

UBUNTU MUNICIPALITY

INSTITUTIONAL HUMAN RESOURCE PLAN

COMPILED BY

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1. INTRODUCTION

The integrated institutional development plan provides a framework for the functional improvement of the Ubuntu Municipality as an institution. The formulation of the Institutional capacity is a critical success factor for managing, implementing, and monitoring development related activities. An integrated institutional development plan of a municipality should take into consideration the following essential and key factors:

- 1.1 A clear understanding of the legal and institutional framework that should contribute to shaping organisational design and the structure of the municipality
 - The key roles defined for the respective departments of the municipality
 - The functional and administrative requirements of the respective departments

- 1.2 An audit of existing municipal institutional capacities and constraints by
 - Preparing an outline of current political governance and administrative structures, depicting existing institutional capacities
 - Preparing a skills audit of the existing skills and capacities within the municipality

- 1.3 An audit of all policies, by-laws, plans, procedures and practices in relation with development priorities emerging from the IDP

The focus of this document is therefore to determine the current status of the capability of the Ubuntu Municipality to strive to reach its strategic objectives, reflected in the human capacity, systems, procedures, and plans. In order to understand the purpose of an institutional developmental plan, various concepts will first be defined before a thorough analysis will be presented.

2. DEFINING THE KEY CONCEPTS

Institutional

“the action taken that leads to implementing something”

“the implementation, creation or erection of a new order”

“the formulation of plans to be performed that lead to the final implementation thereof”

“the identification and removal of obstacles that prevent implementation”

“the implementation of steps that will result in successful outcomes”

Plan

“a design or scheme carefully thought out that directs the actions to be taken and guaranteed success for the institution”

Institutional plan

“An Institutional plan stipulates steps to be taken to achieve desirable organisational outcomes and support all other stated strategic objectives and processes to ultimately achieve the vision and mission of the municipality.”

Human Resources

“Refer to the capacity and related processes of the human being as labour resource in the total service delivery line of an institution to produce goods or render services.”

Institutional plan for Human Resources

“A Human Resource Institutional plan stipulates steps to be taken relevant to **capacitate the human being**, as well as identifying any **human related obstacles** or **processes** hindering desirable organisational outcomes and formulate plans to support all other stated strategic objectives and processes to ultimately achieve the vision and mission of the municipality.”

3. POLITICAL GOVERNANCE

For a pro-active structuring of the resources for effective implementation of all policies, plans (including IDP and the related sectoral plans) and procedures Ubuntu Municipality consists of two organisational streams. One stream provides the political leadership and the other the administrative function (see section 4).

3.1 The political structure can be depicted as follows:

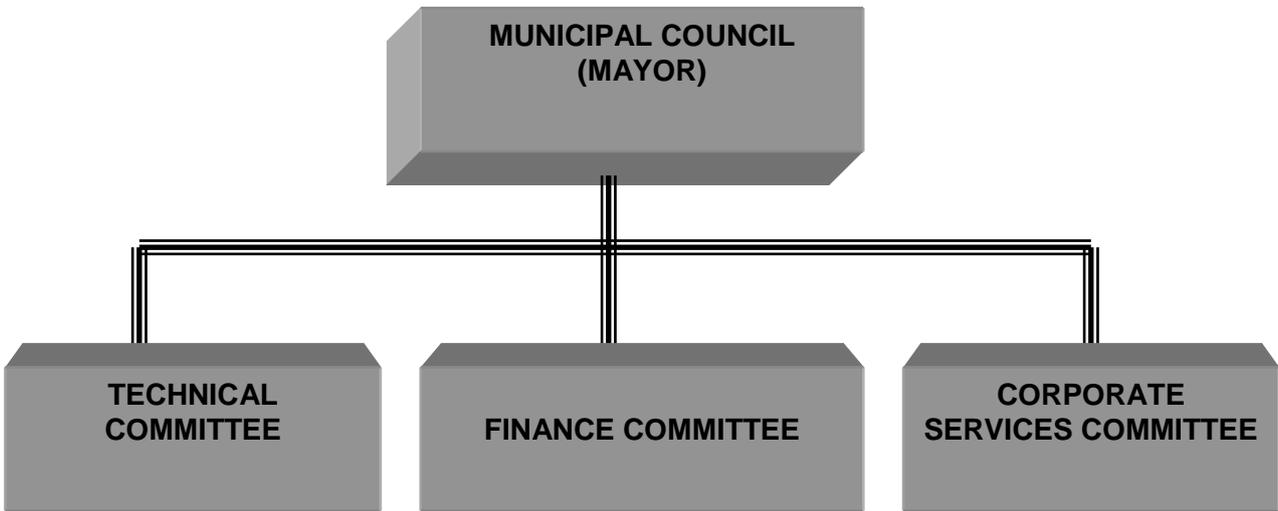


Figure 1: The Political Structure

3.2 The composition of the Council is as follows:

COMPOSITION	MEMBERS	ANC	DA
COUNCIL	Mayor (ANC)	5	3
8 COUNCILLORS	Total 8 members		
Finance Committee	Total 5 members	4	1
Corporate Services Committee	Total 5 members	4	1

Technical Committee	Total 5 members	4	1
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4. ADMINISTRATIVE STRUCTURE AND CAPACITY IN KEY POSITIONS

The municipality consists of three departments, namely Finances, Corporate Services, and Infrastructure. It can be depicted as follows:

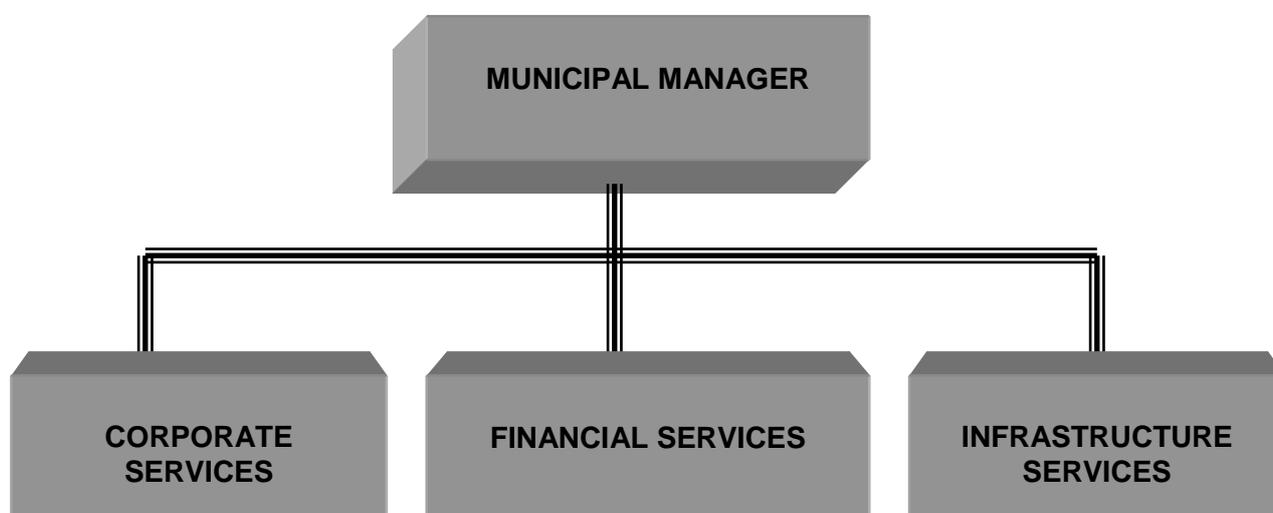


Figure 2: Organogram of the Administrative Structure

Institutional recommendation	Plan in advance when work contracts expire and make sure that no lengthy periods occur for critical positions being vacant as it will seriously hamper service delivery.
	A recent organisational structure does not exist. It is therefore recommended that a thorough analysis should be conducted.

5. ORGANISATIONAL PROCESSES INFLUENCING THE INSTITUTIONAL DEVELOPMENT PLAN FOR UBUNTU MUNICIPALITY

5.1 Strategic plan (vision, mission, and strategic guidelines)

The vision, mission and strategic objectives are stated, although the regular revisiting thereof is necessary. The institutional plan should be linked to the vision and mission as it is important to always realise that any strategic guideline can only be achieved through the human being in the municipality in the context of capacity, competencies, and skills.

Institutional recommendation	Evaluate the vision, mission and strategic guidelines annually and strive to create strategic plans as a natural outflow to make it operational, tangible and visible.
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5.2 Integrated Development Plan (IDP)

The IDP is an important vehicle in writing an institutional plan for any organisation. After evaluation of the perception of management regarding the IDP the following conclusions can be made:

- 5.2.1 The IDP is in place, but the perception exists that it is only a “word on paper” document.
- 5.2.2 The capacity to take the IDP forward is not there. This may be due that too much emphasis is placed on the infrastructure of the IDP and too little on the development side of it.
- 5.2.3 Sectoral plans for the IDP like the spatial plan and environmental health plan is not in place.

5.2.4 Personnel are generally well capacitated regarding the IDP and possess the necessary expertise.

5.2.5 The function of development is not well linked with the IDP. The IDP and LED are seen by management as an integral function.

5.2.6.1.1 Management admits the limitations in not having a champion to drive the IDP, but also emphasises that every department should indeed see that stated objectives should be reached.

Institutional recommendations	It is recommended that ownership of the IDP, as well as discussions that lead to specific operational actions, should receive attention.
	The function of LED should be discussed and how it interacts with the IDP.
	Sectoral plans that support the IDP should be identified and implemented (discussed in more detail in this report)

5.3 Sectoral plans (as result of the IDP)

Sectoral plan	Comments	Institutional recommendation
Financial Plan	70% in order SDBIP guides financial plan	Finalise plan
Integrated transport plan	District Council (Pixley) is drafting plan	Request plan when finished
Water services development plan	70% completed final phases of completion no obstacles experienced Budgeted for it	Finalise plan
Local Development Plan	Must be developed Must be linked with IDP	Obtain funding, appoint service provider
Integrated poverty reduction plan	Must be developed DDGS can provide basis document	Obtain funding, appoint service provider
Gender Equity Plan	Forms part of the Employment Equity Plan Already developed	
Integrated monitor and performance management system	System developed Implementation is creating problems Successful co-operation necessary	Request support from province

Integrated environmental plan	Not yet developed Identify areas of conservation Identify possible environmental health hazards affecting plan	Obtain funding and appoint service provider
HIV/AIDS	Developed	
Disaster management plan	Developed Can be reviewed	Review plan
Spatial Development Land Use Plan	In the development process	Finalise plan

6. POLICIES

6.1 Formal policies

An audit on existing policies indicated that the following policies were developed and is functioning properly:

Policy	Comments or recommendations	Institutional recommendation
Investment Policy		
Supply Chain Policy		
Rates Policy		
Performance Management Policy	Obstacles exist for implementation	Request support from province
Employment Equity Policy		
Fixed Asset Policy		
Communication Policy (GCIS)		
Delegation of Powers	MFMA excluded	
Tariff Policy		
Financial Code Policy		
Placement Policy		
Code of Conduct (Ward Committees)		
Standing Orders Policy		

(See next section for Human Resource Policies)

6.2 By - laws

Bylaw	Comments	Institutional recommendation
Credit Control and Indigent	Dated	Review regularly

7. HUMAN RESOURCE POLICIES

7.1 Current status

Policy	Exits and updated	Implication	Institutional Recommendation
Recruitment	Yes		
Promotion	Yes		
Study	No	The employer may lose the opportunity to gain from self study efforts from their employees	A policy be formulated to grant a few days study leave for employees enrolled in recognised institutions in line with their work to obtain formal qualifications.
Employee Assistance	No	It is a well-recognised fact today that personal problems influence work performance. Many organisations today plan prevention sessions, provide counselling opportunities or refer for the following problems: medical, marital, depression, trauma-related, mental, work, interpersonal, death bereavement, addiction, study guidance, career planning, parenthood, terminal illness, work conflict, motivation, financial, legal etc.	A policy be drafted by an expert to assist employees with their personal problems at home and work to ensure a productive and satisfied work force.

Leave	Yes		
Sexual Harassment	Yes		
Training	Yes		
Disciplinary Procedure	Yes		
Grievance Procedure	Yes		
Induction	No	It is well-documented that a proper induction or orientation of a new employee will result in more commitment and productivity than those who do not receive such exposure. Issues to be addressed include all the HR policies, compensation, training, labour relations, conditions of services, in-role training and general conduct.	A policy be drafted of how every new employee should be orientated.
Performance Management	No	The human being performs better if they knew their performance will be measured.	Performance contracts can be drafted between MM and managers. Also be informed about any legislation or developments from SALGA in this regard.
Task evaluation	No	The human being performs better if they know their jobs are correctly evaluated and levelled.	Keep personnel informed by any developments by SALGA in this regard.

7.2 Work Place Skills Plan

As the work place skills plan is the basis for Human resource development it will be discussed in some detail:

7.2.1 The above plan is updated and available.

7.2.2 Unfortunately, the plan is regarded as “only words on paper” status and very few constructive developments flows from it. The danger of course exists that people will lose trust in the system if no successions flow from it.

7.2.3 A training committee does exist to execute decisions regarding this.

7.2.4 Contradicting views exist amongst management whether the personnel had the opportunity to contribute to their own development needs.

Institutional recommendation	The challenge once again is to create trust in the system by providing training, even if it is once a year, to employees.
	Ensure that employees have the opportunity to contribute to the workplace skills plan by identifying their training needs.

7.3 Human Resource policies Check List

Policy	Developed	Institutional Recommendation
Leave policy		
Annual leave	Yes	
Compassionate leave	No	Develop
Long service Leave	No	Develop
Maternity leave	Yes	
Family responsibility leave	Yes	
Sick leave	Yes	
Special leave	No	Develop
Study and examination leave	No	Develop
Unpaid leave	No	Develop
Working hours	Yes	
Recruitment/selection policy	Yes	
Retention policy	No	Develop

Employment of family members	No	Develop
Relocation policy	No	Develop
Temporary employment policy	No	Develop
Termination of policy		
Contract appointments	No	Develop
Permanent employment policy	No	Develop

Cellular phone policy	No	Develop
Business language policy	No	Develop
Access to Employee files policy	No	Develop
Employee use of municipal assets policy	No	Develop
Conflict of interest policy	No	Develop
Entertainment policy	No	Develop
Gifts to Municipal employees policy	No	Develop
Membership of professional institutions policy	No	Develop
Travel and subsistence policy	No	Develop
Use of internet and e-mail policy	No	Develop
Education /training		
Appointment in acting capacity	No	Develop
Promotion policy	Yes	
Training and development policy	Yes	
Bursary and study loan policy	No	Develop
Employee assistance		
Sexual harassment policy	Yes	
Smoking policy	Yes	
Substance abuse policy	No	Develop
Personal and emotional problems policy	No	Develop
Labour relations		
Disciplinary code and procedure	Yes	
Industrial relations policy	Yes	
Grievance policy	Yes	
Time off - Union meetings policy	No	Develop
Motor vehicle policy		
Abuse / fines/ licensing	No	Develop
Salary administration policy		

Payments of salaries	No	Develop
Deductions from salaries	No	Develop
Pay-slip	No	Develop
Staff loans (keep MFMA in consideration)	No	Develop
Salary register	No	Develop

8. PHYSICAL INFRASTRUCTURE

Dimension	Comments	Institutional recommendation
Offices	Spatial problems Not an obstacle to perform functions	
Telephone system	Sufficient	
Computers and IT	Use Turbo Munex System IT sufficient No obstacles to deliver	

Vehicles		Funding should be sought continuously to upgrade vehicles
<u>Roads</u>	Grader Victoria-West Needs repair every 6 months Grader Richmond Very old – but can maintain roads	
<u>Water</u>	Yellow lorry needs maintenance	
<u>Refuge Removal</u>	Vehicles sufficient Service delivery difficult as it is used as credit control vehicles Tractors not sufficient – load too heavy Can deliver service	
<u>Fire Services</u>	Workable – 60 km maximum Richmond use drainage lorry	
<u>Electricity</u>	Sufficient	

	Two TATA vehicles Maintenance cost high Petrol cost high	
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9. CAPACITY OF THE MANAGEMENT TEAM

Dimension	Critical evaluation	Recommended institutional corrective measure	Priority rating
Interpersonal communication	Members of the management team are self assertive, easily expressing their views and defending their perceptions. They are not afraid to differ and this may lead to constructive decision making. The MM is of the opinion that everyone must have the chance to express him/herself and does not tolerate interruptions in personal opinions. He is a strong believer of creative thinking to solve problems. A general view amongst member of the management team is that communication skills can always be improved, but is not a hindrance at this stage for achieving success.	A fine tuning course in interpersonal communication by an expert will benefit this team.	<ul style="list-style-type: none"> ■ No need at all ■ Low (no urgent need) ▶ Medium (important, but not urgent) ■ Important and Urgent (impacts heavily on other organisational programmes and outcomes)
Interpersonal relations with Public	Interpersonal relations with the public seem to be very good and at acceptable levels. As you will find anywhere, the public sometimes are unreasonable to expect that the municipality can function without any problems and/or breakdowns in services.	It is always a good idea to regularly have client service courses and talks about Batho Pele principles and is therefore recommended as such.	<ul style="list-style-type: none"> ■ No need at all ▶ Low (no urgent need) ■ Medium (important, but not urgent) ■ Important and Urgent (impacts heavily on other organisational programmes and outcomes)

Teamwork	Teamwork is not what it should be. Conflict (open and latent) can be sensed. Frustrations and lack of insight in one's own roles (or to explain it) definitely exists. Conflict may also be the result of personality differences, work styles or previous negative experiences. Lack of teamwork seriously will affect all other work outcomes.	A thorough analysis on work styles, work preferences and creation of trust and respect (even if it is not reached fully) should be held for the management team only.	<ul style="list-style-type: none"> ■ No need at all ■ Low (no urgent need) ■ Medium (important, but not urgent) ▶ Important and Urgent (impacts heavily on other organisational programmes and outcomes)
Leadership	Leadership is a natural characteristic of some human beings. Leadership seems to be a strong characteristic of the Municipal Manager, portraying openness and charisma. There is a perception that leadership can be developed amongst members of the management team.	A thorough assessment of leadership qualities and a well structured learning centre is recommended.	<ul style="list-style-type: none"> ■ No need at all ■ Low (no urgent need) ▶ Medium (important, but not urgent) ■ Important and Urgent (impacts heavily on other organisational programmes and outcomes)

<p>Drive and energy</p>	<p>This is a personal issue and could not be addressed in a team. Most members of this team seem to be motivated, however, there is a member who feels that the daily frustrations and circumstances have created a personal lack of motivation. This of course can not be tolerated as one cannot expect to reach your goals if the management team is not 100% behind you. It is always understandable if someone sometimes feels dejected because of uncontrollable forces. It is, however, expected of a manager to perform under all circumstances. The answer to solve unmotivated behaviour of managers probably lies in the ethical conduct or morality of a municipality who of course should have preference before personal feelings.</p>	<p>A session in personal conduct, commitment to certain ethical conduct and high organisational morality. It is further suggested that the MM take a strong stance to demand performance. This may seem hard, but no where in the world is a manager's work without challenges and problems, and it is for every incumbent to meet these demands and put up a fight to address problems.</p>	<ul style="list-style-type: none"> ■ No need at all ■ Low (no urgent need) ■ Medium (important, but not urgent) ▶ Important and Urgent (impacts heavily on other organisational programmes and outcomes)
<p>Administration and information flow</p>	<p>Administration refers to the ability to handle day to day demands of workload, knowledge and expertise about specific fields, the ability to create user friendly and feasible work procedures and address challenges. It also directly impacts on information flow, as it is the primary reason for all administrative tasks.</p>	<p>All managers must have access to information required and be fully committed to provide information needed.</p>	<ul style="list-style-type: none"> ▶ No need at all ■ Low (no urgent need) ■ Medium (important, but not urgent) ■ Important and Urgent (impacts heavily on other organisational programmes and outcomes)

Financial	Financial refers to all the relevant activities of budgeting, financial systems, ability to compile statements, income and expenditure management and the ability of managers to take responsible for their budgets and manage it properly and correctly.		<p>► No need at all</p> <ul style="list-style-type: none"> ■ Low (no urgent need) ■ Medium (important, but not urgent) ■ Important and Urgent (impacts heavily on other organisational programmes and outcomes)
Legislation	Most managers seem to be well acquainted with the relevant legislation. It is however important to keep up with all the new developments in this area.	Put a system or procedure in place to keep all managers updated with any legislation.	<ul style="list-style-type: none"> ■ No need at all ► Low (no urgent need) ■ Medium (important, but not urgent) ■ Important and Urgent (impacts heavily on other organisational programmes and outcomes)

<p>Report writing</p>	<p>The skills seems to be sufficient and the MM reported a vast improvement in recent times regarding report writing. A problem seems to be present with Infrastructure to compile reports timeously. This may be due to demographic locations, but mainly due to insufficient delegation of authority to the right people, the utilization of modern technology, effective time management and the development of a user friendly system or template.</p>	<p>Render support with developing a user friendly template to easily compile daily reports.</p>	<ul style="list-style-type: none"> ■ No need at all ■ Low (no urgent need) ■ Medium (important, but not urgent) ▶ Important and Urgent (impacts heavily on other organisational programmes and outcomes)
<p>Labour relations</p>	<p>All the policies and systems are in place and according to information disciplinary and grievance cases are handled to procedure. Conflict amongst employees are limited, but is definitely present at management level.</p>	<p>Conflict should be addressed on a management level to a productive level.</p>	<ul style="list-style-type: none"> ■ No need at all ■ Low (no urgent need) ■ Medium (important, but not urgent) ▶ Important and Urgent (impacts heavily on other organisational programmes and outcomes)

10. CAPACITY PER AREA

Dimension	Critical evaluation	Recommended institutional corrective measure	Priority rating
Civil engineering and related tasks	There is expertise available to maintain roads, storm water, drainage, building regulations and other related civil engineering tasks.	None	<p>► No need at all</p> <ul style="list-style-type: none"> ■ Low (no urgent need) ■ Medium (important, but not urgent) ■ Important and Urgent (impacts heavily on other organisational programmes and outcomes)
Water and sanitation	Competency does exist to perform functions regarding water and sanitation. There is, however, a perception that there is not sufficient number of experts in this area.	Investigate whether there are sufficient qualified people to perform tasks.	<ul style="list-style-type: none"> ■ No need at all ► Low (no urgent need) ■ Medium (important, but not urgent) ■ Important and Urgent (impacts heavily on other organisational programmes and outcomes)

Mechanical	Sufficient knowledge and skills do exist for maintaining vehicles and other machinery. Much of this knowledge was gained through practical hands-on experience.	None	<p>► No need at all</p> <ul style="list-style-type: none"> ■ Low (no urgent need) ■ Medium (important, but not urgent) ■ Important and Urgent (impacts heavily on other organisational programmes and outcomes)
Electrical	Sufficient knowledge, skills and experience are available to render electrical services for the municipality.	None	<p>► No need at all</p> <ul style="list-style-type: none"> ■ Low (no urgent need) ■ Medium (important, but not urgent) ■ Important and Urgent (impacts heavily on other organisational programmes and outcomes)

Financial	Sufficient knowledge, skills and experience are available to manage the financial systems.	None	<p>► No need at all</p> <ul style="list-style-type: none"> ■ Low (no urgent need) ■ Medium (important, but not urgent) ■ Important and Urgent (impacts heavily on other organisational programmes and outcomes)
Administrative	Sufficient knowledge, skills and experience are available to manage the administrative function of the municipality.	None	<p>► No need at all</p> <ul style="list-style-type: none"> ■ Low (no urgent need) ■ Medium (important, but not urgent) ■ Important and Urgent (impacts heavily on other organisational programmes and outcomes)

**11. TRAINING / SKILLS / COMPETENCIES IDENTIFIED BY EMPLOYEES TO
CAPACITATE THEMSELVES FOR EACH DEPARTMENT**

FINANCES	CORPORATE SERVICES	INFRASTRUCTURE
Computer courses	Course in relevant legislation	No specific needs indicated
Management of conflict	Communication skills	
Budget drafting and control	Office management	
Negotiation skills	Course how to write minutes	
General Financial Management		
Computer networks and financial systems		
Code 14 licence (testing purposes)		

12. GENERAL PERFORMANCE AREAS TO IMPROVE

AREA	EVALUATION	INSTITUTIONAL CORRECTIVE ACTION
Client service	Not always on a high standard, especially reception Personnel in front line reception areas not always available Smoke in front of clients or regular smoke – breaks Does not show respect for clients	Strict management Front line client services course
Telephone etiquette	Not always on a high standard Telephones not always answered	Strict management Course in telephone etiquette
Training for general workers	Non existing	Consider capacity building course in productivity and efficiency (6M)
Interpersonal communication	Skills limited	Intensive training
Knowledge of relevant legislation	Not always on a high standard	Develop system to inform and train employees
Ethics	No programme exists	Institutionalise ethics programme (morality can be measured and improved by doing various things)
Motivation	Low	Team building and morale building talks by experts
Management of conflict	High	Intensive training Identify conflict issues and let management addresses them
Environment	Sometimes not conducive	Identify any areas for improvement
Report writing	Not always on a high standard	Intensive training
ABET	Co-operation lacks	Identify problems and re-energise project

13. CONCLUSION

The Institutional Development Plan has been compiled by making some specific recommendations. As in any organisation it is not always possible to implement all recommendations at once, but for Ubuntu Municipality to achieve its vision, mission, strategies and plans these recommendations should be prioritised and implemented.