

PART 2: KPA ACHIEVEMENT REPORT

Chapter 1: Human resource and other organization management

1.1. Overview

The focus of the Directorate of Corporate Services is to create an enabling environment through the provision of effective and efficient support services to all business units within Buffalo City Metropolitan Municipality (BCMM).

Activities of the Directorate

- ✓ Effective management of human resources in order to ensure the transformation of skills development and employment equity;
- ✓ The provision of effective management of an administration system that is efficient and facilitates decision-making and service delivery throughout Buffalo City Metro;
- ✓ The assurance that the support system, e.g. Information and Communication Technology are used and enable the implementation of the Integrated Development Plan.

The Directorate of Corporate Services consists of three departments namely:

- i. **Human Resource Department:** is responsible for the provision of strategic human resources support to all council business functions, people development and to ensure the maintenance of sound labour relations. The Human Resources Department consists of three sub-divisions, namely Personnel, Labour and Organisational Development;

1.2. Presentation of the organizational structure (attached as Annexure 2) as at 30 June 2011

BCMM has an organizational structure which has been aligned to the IDP and is continuously reviewed in order to ensure operational effectiveness. The organizational structure comprises of a total of 5055 funded posts, of these funded posts, 458 were vacant and funded as at 30 June 2011. BCMM's administration was headed by a Municipal Manager and 8 Directorates.

1.3 Reviewal of the organisational Structure

BCMM was in the process of reviewing the structure for Metro readiness wherein the macro structure with 5 Directorates and the top three levels of management has been approved by the Council. The second phase of the reviewal of the BCMM structure was the design of the micro structure and consultations with relevant stakeholders had progressed.

1.4 Implementation of Job Evaluation

Implementation of Job Evaluation results occurred with effect from 1 July 2010; in terms of the Categorisation & Wage curve Collective Agreement approved by the South African Local Government Association Bargaining Council, and the Final Outcomes Report received in October 2006. Approximately 1500 appeals had been lodged and these appeals could only be addressed once a collective agreement has been placed. The parties at National level were in the process of addressing the national collective agreement on job evaluation.

1.5. Staff development initiatives during the Financial Year

The following statistics reflect the staff development initiatives that occurred during the 2010/11 financial year:-

Table 4 Staff Development Initiatives

a) Category	Number of Interventions	No. of People Trained
Directors & Managers	7	11
Professionals	35	164
Technicians & Trade Workers	29	163
Community & Personal Service Workers	33	559
Clerical & Administrative Workers	33	320
Machine Operators & Drivers	13	116
Labourers	12	296
Total No of Employees Trained	162	1629
b) Target Employment Category	Course Name	Skills Priority Area
Directors & Managers	Excel 1	Computer Literacy
	Excel 2	Computer Literacy
	Information Protection Awareness	Corporate, Legal and Support
	Team Building	Corporate, Legal and Support
	MFMP Skills Program	Financial
	Labour Law Update	Corporate, Legal and Support
	Investigation and Report Writing	Corporate, Legal and Support
Professionals	South African National Standards (SANS) 204 Workshop	Specialist Technical
	13 th Southern African Internal Audit Conference	Corporate, Legal and Support
	HR Transformation, Outsourcing & shared services Workshop	Management & Leadership
	Leadership Skills	Management & Leadership
	Successfully conducting your case during conciliations and arbitrations in the CCMA & Bargaining Councils	Corporate, Legal and Support
	HR Compliance & Employment Termination Africa 2010	Corporate, Legal and Support

Public Private Partnership Training Program	Corporate, Legal and Support
National Occupational Safety Association (NOSA) Conference (NOSHCON) International Conference	Specialist Technical
Environmental Management Inspector	Specialist Technical
Employee Assistance and Professional Association of South Africa (EAPA) SA Conference	Occupational health and Safety
Excel Intermediate	Computer Skills
Report Writing	Administration
Air Quality Management	Specialist Technical
African Water Leakage Summit 2010	Specialist Technical
Workforce Optimization & Performance Management Workshop	Management & leadership
Debt Collection	Financial
Recruitment and Selection	Corporate, Legal and Support
Team Building	Corporate, Legal and Support
Managing the training function	Training Skills
Chairing Disciplinary Hearing	Corporate, Legal and Support
Conflict Management	Management & Leadership
MFMP Skills Program	Financial
Occupational Health and Safety Act (OSHACT)	Occupational Health and Safety
Handling Disciplinary	Corporate, Legal and

	Enquiry	Support
	Labour Law Update	Corporate, Legal and Support
	Assessor	Training Skills
	Investigation and Report Writing	Corporate, Legal and Support
	Joint Building Contract Committee (JBCC)	Specialist Technical
	Handling of Disciplinary Enquiry	Corporate, Legal and Support
	Municipal Finance	Financial
	Monitoring & Evaluation	Training Skills
	Leadership Development	Management & Leadership
	Policy Development	Policy Development
	Principles of Management	Management & Leadership
	Bi-annual labour law update	Corporate, Legal and Support
Technicians & Trade Workers	Section 28 Plumbing Trade Test	Specialist Technical
	Peace Officer's	Corporate, Legal and Support
	Supervisory Training	Management & Leadership
	First Aid Level I	Occupational Health and Safety
	Labour Intensive Construction	Specialist Technical
	Investigation and Report Writing	Corporate, Legal and Support
	Basic Domestic Plumbing	Specialist Technical
	Excel Intermediate	Computer Literacy
	Report Writing	Administration
	N3 Water & Waste water	Specialist Technical

Treatment Practice	
Safety Reps Training	Occupational Health and Safety
Handling Disciplinary Enquiry	Corporate, Legal and Support
First Aid Level	Occupational Health and Safety
Movac & M 4 Traffic Signal Controller	Specialist Technical
Labour Intensive Workshop	Specialist Technical
Introduction to Safety Management Training Course (SAMTRAC)	Occupational Health and Safety
Safety Management Training Course (SAMTRAC)	Occupational Health and Safety
Chairing Disciplinary Hearing	Corporate, Legal and Support
Fire Fighter	Specialist Technical
Health and Safety	Occupational Health and Safety
Occupational Health and Safety Act (OSHACT)	Occupational Health and Safety
Chainsaw Training	Social/ community/ economic development and planning
Peace Officer's	Corporate, Legal and Support
Labour Law Update	Corporate, Legal and Support
Coaching & Mentoring x2	Training Skills
Handling of Disciplinary Enquiry	Corporate, Legal and Support
Monitoring & Evaluation	Training Skills
Policy Development	Policy Development
Wastewater Treatment (WISA)	Specialist Technical

Community & Personal Service Workers	Basic Fire Fighting	Specialist Technical
	Health & Safety	Occupational Health and Safety
	Supervisory	Management & Leadership
	Leadership Skills	Management & Leadership
	Customer Care	Client Service
	University of the Western Cape Health Spring School 2010	Social/ economic development & Planning
	Safety Reps x2	Occupational Health and Safety
	Code EC Driving License	Life Skill
	Basic Fire Fighting	Specialist Technical
	MS Word Intermediate	Computer Literacy
	First Aid	Occupational Health and Safety
	Office Administration	Administration
	Report Writing	Administration
	Recruitment and Selection	Corporate, Legal and Support
	Metro Police / Traffic Officer	Corporate, Legal and Support
	Basic Fire Fighting x2	Specialist Technical
	Statement Taking Workshop	Specialist Technical
	Treating Obsessive Compulsive Disorder (OCD)	Life Skills
	Treating Sexual Addiction	Life Skills
	A practical Approach to Marital / Couple Counselling	Life Skills
Chairing Disciplinary Hearing	Corporate, Legal and Support	

	Provincial Anti-corruption and security management	Corporate, Legal and Support
	Conflict Management	Management & Leadership
	Shop Steward	Corporate, Legal and Support
	Occupationally Directed Education and Training Practices (OD ETDP) Learnership	Training Skills
	Peace Officers	Corporate, Legal and Support
	Chlorine Handling	Occupational Health and Safety
	Coaching & Mentoring x2	Training Skills
	Handling Disciplinary Enquiry x2	Corporate, Legal and Support
	Investigation and Report Writing	Corporate, Legal and Support
	Hazard Materials Training (HAZMAT)	Occupational Health and Safety
	Monitoring & Evaluation	Training Skills
	Policy Development	Policy Development
	Clerical & Admin Workers	Excel 1
Excel 2		Computer Literacy
Health & Safety		Occupational Health and Safety
Supervisory		Management & Leadership
Public Sector Protocol		Administration
Archives & Records Management		Administration
First Aid Level I x2		Occupational Health and Safety
Labour Law Update		Corporate, Legal and Support
Customer Care		Client Services
Financial Life Skills		Life Skills
Metro Working Group		Corporate, Legal and Support

Customer Care	Client Services
Employee Assistance & Professional Association (EAPA) South Africa Conference	Occupational Health & Safety
Report Writing	Administration
Project Management	Project Management
MS Word Intermediate	Computer Skills
Shop Steward	Corporate, Legal and Support
Excel Intermediate	Computer literacy
Office Administration	Administration
Powerpoint	Computer literacy
Safety Reps Training x3	Occupational Health and Safety
Record Keeping	Administration
Debt Collection	Finance
Recruitment and Selection	Corporate, Legal and Support
Occupational Health and Safety Act (OSHACT)	Occupational Health and Safety
Team Building	Corporate, Legal and Support
Metro Working Group	Corporate, Legal and Support
Conflict Management	Management & Leadership
Occupationally Directed Education, Training and Development Practices (OD ETDP) Learnership	Training Skills
Gapskill Webtool Training	Administration
Recruitment & Selection	Corporate, Legal and Support
Handling Disciplinary Enquiry x2	Corporate, Legal and Support

	Basic Word, Excel, Windows XP, Internet & Email	Computer Literacy
Machine Operators & Drivers	Leadership Skills	Management & Leadership
	First Aid Level I x2	Occupational Health and Safety
	Supervisory in Plant Theory	Management & Leadership
	Financial Life Skills	Life Skills
	MS Word Intermediate	Computer Literacy
	PowerPoint	Computer Literacy
	Safety Reps Training x3	Occupational Health and Safety
	Conflict Management	Management & Leadership
	Shop Steward	Corporate, Legal and Support
	Occupational Health and Safety Act (OSHACT)	Occupational Health and Safety
	Chainsaw	Social/ economic development & Planning
	Chlorine Handling	Occupational Health and Safety
	Handling Disciplinary Enquiry	Corporate, Legal and Support
Labourers	First Aid Level I	Occupational Health and Safety
	MS Word Intermediate	Computer Literacy
	Safety Reps Training x3	Occupational Health and Safety
	Record Keeping	Administration
	Recruitment and Selection	Corporate, Legal and Support
	Shop Steward	Corporate, Legal and Support
	Firearm x2	Specialist Technical
	Chlorine Handling	Occupational Health and Safety
	First Aid	Occupational Health and Safety

	Security Officers Grade D	Social/ economic development & Planning
	Chainsaw Training	Social/ economic development & Planning
	Adult Basic Education and Training (ABET)	ABET

1.6. Key HR statistics per functional area

The following information is provided as at 30 June 2011

Table 6 Approved filled and vacant post [MM & Section 57]

	Approved positions (e.g. MM-Sect 57 etc.)	Number of approved and budgeted posts per position	Filled posts	Vacant posts
1	Municipal Manager	1		1
2	Chief Financial Officer	1		1
3	Director: Corporate Services	1	1	
4	Director: Engineering Services	1	1	
5	Director: Planning & Economic Development	1	1	
6	Director: Community Services	1	1	
7	Director: Executive Support Services	1	1	
8	Director: Health & Public Safety	1	1	
9	Chief Operating Officer	1	1	

Table 7 Technical staff registered with professional bodies

Technical Service (e.g. water, electricity etc...)	Total number of technical service Managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
Environmental	2	N/A	N/A	2
City Planning	1	1	0	0
City Planning (LUMS)	18	6	1	11
City Planning (Set. Planning)	2	2	0	0
City Planning (Forward Planning)	3	1	1	1
Architecture	12	5	0	7

Survey Technicians	3	3	0	0
Land Surveyors	3	3	0	0
Engineering (Water & Sanitation)	9	9	0	0

Table 8 Levels of education and skills

Total number of staff	Number of staff without Grade 12 NQF 1 TO NQF 3	Number of staff with Senior Certificate only NQF 4	Number of staff with Tertiary/accredited professionals training NQF 5
4597	2249	971	1377

Table 9: Trends on total personnel expenditure

Financial years	Total number of funded posts	Total approved operating budget	Personnel expenditure	Percentage of expenditure
2008/09	4 956	2,138,759,495	659,247,385	30,82
2009/10	5025	3,670,959,710	784,865,592	20.56
2010/11	5055	3,300,793,026	858,767,711	26.01

Table 10 List of pension and medical aids to whom employees belong

Name of pension fund	Number of members	Names of Medical Aids	Number of members
Cape Joint Pension Fund	47	LA Health	552
Cape Joint Retirement Fund	2453	Bonitas	1296
MEPF	106	Keyhealth	248
GEPF	77	Samwumed	366
SAMWU	1033	Hosmed	100
SALA	36		
ECLA	574		
LGPF	0		
Orion	0		
Liberty Life (ELM Provident Fund)	248		
Sanlam	23		
Total	4597	Total	2562

1.7 Senior officials' wages and benefits

City Manager's total package as at 30 June 2011: - R 1 399 645.28

Directors (Section 57 employees) total package as at 30 June 2011:- R 1 119 726.36 p.a. per person.

1.8 Labour Relations

Labour Relations is responsible for employment relations and maintenance of discipline in the workplace. The Local Labour forum was established in terms of the Organisational Rights Agreement (ORA) as a consultative forum dealing with issues of mutual interest between the employer and the employees. The forum meets once in every last Friday of each month to deliberate on issues raised by participating parties.

The Labour Relations Division within the Human Resources Department was responsible for ensuring that line managers and shop stewards were capacitated in all aspects of labour relations matters in order that they are able to discharge their duties diligently.

The Labour Relations Division was also responsible for driving the implementation and enforcement of the Collective Agreement Disciplinary Code. The Labour Relations Divisions provides guidance, support and service to line departments with regards to the interpretation and implementation of the Collective Agreement Disciplinary Code.

During the 2010/11 financial year a total of one hundred and forty six (146) disciplinary hearings were conducted and thirty one (31) suspension cases and disciplinary enquiries were handled and finalised. A total of 86 grievances were received during the 2010/11 financial year resulting in 33 cases being resolved. The remaining cases were still handled within departments.

The Labour Relations Division conducted road shows throughout the year with a purpose of educating staff members on the behaviour expected of them in line with the Standard of Conduct as well as common misdemeanours which have led to disciplinary cases and punitive measures taken against offenders. The road shows covered educational sessions on applicable policies such as Employee Relations Policies, Absenteeism, Substance Abuse, etc.

1.9. Employee Wellness

The BCMM Employee Wellness Centre situated in Southernwood renders services to all BCMM employees and councillors. Employee Wellness is a sub division of HR reporting to Performance and Development. Three sections namely Occupational Health, Occupational Safety and Employee Assistance programmes operate from the centre;

- ✓ Occupational Health renders Occupational Health services as well as primary health care services to all employees and councillors,
- ✓ Occupational Risk and Safety services addresses legal compliance in terms of OSHACT and other related legislation. Administrative functions with regard to COID claims have been performed from this office, and
- ✓ Employee Assistance Programmes (EAP) services is aimed at the wellbeing of employees and councillors in terms of work and personal related problems, the objective is to have a productive workforce which has access to assistance with regard to their individual wellbeing. The HIV/AIDS programmes resides under EAP services.

Medium term planning is under way to extend the above mentioned employee wellness programmes to the Inland (KWT & surroundings) region with the appointment of additional staff.

Quarterly progress reports are submitted to Corporate Services Standing Committee with regard to Employee Wellness.

Highlights of the Employee Wellness Program in 2010/11 are listed here-under as follows:

Table 11 Employee Wellness Program in 2010/11

INTERVENTION	DESIRED STATE	ACTUAL STATE
World Aids Day (WAD) Build –up Activities	Deliver an all-inclusive WAD event	2 X WAD build up activities held at workplaces in 2 regions
WAD event	Deliver a WAD event for BCMM	WAD event held in Midlands (Mdantsane & surroundings) Region on 01/12/2010
Promotion of Healthy living style amongst employees	Wellness Days events to be held in BCMM	Wellness Days held for 3 days in the three regions in October 2010
	Awareness on substance abuse	3 workshops held on substance abuse targeting 125 employees from Engineering and Community services directorates
	Health Maintenance	Flu vaccination held in March throughout BCMM
Occupational Safety issues	Prevention of accidents	Safety compliance audits done on Chloride installations in 7 workplaces Safety workshop done for the line management of Water and Sanitation in May/2011 Executive Safety Committee in place to monitor compliance with Occupational Safety & Health Act
		Evacuation drill done at Munifin Centre in January 2011
HIV/AIDS Memorial	Awareness on the HIV/AIDS pandemic	Candle Light Ceremony held in May 2011.

1.10 Absenteeism

It was previously established that absenteeism could be one of the factors negatively affecting service delivery.

The Absenteeism Management Committee was established by Council in June 2010 in order to monitor the rate of absenteeism amongst employees, to investigate the reasons thereof and propose measures to reduce the absenteeism rate. The Committee has met a number of times over the past year in order to examine the absenteeism rate and to investigate the reasons for absenteeism within the various departments. Representatives from both unions have been invited to attend each of these meetings as the participation in this initiative is vital.

It was realized by the Committee that discussions with Line Managers would not necessarily provide the employees' reasons for absenteeism. The Knowledge Management (KM), Research and Policy Unit advised the Committee that they would be prepared to conduct a full research into absenteeism within BCMM.

The proposed employee absenteeism study was consulted with the unions at the Local Labour Forum. The study is due to commence early in 2012 and the results of such study will be analyzed and a report on the recommendations emanating from such study will be submitted.

It was agreed by the Committee that the Frequency Absence Rate (FAR) should be used when calculating the absenteeism rate for employees.

This rate is calculated as follows:

$$\frac{\text{Number of times in which the leave was availed}}{\text{Total number of employee's days scheduled to work}} \times 100$$

The internationally accepted rate for absenteeism is 3%. It is noted that the average absenteeism rate (for sick leave only) at the Municipality for the months from April to June 2011 were as follows:

April 2011:	2.8%
May 2011:	3.9%
June 2011:	4.4%

The relevant Line Managers have been requested to consider steps to be taken in order to reduce high absenteeism rates in the Departments that have an absenteeism rate (sick leave only) higher than five percent.

1.11 Leave Management

Leave Management was previously noted as a problem arising from audits by the Auditor General. The Human Resources Department revised the policy and procedures in order to address these shortcomings and have implemented various steps aimed at improving Leave Management.

Leave forms are submitted to the Human Resources Department and are usually captured within the month that the leave was taken. The leave forms are filed up to date on each employee's leave file. Leave is checked and verified against employees' monthly Attendance Registers to ensure that all leave taken by employees is captured. There is thus a major improvement in the Municipality's Leave Management processes.

1.12 Overtime

Control of overtime has been identified as one of the major challenges facing Buffalo City Metropolitan Municipality. This problem has been a long-standing challenge for Line Management and various initiatives have been instituted over a period of time with a view to the continuous improvement of the control of overtime.

It is acknowledged that the initiatives have previously not had the desired effect for a number of reasons. In order to revisit this matter, further steps have been initiated during this period.

The Acting Municipal Manager submitted a memorandum to all staff dated 27 January 2011 whereby it was directed that all Line Managers are to ensure that all overtime is correctly calculated and recorded before the monthly exception reports are submitted for payment to the employees concerned.

The Human Resources Department conducted workshops with all Departments on 2 and 3 March 2011 to remind all Line Managers and Attendance Controllers that the following checks should be performed before the overtime is submitted for payment:

1. Was prior approval obtained for the overtime to be worked?
2. Has the 10 hour maximum been complied with?
3. Is there sufficient proof for the emergency overtime claims?
4. Is there supporting documentation on the attendance registers/time sheets for all of the overtime hours claimed per employee?
5. Have the hours been correctly calculated for payment as per the BCEA?
6. Are there any excessive or unrealistic claims that should be reported to Management for further investigation?

The Internal Audit department has conducted a sample audit on overtime claims submitted over the last year to identify any under or over payments that may have occurred to employees due to incorrect calculations that may have previously been used and the necessary action will be taken in order to rectify any under/over payments.

Departments were advised to consider alternatives such as the appointment of additional staff, implementation of shifts, re-organizing of work schedules and ensuring productivity of employees during normal working hours. In various Departments such as Amenities and Solid Waste, these new work arrangements were implemented.

With effect from 9 May 2011 further action was taken in order to further control the overtime worked by employees for the remainder of the financial year by restricting overtime to only work that was critical.

The effect of these further control measures has been positive in that the overtime expenditure has actually decreased by an amount of R 7 207 320 for the 2010/11 financial year compared to the 2009/10 financial year as indicated hereunder:

Table 11 Overtime Expenditure

	2009/2010	2010/2011	Increase/(Decrease)
Actual	50 868 037	43 661 717	(7 207 320)

It is noted that the control of overtime is still however a problem within various Departments and additional initiatives are being considered in order to further control overtime.

1.13 Implementation of the Employment Equity Plan

Buffalo City Metropolitan Municipality has a five year employment equity plan dated 26 September 2006 to 26 September 2011. The existing employment equity plan was being reviewed. The reviewed plan would reflect the Buffalo City Metropolitan Municipality employment equity implementation programme. Reviewed targets that would be in line with the Cape (EAP) as well as the new task levels, and such targets were to be implemented as from 1 July 2011. It would also show the relationship between the current workforce profile and possible barriers in employment equity policies and procedures and the implementation of corrective steps thereon.

The review process would include a critical examination of all existing policies, practices, procedures and working environment. These policies include recruitment, succession planning etc. Various communication mechanisms would be used to communicate the reviewed plan to both the employees and councillors. Information about the reviewed plan would be easily accessible to all levels of employees.

Once the plan has been reviewed it would be implemented in order to achieve reasonable progress towards employment equity of Buffalo City Metropolitan Municipality workforce and to comply with legislation.

Currently, women constitute 35% of the total BCMM workforce. The table below represents women from top management to junior management per occupational level and race.

**BUFFALO CITY METROPOLITAN MUNICIPALITY WORKFORCE PROFILE DURING 2010/2011 REPORTING YEAR
(WOMEN FROM TOP MANAGEMENT TO JUNIOR MANAGEMENT LEVEL)**

Table 12 Workforce profile

Occupational Levels	AF	CF	IF	WF	Total
Top Management	2	0	0	0	2
Senior Management	12	0	2	1	15
Professionally qualified and experienced specialists and mid-management	51	7	2	13	73
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	253	51	8	99	411
TOTALS	318	58	12	113	501

*AF : African Female
 CF : Coloured Female
 IF : Indian Female
 WF: White Female

1.14 Implementation of the Performance Management System (PMS):

Background

Integrated Development Planning, Budgeting and Performance Management are powerful tools which can assist municipalities to develop an integrated perspective on development in their area.

Performance Management is a strategic approach through which the performance objectives of the Municipality are identified, defined, translated into business plans and cascaded into individual scorecards allowing for regular planning, monitoring, evaluating and reviewing of performance at both organisational and individual levels, effectively responding to inadequate performance and recognising outstanding performance.

Performance Management fulfils the implementation of the Integrated Development Plan. The performance of an organisation is integrally linked to that of its staff. It is critical and important for any organisation to periodically review its own performance as well as that of its employees. In order to comply with legislation and to improve on good governance and service delivery it is essential for municipality to adopt a policy on Institutional and individual performance management. On the 28 August 2007 Council approved Framework for Institutional Performance Management. The Framework contains an annual work plan with processes to be followed in developing and implementing Performance Management.

Chapter 6 of Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), requires local government to:

- ✓ Develop a performance management system;
- ✓ Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP);
- ✓ Publish an annual report on performance management for the councillors, staff, the public and other spheres of government;
- ✓ Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government;
- ✓ Conduct an internal audit on performance before tabling the report;
- ✓ Have the annual performance report audited by the Auditor-General; and
- ✓ Involve the community in setting indicators and targets and reviewing municipal performance.

Institutional challenges that hinder the implementation of PMS:

- ✓ No clearly defined performance objectives of the municipality, the six BCMM overarching objectives are too broad therefore difficult to translate into institutional scorecards, SDBIP and cascade to individual scorecards;
- ✓ Lack of regular monitoring and evaluation which are management tools that assist in the observation or verification of project/program and activities to ensure that they are progressing according to plan and resources are used efficiently and effectively. Evaluation which further assist to determine the value of the fulfilment and impact;
- ✓ Individual performance management is not formalized, there is no policy and is not in operation;
- ✓ Lack of integration between formal reporting and reporting to communities, e.g. performance is reported quarterly in addition to that, political leadership should also report to communities regularly on municipal performance;
- ✓ Lack of integrated municipal planning and reporting on basic services;

Performance Management Action plan:

- ✓ The Municipality has adopted Interim Delegations with regard to PMS;
- ✓ Roll – out of Institutional Performance remains a responsibility of the City Manager and Individual Performance has been moved to the Human Resource Department for alignment with staff training and development;
- ✓ Monitoring the implementation of recommendations from the Internal Audit and Audit Committee;
- ✓ Strengthening the process of regular reporting to the Council, other political structures, political office bearers, staff of the municipality, the public and appropriate organs of state;
- ✓ Ensuring the involvement of community in setting of KPI's and targets;
- ✓ Integrating risk management strategy within PMS processes; and
- ✓ Capacitate managers on IDP/PMS processes.

1.15 Annual performance in municipal transformation and OD

Table 13 Annual performance as per KPIs in municipal transformation and OD

Indicator Name	Target 10/11	Actual Target	Reason for Deviation/ Comments
No. of Senior Management Positions (Levels 0-4) filled by targeted gender groups	33	27(1)	Out of 3 positions that were supposed to be
Increase in number of people with disabilities employed by BCM by 3 per annum	36	0	People with disabilities do not respond to adverts in BCM both internally and externally. Those who do respond do not meet the requirements
% Reviewal of the Organisational Structure	100% Reviewed	75%	A moratorium was placed on structural amendments to allow for the transition to be affected following the process plan agreed for the Metro Structure. Currently the draft macro structure has been approved by BCM Council on the 30 June 2011. A micro structure will be dealt with once structure
Number of staff trained as per WSP	2000 staff	2005	N/A

Table 13.1 Municipal Transformation [indicators reported below are for public information and have not been audited] 'mandatory requirement in terms of municipal reporting template.

	Indicator name	Total number of people (planned for) during the year under review	Achievement level during the year under review	Achievement percentage during the year	Comments on the gap
1	Vacancy rate for all approved and budgeted posts;	5 075	4 575	90%	Difficulty in filling due to scarce skills
2	Percentage of appointment in strategic positions (Municipal Manager and Section 57 Managers)	9	7	77%	MM & CFO position still vacant
3	Percentage of Section 57 Managers including Municipal Managers who attended at least 1 skill development training course within the FY	30	11	36%	Shortage of funds
4	Percentage of staff that have undergone a skills audit (including competency profiles) within the current 5 year term	4575	2849	62%	Skills Audit Project is underway
5	Percentage of councillors who attended a skill development training within the current 5 year term	81	80	99.89%	
6	Percentage of staff complement with disability	33	31	94%	Resignation of two employees with Disabilities

1.16 Major challenges and remedial actions with regard to HRM.

- Recruitment of certain categories of staff

Due to the scarce skills situation facing the entire country, BCMM has struggled to recruit certain categories of staff, specifically technically orientated posts such as:-

- ✓ **Financial** – City valuers, Accountant interns, Senior Accountants;
- ✓ **Engineers** – Senior Technicians, Technicians across all specialisms, such as water, electrical, civil engineering as well as engineers with degrees as opposed to a diploma;
- ✓ **Artisans** – particularly Senior Artisans such as plumbers, welders, mechanics, and operations supervisors;
- ✓ **Town planning**- such as civil engineers, town planners, draughtsman, land surveyors, qualified architects;
- ✓ **Health Practitioners** – such as professional nurses, chemical technicians, pharmacists and HIV/AIDS specialists

In order to address this situation, BCMM has developed a Talent management strategy, which has recommended the following:-

- ✓ Payment of **Professional Registration** for the scarce skills categories. This would encourage staff to maintain their professional status. This would go together with ensuring Continued Professional Development (CPD) for the professionals; Municipal officials mainly in the fields of Civil Engineering and Accounting have been assisted in the past financial year;
- ✓ **Training and Skills Development** Plan for scarce skills categories to address CPD and allow for interaction with professional colleagues. Interaction could be in the form of seminars, workshops and conferences, to mention a few;
- ✓ **Scarcity Allowances or bonuses** to be considered for specific occupational groups or scarce jobs or skills categories of employees. **For example:** the City of Cape Town has guidelines in this regard in place, and the Free State Province provides for a 10% scarcity allowance when advertising relevant posts. Allowance for scarce skills has been implemented to Health Professional Nurses in line with the OSD Program already underway in the National and Provincial Government levels;
- ✓ Internship and Learnership Programmes being implemented to address scarce skills; and
- ✓ Bursaries and Employee Study Assistance mainly focus on scarce skills study areas.