.

Workforce Profile

1. Occupational Categories

1.1 Total number of **employees** (including employees with disabilities) in each of the following **occupational categories**: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Categories	Male			Female				White Male	Foreign Nationals		TOTAL
	A	C	I	A	C	I	W	Male	Female		
Legislators, senior officials and managers	1	3	-	-	1	-	4	24	-	-	33
Professionals	-	2	-	-	5	-	7	7	-	-	21
Technicians and associate professionals	-	9	-	1	3	-	7	23	-	-	43
Clerks	12	29	-	18	61	-	55	4	-	-	179
Service and sales workers	5	20	-	-	2	-	2	12	-	-	41
Skilled agricultural and fishery workers	-	-	-	-	-	-	-	-	-	-	5
Craft and related trades workers	4	8	-	1	-	-	-	8	-	-	21
Plant and machine operators and assemblers	39	71	-	-	-	-	-	17	-	-	127
Elementary occupations	196	166	-	8	16	-	1	6	-	-	393
TOTAL PERMANENT	257	308	-	28	88	-	76	101	-	-	858
Non – permanent employees	14	28	-	5	20	-	4	31	-	-	102
GRAND TOTAL	271	336	-	33	108	-	80	132	-	-	960

1.2 Total number of **employees with disabilities** in each of the following occupational categories:

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Categories											TOTAL	
	Male				Female				Foreign Nationals			
	A	C	I	W	A	C	I	W	Male	Female		
Legislators, senior officials and managers	-	1	-	-	-	-	-	-	-	-	-	1
Professionals	-	-	-	-	-	-	-	-	-	-	-	-
Technicians and associate professionals	-	-	-	-	-	-	-	-	-	-	-	-
Clerks	-	-	-	1	-	-	-	1	-	-	-	2
Service and sales workers	-	-	-	-	-	-	-	-	-	-	-	-
Skilled agricultural and fishery workers	-	-	-	-	-	-	-	-	-	-	-	-
Craft and related trades workers	-	-	-	-	-	-	-	-	-	-	-	-
Plant and machine operators and assemblers	-	-	-	-	-	-	-	-	-	-	-	-
Elementary occupations	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERMANENT	-	1	-	1	-	-	-	1	-	-	-	3
Non – permanent employees	-		-	-	-	-	-	-	-	-	-	
GRAND TOTAL	-	1	-	1	-	-	-	1	-	-	-	3

2. Occupational levels

2.1 The total number of **employees** (including employees with disabilities) in each of the following **occupational levels**: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male			Female				White Male	Foreign Nationals		TOTAL
	A	C	I	A	C	I	W	W	Male	Female	
Top management	1	1	-	-	-	-	-	5	-	-	7
Senior management	-	2	-	-	1	-	4	19	-	-	26
Professionally qualified and experienced specialists and mid-management	-	1	-	-	-	-	-	6	-	-	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3	25	-	2	8	-	14	40	-	-	92
Semi-skilled and discretionary decision making	57	113	-	18	63	-	56	25	-	-	332
Unskilled and defined decision making	196	166	-	8	16	-	2	6	-	-	394
TOTAL PERMANENT	257	308	-	28	88	-	76	101	-	-	858
Non – permanent employees	14	28	-	5	20	-	4	31	-	-	102
GRAND TOTAL	271	336	-	33	108	-	80	132	-	-	960

2.2 The total number of **employees with disabilities only** in each of the following occupational levels:

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels											TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	-	-	-	-	-	-	-	-	-	-	-
Senior management	-	1	-	-	-	-	-	-	-	-	1
Professionally qualified and experienced specialists and mid-management	-	-	-	-	-	-	-	-	-	-	-
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	-	-	-	-	-	-	-	-	-	-	-
Semi-skilled and discretionary decision making	-	-	-	1	-	-	-	1	-	-	2
Unskilled and defined decision making	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERMANENT	-	1	-	1	-	-	-	1	-	-	3
Non – permanent employees	-	-	-	-	-	-	-	-	-	-	-
GRAND TOTAL	-	1	-	1	-	-	-	1	-	-	3