



ORGANISATIONAL ANALYSIS OF UBUNTU MUNICIPALITY

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1. INTRODUCTION AND POINT OF DEPARTURE

The effective and efficient functioning of the municipality will depend on a number of factors, including the organisational structure of the institution. Any change process in an organisation normally, especially if you want to be successful, consists of the following principles:

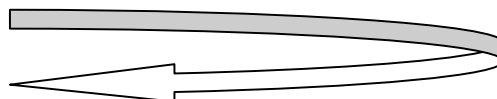
- (1) Determine the strategy of what you want to achieve.
- (2) The structure will follow the strategy (not the other way around).
- (3) Changes in one section or department, or how people are utilized, will affect others in the same section/department/organisation.
- (4) Systems and procedures are the result of years of experience.
- (5) If people applying the systems are not well managed, or managers do not walk the talk by deviating from systems and procedures that they created themselves, people will lose trust due to the inconsistency of management.

2. ASSIGNMENT

The assignment was stated as the following:

“TO INDEPENDENTLY EVALUATE THE ORGANOGRAM OF THE UBUNTU MUNICIPALITY, AS WELL AS ANALYZING AND DESCRIBING ANY FACTOR OR DETERMINANT INFLUENCING THE EFFECTIVE AND EFFICIENT FUNCTIONING, WITH THE GOAL TO ULTIMATELY OPTIMIZING THE MANAGEMENT AND PROCESSES OF THE MUNICIPALITY.”

The purpose of the assignment was to determine needs to maximize the effective and efficient functioning of the municipality, therefore jobs were not graded in the report. A zero-paradigm approach was used, meaning that the researcher “started from scratch” and was not really “influenced” by previous information such as organograms, systems and procedures. The detailed functions of each position are also not given. There is a lot of reasoning and suggestions throughout the document, but



The bottom line of what Council should consider it attached in Annexure C.

The future scenario entails the effective functioning of the municipality with the following in consideration:

- Effective utilization of every municipal official.
- An effective structure with the correct reporting and communication channels.
- The well – being of every official.
- Capacitated and well – trained officials in every job.
- All vacancies filled if necessary.
- All officials utilized according to their strengths, qualifications and experience.

The functions of the Municipal Manager and all the managers in the different departments are not stipulated in this report, for a very logical reason. Their performance is based on all the functions in their departments, and the Municipal Manager performance based on the performance of all the departments. It is therefore very important that all areas of work are at least attached to some position in the department. They remain ultimately responsible and should manage and control the desired outputs as agreed in their performance contracts. It must also be noticed with the few new positions suggested for consideration that the job designation manager is not used, but rather co-ordinator or specialist. The word manager remains the status of the Section 57 managers.

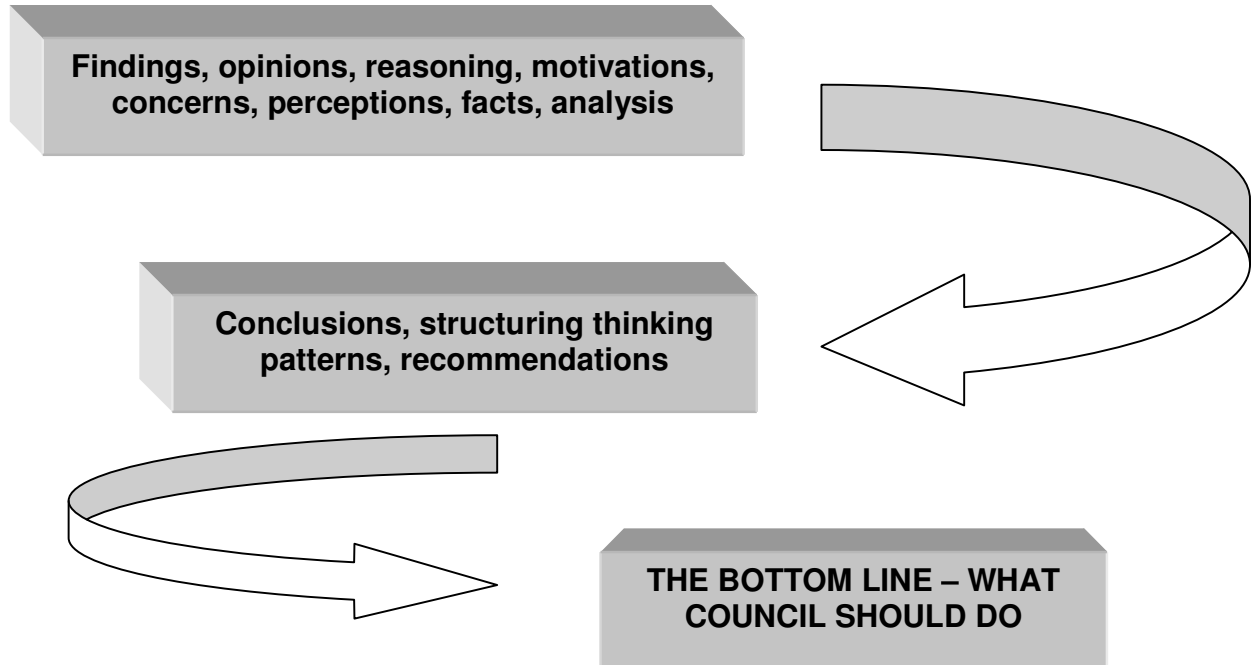
The emphasis of this report is also not to compile job descriptions or to do task evaluation or evaluate the incumbent's ability. There will appear no names in the report, only job designations. The focus is to compare the labour demand with the supply and also make recommendations to Council to strategically align the municipality to meet future demands. Simultaneously with this some areas of concern are raised that may prevent the municipality from functioning optimally. A special report on the motivational level of workers is included in Annexure A with a few suggestions to solve problems.

There are a few areas that need to be address to improve the functioning of the municipality. They are the following:

1. Key strategic issues
2. Organisational structure
3. Interdependence between departments
4. The implementation of improved systems
5. Management of policies, structures and systems
6. The management of people/subordinates
7. Work conditions

The rest of the report will follow more or less this sequence - conclusions as well as recommendations.

Illustration 1: Mind Map of the report



3. STRUCTURE OF THE MUNICIPALITY

- 3.1 There are currently three departments, namely Corporate Services, Financial Services and Department: Infrastructure.
- 3.2 It is recommended that the three departments are kept as it is. It is without any doubt the right number of departments to render effective and efficient services. The creation of any new department is not on the cards as it will not be cost-effective, although a few new functions are added for consideration in some departments.
- 3.3 The name of the Department: Corporate Services does not reflect an accurate description of the extent and nature of the functions performed in this department. Corporate services refer to in-house services such as administration, committee services, cleaning services and human resource functions (correctly classified as staff functions and meaning rendering services to other staff members). Community services refer to services deliver directly to the community such as the library, traffic and clinic services, as well as environmental health (classified as a line function). It is furthermore envisaged to rightfully place important functions, relatively “new” to the municipality, such as LED, IDP and Tourism correctly. These can be regarded as community services, but not infrastructure services.

RECOMMENDATIONS (NUMBER OF DEPARTMENTS, NAMES AND STRUCTURE)

Recommendation 3.1:

That the name of the Department: Corporate Services be changed to the Department: Corporate and Community Services.

Recommendation 3.2:

That the important functions of LED, IDP and Tourism be correctly placed under this department (detail when discussing this department)

Recommendation 3.3:

That the main structure of Ubuntu Municipality will be as follows:

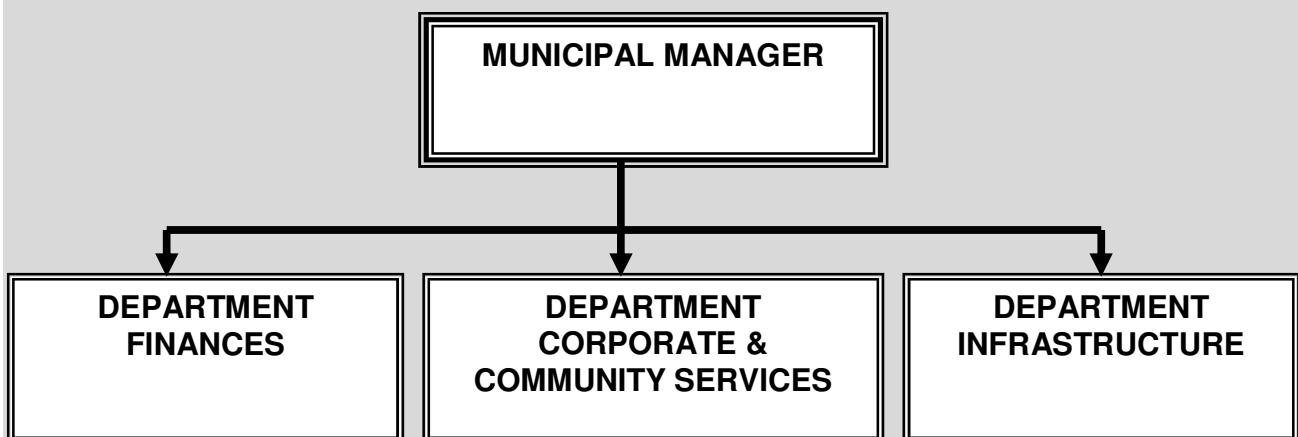


Figure 1: Recommended structure and names of Departments

4. FINANCIAL DEPARTMENT

4.1 Key strategic issues (Financial Department)

The following may now or in future impact on the proposed structure of the financial department:

(1) The “new” MFMA law

The implementation of the MFMA law brought along challenges that impacted on almost all financial operations.

(2) Income potential

The electricity crisis in South Africa brought along a new search to ensure that meters are operational that can only benefit the municipality. It is assumed that the fixing of non-operational meters as well as the installation of more pre-paid meters will only benefit the municipality in the future. This of course may influence the amount and specific skills needed on the income side of finances.

(3) Financial programmes

The SEBATA system is fully operational and there exist no need to change the system. There is, however, still a need to fully utilise the system and train everyone involved to its full capacity. Not all municipal officials are familiar with the system and using it optimally.

(4) Demand for new services

Projects and functions such as housing, LED, IDP and Tourism will impact on financial services as the budget should be planned according to it.

4.2 Organisational Structure (Financial Department)

Basically the following conclusions were reached regarding the organizational structure at the finance department:

- (1) Employees are not fully utilized. Some are over-utilized and others under-utilized.
- (2) The position of the CFO is vacant. This is not conducive to the functioning of the department as it creates uncertainty amongst staff. There is furthermore quite a few staff members aspiring for the position and one can just think what the consequences of this will be, including conflict, rivalry and unrealistic expectations.
- (3) Generally speaking, staff members seem to be unmotivated. One can understand that there was and still is a lot of municipal transformation specifically impacting on financial systems and procedures, or impacted of finances if these demands were on other areas of the municipality. However, the reasons for this are much broader and a special report on reasons for this will be attached (Annexure A).
- (4) The report structure is ineffective and daily office etiquette procedures are lacking at Finances. This is mainly due to two reasons. **One:** the lack of accepted office systems and etiquette (report and instructions are sometimes via the CFO, sometimes via the Accountants (Income and Expenditure) **Two:** Sometimes personnel follow a direct route to the MM. One can understand that in a smaller municipality the personnel cannot always be available, but it is very important that the rules are laid down. Many problems are a result of lack of procedural rules and office etiquette. Systems and procedures must be managed and not people. If a staff member deviates from a procedure he/she must be referred to the office procedure (typical example is who is supposed to be approach to sign a leave form or be requested to visit a doctor).

- (5) The finance department should rest, as in most municipalities of the same size, on income and expenditure legs as is currently the case. It is however, very important, that the CFO and both accountants understand and practicing their roles 100% so that there is no misunderstanding or misconception by these incumbents as well as their subordinates. With this in mind, the CFO must be responsible for budgeting, making financial decisions together with the MM (also via council resolutions) and executing these decisions. Furthermore, the CFO is ultimately responsible for controlling the accountants work through effective and efficient systems. What is very important is that the accountants take full responsibility for ALL the work in their sections.
- (6) The overall perception exists that there are enough “bodies” in finances to perform all functions. The capacity is however, questionable.
- (7) There is a total lack of multi-skills in the department. People are specialising in their area of work. This is not unnecessary bad if you have plenty of subordinates and people along side you. But this is not the case at Ubuntu Municipality. Luxuries of having a second person in charge is not achievable, and therefore people should gain a second or third skill to assist when people are taking leave or is not available to work for one or other reason. A broad programme for multi-skilling is therefore suggested (Annexure B).
- (8) The Accountant: Expenditures seems to be working totally in isolation. One wonders what will happen if the incumbent is not available to work, especially keeping in mind that this person is responsible for salary payments.
- (9) The Accountant: Income is not performing all the tasks expecting from an Accountant in this position. There exists also lack of basic computer skills such as compiling spreadsheets, doing reconciliations, general credit control, improving payment frequencies etc. A person on the Income side must show initiative to improve the financial income of the municipality. The incumbent must be assisted and trained to do this.

- (10) The division of work and utilisation of the credit control officers and cashiers at Richmond and Loxton is creating imbalances. One should look at a process where the credit controller can delegate more tasks to the cashier. The perception also exists that the Offices at Victoria - West is not co-operating well with the outside offices. Frustration exists due to correspondence not answered, faxes that have to be resent and overall communication.
- (11) The role of the intern is unclear. As it is only a two – year contract the position can not occur on the organogram. It is important in future to remember to draft a formal programme for such a person and the time periods of where he/she must work, learn and who to report to. The position of this person will not further be considered in this analysis.
- (12) The test station placement is problematic. Strictly speaking this function should be under Corporate and Community Services (it is a community service). It is envisaged that a traffic section will in future be part of the municipality and then it is logical that the test station will fall under traffic services. Furthermore, cleaning services is under the jurisdiction of Corporate Services and therefore the cleaner there should also be under the same department.
- (13) People are generally unaware or confused by their job designations (e.g. person would say she is a data processor but on the official pay slip it is a senior clerk).

4.3 Interdependence between departments with regard to Financial Department

- (1) The communication between administration and finances is not always to date. Some decisions with financial implications are made without realising the consequences or the Accountant: Expenditure is not timeously informed about it
- (2) The financial department is also not always informed about Human Resource decisions with financial implications such as appointments, resignations and terminations. This may be due to the lack of the luxury to have a full time Human Resource person in Corporate Services.

4.4 The implementation of improved systems with regard to Financial Department

- (1) The Human Resource procedures are not up to standard (huge impact on Financial Department).

4.5 The management of people (Financial Department)

- (1) It is clear that the officials lack general office etiquette. Officials do not follow communication channels and will easily feel “free to jump” supervisors and avoid addressing issues at a lower level.
- (2) What is even of a greater concern is that management and senior officials in the department actually allow this behaviour.

4.6 Work conditions (Financial Department)

- (1) Office space seems to sufficient, especially after the new offices were built.
- (2) The cashiers’ placing is however in a sense a concern as it attracts the public and therefore creates “feet” around the offices. It not something necessarily negative, but we all know how people is and when they are there they want to see the (MM) or somebody (else). It is also not always conducive for financial people working with confidential information to have “feet” around them. But it is probably not too serious.
- (3) The MM’s office is too close to the operational offices and enquiries for the public alike. This leads to easy access by staff and the public to the MM and results in the latter being occupied with too many non-management issues (this will happen specifically if the secretary is not there).

RECOMMENDATIONS (FINANCE DEPARTMENT)

Recommendation 4.1:

The position of the CFO must be filled. It is recommended that this position be advertised externally (even if it has been done so before) and that strict adherence should be given to the Section 57 requirements of a CFO.

Recommendation 4.2:

That a document should be compiled regarding the daily staff procedures and reporting channels emphasizing the following:

- (1) to whom each incumbent is reporting to
- (2) if that person is not available to whom then
- (3) who will sign leave forms (for example)
- (4) In what instances may an employee go directly to the MM or CFO
- (5) Sick leave should also be closely monitored

Recommendation 4.3:

There is a total lack of capacity and multi-skills in the department. It is recommended that a programme must be drafted by the CFO where job rotation and job enrichment can take place. A stipulated number of hours per month through a mentorship programme should be strictly adhered to where a “second person” can learn new skills. Staff members must understand that this is to their own benefit. It must be made clear to staff this do not mean additional compensation, but that a multi-skilled person market value increases. An example of such a program is attached in Annexure B, but must be fine tuned and managed by the CFO.

Recommendation 4.4:

That the top structure of the financial department will be as follows:

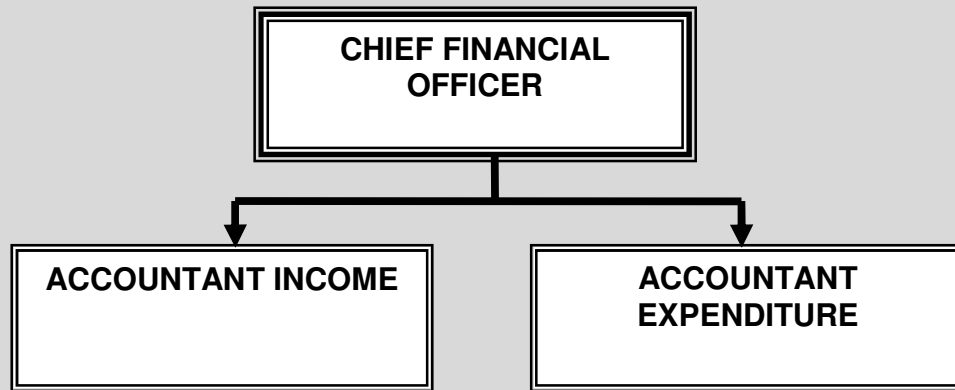


Figure 2: Recommended top structure of Department: Finances

Recommendation 4.5:

The CFO should do the ultimate control of finances, the allocation of funds, budget preparation, liaising with Council by preparing final financial reports and the management of the department. The post should be limited subjected to operational work, although from time to time input should be given, especially regarding the implementation of improved financial systems and procedures.

Recommendation 4.6:

That the current CFO is supported by two accountants that report to this position with both of them a strong control function and total responsibility for either income or expenditure functions.

Recommendation 4.7:

The test station must be moved to the Department: Corporate and Community Services. As will be explained later, with the envisaged traffic section this function can be classified as a community service.

Take note:

There definitely exists some confusion amongst personnel about the names of their job designations. I have utilised the pay slips, as well as the organogrammes and special interview forms with each person.

Recommendation 4.7:

That the structure of the Income Section in the Financial Department will be as follows:

(Next Page....)

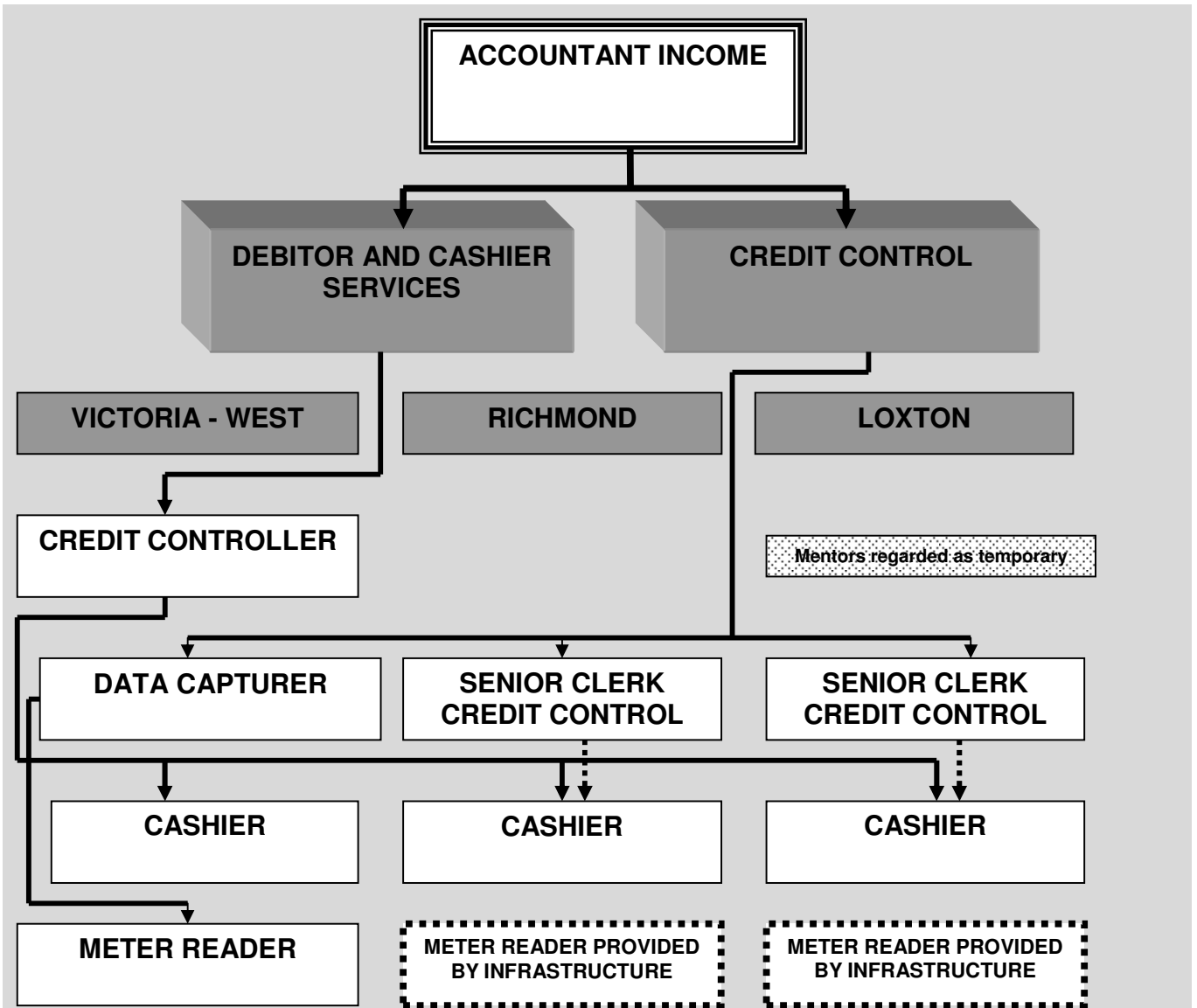


Figure 3: Recommended structure of Income

Recommendation 4.8

The Senior Clerk: Credit Control should be the supervisor of the meter reader.

Recommendations 4.9

That the meter reader functions at Loxton and Richmond stays at it is under Infrastructure (not organisationally correct, but practical arrangement).

Recommendation 4.10

That the key functions of each position in the Section: Income will be the following:

Accountant: Income

- (1) Taking responsibility of all the income functions
 - (2) Rendering a control function of all income functions
 - (3) Managing all income functions, from billing, credit control, debt collection, meter reading etc.
 - (4) Responsible for day-end closings
- (this incumbent must do all the work attached to the work of an Accountant: Income, regardless of historical arguments about the positions of the credit controller and the Accountant)

Credit Controller

- (1) Do credit controlling functions
 - (2) Liaise with the community regarding payments
- (this incumbent must do all the work attached to the work of a credit controller, regardless of historical arguments about the positions of the credit controller and the Accountant: Income)

Data Capturer

- (1) Capturing of all data on the system
- (2) Processing of meter readings, drains etc (billing)
- (3) Opening and closing of accounts of all three towns
- (4) Supervising the meter reader

Senior Clerks: Credit Control Richmond and Loxton

- (1) Supervising the cashier and meter readers (latter from infrastructure)
- (2) Collection of payments, handling of all enquiries
- (3) Banking of payments after closure daily
- (4) Administrative functions, motor registrations
- (5) Delegate tasks to the cashiers

Cashiers

- (1) Receive payments
- (2) Handle enquiries
- (3) Handle motor registrations (new task that must be delegated to them)

Meter reader

- (1) Reading meters

(2) Capture readings in books

Recommendation 4.11:

That the cashiers at Richmond and Loxton be trained to perform more duties than only these payments. Handling of motor registrations seems to be a possibility here.

Recommendation 4.12

That the structure of Expenditure should be as follows:

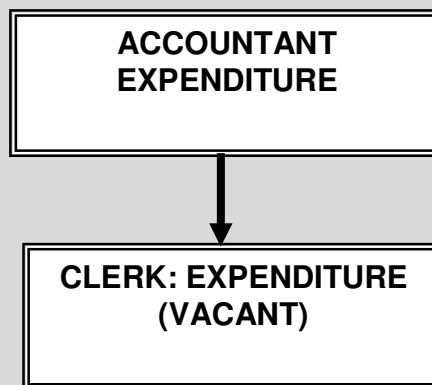


Figure 4: Recommended structure of Expenditure

Recommendation 4.13

That the Accountant: Expenditure be responsible for the following:

- (1) Supervisor for all expenditure functions
- (2) Payment of creditors
- (3) Payment of salaries
- (4) Perform the function of financial systems (computer) controller.
- (5) Should become more involved in supply chain management.

Recommendation 4.14

That the vacant position of Clerk: Expenditure should be filled. It is an unhealthy situation that there is only one person on the expenditure side. For continuity sake a clerk should be appointed to render support services to the Accountant: Expenditure.

5. DEPARTMENT: CORPORATE SERVICES

5.1 Key strategic issues

The following may now or in future impact on the proposed structure of the Department Corporate Services:

(1) The continuous demands of statutory changes

As we all are aware, application on municipal level of new legislation, systems and procedures has become a daily occurrence. These changes impact heavily on the effective functioning of the municipality. The Department of Corporate Services is most often the first front line receivers of this legislation.

(2) Political issues

The management of high priorities on the political agenda such as gender, equity, disability, women, the youth and HIV/Aids should be strategically aligned with functions of officials. These functions are classified as “help desk” functions and should form part of the strategies of the Council.

(3) Education and Training

The effective management of training (e.g. workplace skills plan), the training and general education of workers should be strategically aligned with functions of officials.

(4) Logical classification of functions

One should be aware of classifying jobs logically in the sense that there should be a distinction made between line functions (working directly with the public such as electricity) and staff functions (rendering a service to other employees and departments such as human resources).

(5) Integrated Development Plan

The IDP is regarded as the driving method in determining community based projects and the vehicle for budgeting and entails inputs from various stakeholders within the municipality as well as the community. Most municipalities assign a responsible person for this task.

(6) LED and Tourism

The demands of Local Economic Development should receive more attention as this is a key strategic imperative for future success.

(7) Traffic

It is envisaged to have a traffic section in future. Such a section will be part of this department.

(8) Training

For employees to function effectively capacity building programmes should be more seriously considered. There is also a serious shortcoming of developing and capacitating lower level workers with various skills.

(9) Tourism

Tourism should be an important part of the municipality. Victoria-West is a N12 town with many vehicles passing through. Economists believe that every rand spent in you town will turn to R5 and one should keep this in mind. Tourism is one of the very few methods to stimulate the economy and should not be neglected.

(10) Limited funds

With all these needs one should still keep in mind that funds on not unlimited and some of these functions should be combined.

(11) Attached strategic imperatives with a person

Research clearly indicates if you want to move forward with a service (such as LED) a specific person must be held responsible for it. It is therefore unavoidable to attach functions to a specific person with a specific job designation.

5.2 **Organisational Structure (Department: Corporate Services)**

Basically the following conclusions were reached regarding the organisational structure:

- (1) The department is currently organised in different “type” of functions (line and staff as explained) meaning that a logical organisation of functions does not exist. Corporate services refer to in-house services such as administration, committee services, cleaning services and human resource functions (correctly classified as staff functions and meaning rendering services to other staff members). Community services refer to services delivered directly to the community such as the library and clinic services, as well as environmental health (classified as a line function). A rename to Corporate and Community Services are therefore on the cards.
- (2) The Current Head Administrative Officer is involved in administrative functions, auxiliary and human resource issues, secretariat, by-laws and Library services. Once again this means that the incumbent has line and staff functions. This position should be revisited.
- (3) The important functions of IDP, LED and tourism are not appearing on the organogram and also not attached to any other position. .
- (4) The issues of Equity, HIV/Aids, Disability, Sexual Harassment, gender, workplace skills and youth programmes has much been emphasised the past few years. There is also no provision made for these issues.
- (5) Generally speaking, this department is very “thin” and it is necessary to create at least one new position in this department.

- (6) The functioning of the libraries seems to be effective, but the job designations and communication channels are questionable.
- (7) There are also not enough cleaners to perform all the functions. There exist especially a shortage with the offices of the Mayor and the public halls.
- (8) The test station can be regarded as a community function and should move from finances to Corporate and Community Services.
- (9) The envisaged Traffic Section is also a community service and should also be under this department.

5.3 Interdependence between departments with regard to Department: Corporate Services

- (1) The Department: Corporate Services is responsible for providing HR information to the Finance Department. The human resource functions impacting on finances should therefore be stated clearly.

RECOMMENDATIONS

Recommendation 5.1:

That the department should classify jobs into two sections, namely Corporate Services (including all staff functions) and Community Services (including non-technical line functions). Community services differs from Infrastructure Services in the sense that it is non-technical (compare tourism with electricity). Line functions work directly with the public and staff functions renders a service to other employees to ensure the effective and efficient functioning of Council.

Recommendation 5.2:

That the department should be renamed to Corporate and Community Services.

Recommendation 5.3:

The top structure can therefore be displayed like follows:

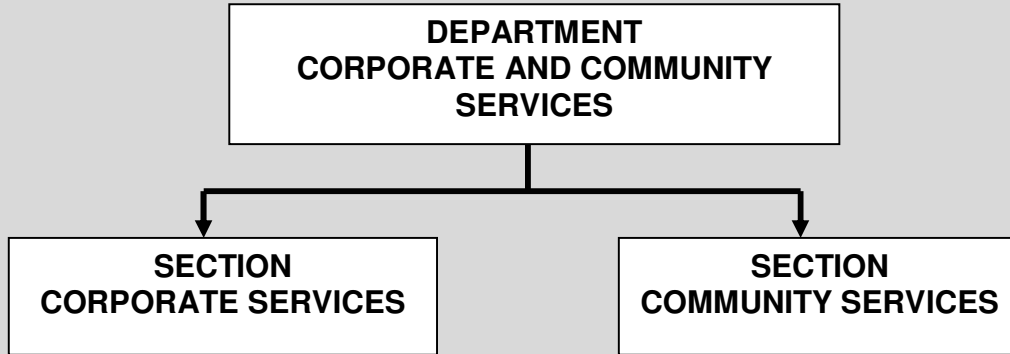


Figure 5: Recommended top structure of Department: Corporate and Community Services

Recommendation 5.4:

The structure for the Department: Corporate and Community Services will be as follows:

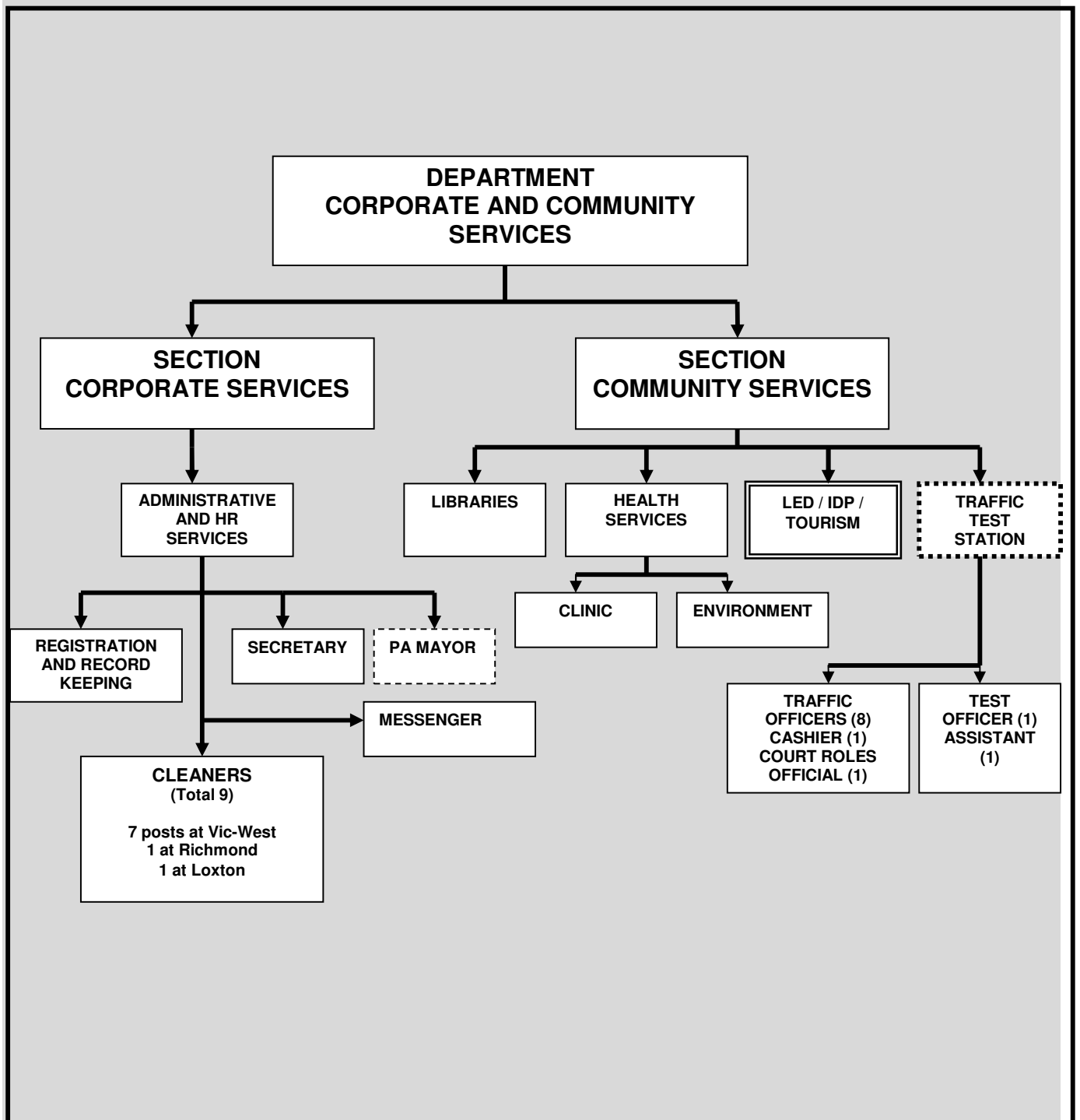


Figure 6: Recommended structure of Department: Corporate and Community Services

The PA Mayor reports administratively to the Chief: Administration and Human Resources, but politically to the Mayor

RECOMMENDATIONS FOR SECTION: CORPORATE SERVICES

Administrative and Human Resource Services

It is recommended that the following changes take place:

Recommendation 5.5:

(a) That the Chief: Administration Officer job designation be changed to Chief: Administration and Human Resources.

(b) That the Chief: Administration and Human Resources is no longer responsible for any functions such as IDP and LED, but focus stronger on administrative and HR functions.

(c) That the Chief: Administration and Human Resources is no longer responsible for library services, but also on HR related functions such as workplace skills, equity, HIV/Aids programmes, sexual harassment and gender issues (named “help desk services” for further reference). The incumbent in this position remains the supervisor of the cleansing personnel, although those in Richmond and Loxton will under the authority of the credit controllers (this is just a practical arrangement and not necessary organisationally correct). Furthermore, this incumbent must also be responsible for performance management systems as it is very much closely related with human resources. The Chief: Administration and Human Resources functions will be the following:

- (1) Supervising the cleansing personnel at Victoria - West
- (2) Supervising the secretary and PA of the Mayor (The secretary seems to do general secretarial work for more than one section). Administratively is it correct that all staff must have an administrative head and therefore the PA of the Mayor must also report to the Chief: Administration and Human Resources.
- (3) Responsible for help desk services and programmes (e.g. gender, youth, etc).
- (4) General administrative duties, including record keeping and supervising the registration clerk
- (5) Human Resource functions
- (6) Management of Performance Management Systems

- (7) Work place skills, capacity building and general education of workers
- (8) Committee Services

Recommendation 5.6:

That a registration clerk be appointed in this vacant position. This position is currently indicated as an administrative officer but should be changed to a registration clerk. The responsibility of this incumbent will be the following:

- (1) All record keeping work
- (2) Filing
- (3) Maintenance of filing systems
- (4) Other administrative work as delegated by the Chief: Administrative Officer (including HR tasks)

Cleaning Services

There are currently 4 budgeted cleaners posts in Victoria – West, 1 (one) in Loxton and 1 (one) in Richmond. Three of the four positions are filled in Victoria-West. There exists a need to clean the offices of the Mayor and Councillors more often, as well as the public halls and the building in the Caravan Park. Furthermore, one person is currently responsible for the Civic offices and according to reports more help is needed. One cleaner is also most of the time utilise as messenger. One should be careful not to overload this function as it is not a service delivery function, but it is suggested to fill at least the current vacancy as soon as possible with a long term perspective on creating three additional positions. It is therefore recommended that:

Recommendation 5.7:

- (a) That the budgeted vacancy of cleaner be filled in Victoria - West
- (b) That Loxton and Richmond will each have one cleaner as presently the case
- (c) That three additional posts for cleaners be created and that they are routinely (as need arises per work place) utilised as decided by the Chief: Administration and HR Officer
- (d) That the additional posts only be created if the budget allows it
- (e) That the cleaners report to the Chief: Administration and HR Officer (both are corporate functions)

(f) That a messenger post be created in Victoria-West and that one of the cleaners be appointed in it.

Recommendation 5.8:

That the Clinic Services stays at it is (Food technologist and cleaner).

Recommendation 5.9:

That the vacant position be maintained with environmental health. The District Council to render this service as long as possible so that the municipality save funds and rather focus on new initiatives such as LED and tourism.

Recommendation 5.10:

That a position should be created for dealing with LED/IDP and Tourism. That the Local Economic Development function should receive more attention as this is a key strategic imperative for future success. The functions of the Co-ordinator: LED/ IDP and Tourism should be the following:

- (1) Local Economic development
- (2) Integrated development plans
- (3) Tourism

6. DEPARTMENT INFRASTRUCTURE

6.1 Key strategic issues

The following may now or in future impact on the proposed structure of the Department: Infrastructure.

(1) Visible infrastructure

The success of this political term will mainly be determined by the level of visible changes within the infrastructure of the communities. Housing, roads, the condition of the cemeteries, storm water systems etc. are going to be the key determinants in this political term. It is therefore very important that the strategy of Council should pre-empt the structure (the people needed to do the work). With strategy it is implied of what Council wants to achieve in its political term (practically and on the ground).

(2) The Fleet

The vehicles are old and limited. Certainly this should remain a serious concern. The condition of heavy duty vehicles also is deteriorating.

(3) New sanitation system

The erection of community toilets and the urge of Government to down scale and eventually totally abolish the bucket system, may impact on the number of elementary workers needed.

(4) Education and Training

Most workers on the lower level did not receive any training or took part in capacity building programmes. It is very important that they also have the perception that management cares about them and is willing to invest in them. Once again, without trying to use one investigation to create another intervention, the 6 M productivity course is highly recommended.

(5) Medically unfit personnel

According to some supervisors not all general workers are medically fit to perform their duties. One should probably embarked on a process to determine who is not fit for work and what avenues are available to board and/or replace these workers with all relevant labour laws in consideration.

6.2 **Organisational Structure (Department: Infrastructure)**

Basically the following conclusions were reached regarding the organisational structure:

- (1) There are many temporary people working in this department. One should think that this put pressure on Council and management, as it is probably the desire of these people to be appointed permanently. It is not conducive in any way you reason about it to keep such a large portion of temporary workers in permanent positions. The Labour Laws in South Africa is strict about this, and one should seriously consider to fill at least all the budgeted vacancies as soon as possible. It is however, acceptable to hire contract workers for a stipulated period to participate in a project. Temporary workers in permanent positions for more than a year are not acceptable.
- (2) Infrastructure provides meter readers in Loxton and Richmond which is actually a finance function. For practical reasons this arrangement should be maintained.
- (3) A problem that occurs is that there are not enough “bodies” to perform daily duties and then also to be involved in specific projects (e.g. fixing potholes). This is furthermore made more complex with the geographical location of the three towns. The need is there to relieve the pressure on the departmental manager by appointing a specific project co-ordinator.
- (4) Another problem is the tasks of the farming grounds. There are 42 of them over a large area. The creation of a post to fill these tasks is also on the cards for consideration, especially if you can have someone with agriculture qualifications.

- (5) The need is mentioned by various general workers at Richmond and Loxton to work at only one work station or area, such as waterworks. They generally are complaining about too much work because of their diverse functions. This of course, would be an ideal situation, but unfortunately the municipality will lose a lot of working hours if you change the rotation system to a fixed one.

- (6) There is also a need for a diesel mechanic. With the fleet deteriorating, more emphasis is placed on the maintenance of vehicles.

RECOMMENDATIONS: INFRASTRUCTURE

Recommendation 6.1:

It is recommended that capacity building programmes for staff should be embarked upon.

Recommendation 6.2:

Launch an investigation to determine who is not fit for work and what avenues are available to board and/or replace these workers with all relevant labour laws in consideration.

Recommendation 6.3:

That the structure should be the following (**figure 7**):

Take note:

There definitely exists some confusion amongst personnel about the names of their job designations, especially in the Department: Infrastructure. It is also very difficult to attach them to a specific section as they work as a “pool” of workers and utilised in more than one section. I have used the pay slips, as well as the organograms, budgets and special interview forms with every person. It was sometimes a little bit confusing. The bottom line is the recommendations to be considered.

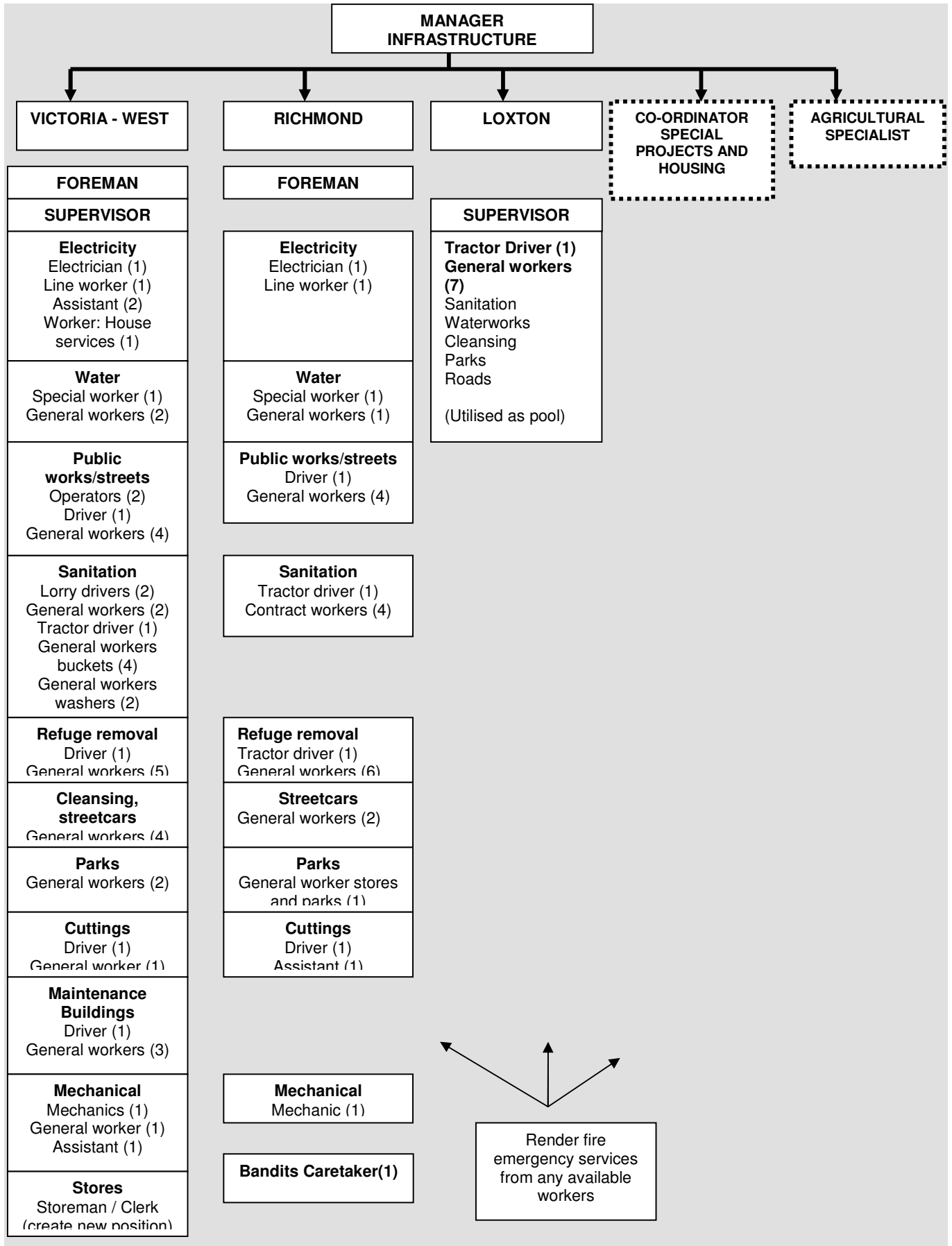


Table 1: Vacancies in Department: Infrastructure according to salary budget 2008

Job designation	Section	Area	Number of vacancies
Electrician	Electrical	Richmond	1
General worker	Buildings	Richmond	1
General worker	Parks	Victoria West	1
Operator	Public works	Victoria West	1
General worker	Public works	Loxton	3
Driver	Roads and Storm water	Victoria West	1
General worker	Sewerage and sanitation	Victoria- West	4 (other people carried in this posts)
General worker	Cleansing (refuge removal)	Richmond	1
General worker	Cleansing (refuge removal)	Victoria - West	5
Total			18

Recommendation 6.4:

That the department is divided in geographical areas with the specific functions as indicated in Figure 7.

Recommendation 6.5:

Recommendation withdrawn.

Recommendation 6.6:

That a person be appointed in a new post as Co-ordinator: Special Projects and Housing. The following must be considered:

- 1) This incumbent reports directly to the Manager: Infrastructure.
- 2) That the incumbent be responsible for all civil engineering projects, such as fixing potholes, maintenance of houses, special cleansing projects, etc.
- 3) That this incumbent further be responsible for all housing projects.
- 4) That the incumbent use staff of the public works for special projects.
- 5) That this team will work in all three areas.

Recommendation 6.7:

That a Specialist: Agriculture be appointed to take control over all the farms: The incumbent's functions should be the following:

- 1) To protect the interests of Council
- 2) To advice and consult with lay farmers, assisting them with expertise and support
- 3) Responsible to report to the Manager: Infrastructure on all agricultural matters

Recommendation 6.8:

That the above position is filled as soon as it strategically necessary.

Recommendation 6.9:

That a person be appointed as storeman/clerk in Victoria - West as there are reports of theft and loss in the stores. This person must also assist the Manager: Infrastructure and foremen with clerical functions.

Recommendation 6.10:

That all the vacancies be filled as it appears in Table 1 as explained earlier, Council will find themselves in difficulty due to people working temporary for long periods of time. These positions are budgeted for, so there should be no problem to appoint temporary workers in permanent positions as Council already carries the responsibility to pay these workers.

Recommendation 6.11:

That the following new positions are created in the Department: Infrastructure with suggested job levels (job levels more or less - no specific instrument in use to evaluate jobs)

Table 2: Recommended new posts to be implemented in the Department: Infrastructure.

Job designation	Recommended Job Level	Number
Co-ordinator: Special projects and housing	4	1
Specialist: Agriculture	5	1
Storeman and Clerk	11	1
General workers: Special projects and housing	14	4
Cleaners: Victoria – West	14	2
Messenger: Victoria - West	13	1
Traffic officers	8	8
Cashier: traffic	In line with cashiers	1
Court Roles official	8	1
Total		20

Recommendation 6.12:

All staff should be capacitated as soon as possible by attending relevant programmes conducted or organised by Council. It is recommended that a 6-M demonstration course with the following objectives should be conducted as a widely implemented training intervention:

- (1) To motivate staff.
- (2) To explain how a municipality functions by building a 3-dimensional production line (men, machinery, material, money, management and the market).
- (3) To show all staff how every action they take leads to financial consequences.
- (4) To increase efficiency and productivity.
- (5) To capacitate delegates with business skills, including supervisory and service delivery skills.
- (6) To show employees Council is serious about the concepts of teaching, learning and investing in their personnel.

7. CONCLUSION

This report is drafted according to information received through interviews and visiting the different work areas and suburbs to determine strategy. The objective of this report was not to evaluate jobs to determine gradings or describe functions in detail, but rather to determine needs and the effective and efficient functioning of the municipality and each department.

Annexure A: Report on motivation of employees

1. Introduction

This report is based on what the staff says. It is therefore either “facts” or “perceptions”. Psychologists agree that it does not matter whether it is a fact or a perception. A person will react the way he/she perceives a certain situation. In the above are two very important management learning points. **One:** If you don’t communicate the facts correctly (facts changes perceptions), one must not be surprised at all that employees are unhappy. **Two:** If you want to motivate people, change the facts.

It is also well-known fact that transformation as was experienced in municipalities (new legislation, new systems, affirmative action etc.) always brings about a certain level of uncertainty that normally resulted in tension and fatigue. Staff should always be made understood that there is processes “forced” by government and not everything can be regarded as controllable for management.

2. Findings on the motivation of staff members

- 2.1 Lack of good interpersonal communication between various departments and sections is reported.
- 2.2 It is evident that there is lack of trust and respect, two things that no organisation can afford not to have.
- 2.3 Managers must be careful not to become “victims of their own behaviour” in the sense that staff members are “allowed” to skip channels of communication, are regularly absent or not performing all their functions.
- 2.4 The perception also exists that decision making as another area of management is inconsistent and sometimes confusing. There are various reports that staff feels they are not included in important decisions, but expect to carry out decisions that are not always feasible and practical.

- 2.5 The perception also exists that the Offices at Victoria - West is not co-operating well with the outside offices. Frustration exists due to correspondence not answered, faxes that has to be resend and overall communication.
- 2.6 Staff members also feel that they do not get feedback from the management team regarding personal and work related problems. Feedback is not only important but is regarded as the only business and learning principle that can improve performance. A person shooting and missing the target but not knowing it, will not change the angle of the rifle. Sometimes, it is just enough to say that I received the request, “but I don’t know how to help you”, rather than not responding at all. Some people also feel that promises are not kept by management. This is a serious accusation and everyone should do soul searching here if there is any truth in this. Rectify cases like this, even if it is at a late stage.
- 2.7 Many problems reported are related to the content of the work. This means that people don’t want to do a particular task, but would prefer something else to do. Quite a few people at lower level reported that they want to specialize in an area. This is probably a result of the “pool” system used at specifically the Department: Infrastructure. May be the appointments in some vacancies will relieve the pressure.
- 2.8 One should further realize that temporary workers can create a lot of negativity within any work section. Not only because they don’t have the benefits of the permanent staff, but also because they compare their inputs and outputs (rewards) with the permanent staff and then become angry because of the imbalances they experienced.
- 2.9 It is of the utmost importance that training interventions also target the lower level workers. It is amazing how appreciative people become as soon as you invest time and money in them. This has not happened for a very long time in Ubuntu Municipality.
- 2.10 There exists also a perception that management is not visible and available sufficiently. Maybe a program can be launched to pay visits to all sites from time to time and listen to needs and problems.
- 2.11 Lastly, many workers reported that they are happy in their work. They also said that they get along well with their supervisors and that they are positive.

Annexure B: Report on how a multi-skilled mentorship programme should look

1. Introduction

This report is based on the lack of skills and capacity, especially to do work not in one's job description. It seems to be the case that everyone is just covering for his/her own area and this is not conducive for teamwork and performance. It is also not the right attitude at all to reason that you will not do work outside your area of work.

2. Some recommendations of how a multi-skilled program may look

Job designation	Functions	Mentorship functions	Mentor
CFO	Management of Department: Finances	Should be able to do both the Accountants (Income and Expenditure) work	Accountants
Accountant: Income	Taking responsibility of all the income functions Managing all income functions, from billing, credit control, debt collection, meter reading etc.	Should be able to all the work in the income section, the work of the senior clerk ; Cashiers and credit controllers	CFO
Accountant: Expenditure	Supervisor for all expenditure functions Payment of creditors Payment of salaries Perform the function of financial systems (computer) controller Should become more involved in supply chain management	None specific	
Clerk: Expenditure		Must be able to do all the functions of the Accountant: Expenditure	Accountant: Expenditure
Senior Clerk: Cashiers	Day-ends, check bank statements Handle the small cash Handle motor registrations	Perform all income functions, from billing, credit control, debt collection, meter reading etc	Accountant: Income

Credit Controller (Richmond and Loxton)	Capturing of all data on the system Processing of meter readings, drains etc (billing). Opening and closing of accounts of all three towns Supervising the meter reader	None specific	
Cashiers (Richmond and Loxton)	Receive payments	Should learn how to do motor registrations	Credit Controllers
Senior Clerk: Credit control (data processor)	Capturing of all data on the system Processing of meter readings, drains etc (billing). Opening and closing of accounts of all three towns Supervising the meter reader	Data processing of Loxton and Richmond Cashier work	Accountant: Income

Annexure C: Recommendation Schedule

The recommendation schedule includes the most important recommendations. Refer to page numbers for more information.

Recommendation	Ref	Accepted / Rejected comments	Implementation date
Change the name of Department: Corporate Services to the Department: Corporate and Community Services	3.1 p.7		
Advertise and fill the CFO position strictly according to the prescribed criteria of a Section 57 Financial Manager	4.1 p.13		
Compile a document for daily staff procedures and reporting channels for all departments	4.2 p.13		
Embark on a multi-skilling programme for all financial staff members	4.3 p.13		
The Test Station move to the Department: Corporate and Community Services to form part of the envisaged Traffic Section	4.7 p.14		
Delegate more tasks to the cashiers in the various areas	4.11 p.18		
Fill the position of Clerk: Expenditure	4.14 p.18		
That the Department: Corporate and Community Services operates on two legs, Corporate that includes administrative work, HR and Cleaning, while the Community side features libraries, IDP/LED/Tourism, Clinics and the Test Station together with the envisaged Traffic Section..	5.1 p.22		
Change the functions of the Chief: Administration Officer to Chief: Administration and HR Functions (duties outlined as referred to)	5.5 p.25		
Change the administration officer position to a registration clerk and fill the post.	5.6 p.26		
Fill the budgeted vacancy of cleaner in Victoria - West	5.7 p.26		
Create three additional posts in Victoria – West for cleaners	5.7 p.26		

Maintain status with vacancy of environmental health	5.9 p.27		
Create new position for Co-ordinator LED/IDP/Tourism	5.10 p. 27		
Launch a process to determine who is medically unfit to work and wants to retire	6.2 p.31		
Create a new position for Co-ordinator: Special projects and Housing to take care of the civil projects as well as all housing issues	6.6 p.33		
Create a work team of 4 general workers in public works to assist the Co-ordinator: Special Projects and Housing	6.6 p.33		
Create a new position for a Specialist: Agriculture to manage all the farms	6.7 p.34		
Create new position for Storeman/Clerk in Victoria-West to assist department in stock controlling and administrative functions	6.9 p.34		
Fill vacancies of general workers as depicted in Table 2	6.10 p.35		
Capacitate lower staff – 6 M course is suggested to increase productivity and efficiency	6.12 p.35		
Evaluate report on motivational level of workers (Annexure A)	p.37		