Circulation of Annexures B -D of Item C/1/276/12/24

Minutes of the Special Local Labour Forum

Date: 24 October 2024

Time: 14:00

Venue: Council Chambers and Virtual

Attendees: As per the attendance registers. Cllr. Mangxaba attended virtually.

Apologies: None

For noting:

The meeting was scheduled to start at 14h00 but only commenced at 14h10.

Agenda

The sole item on the agenda is the proposed organisational structure of Bitou Municipality. The agenda was circulated prior to the meeting to facilitate engagement.

V. Cunningham, HR Official, provided a overview of the proposed structure, after which the forum was invited to respond.

Recommendations from the forum will be forwarded to the council.

The Chairperson noted that while this structure was discussed last year, open engagement is encouraged for differing opinions.

V Cunningham refers to:

Directorate: Office of the Municipal Manager (MM):

- Where there're six directorates that will report directly to the Municipal Manager.

- The key changes within this section include:

  o The **Communications, Intergovernmental Relations, and Stakeholders Management** departments moving from Corporate Services to the Office of the MM.

  o Introduction of a new position: **Strategic Services & Performance Management** (1 x Manager).

1

- IMATU noted that the current organisational structure differs significantly from last year's version, highlighting major changes.

- There are concerns regarding the lack of meetings between management and employees.

- According to staff regulations (page 10), the employer has failed to comply with established timelines.

- The structure was received only on **Tuesday, 22 October 2024**, providing insufficient time for consultation with its members.

- IMATU requests one (1) week to properly consult with members and obtain a mandate, citing ongoing issues with employee acknowledgment.

Chairperson:

- The Chairperson asked IMATU to reference the specific section in staff regulations (page 10).

- In response to concerns, the Chairperson acknowledged that the parties present represent the employees and noted that he would reserve his response until the conclusion of the meeting.

- IMATU clarified that the current questions are intended for clarification and to enhance knowledge for better member advisement.

Clarifications Requested by IMATU:

1. **Corporate Services:**
   - IMATU seeks clarification on the total number of specialist posts under Human Resources.

2. **Finance Revenue Services:**
   - IMATU thanked the Director for the new post related to the outsourced function and requested clarity on whether it is funded or unfunded.

For further noting:

The Chairperson stated that funding details cannot be disclosed at this time, as positions remain subject to budget considerations.

- Concerns were raised regarding Library Services, particularly in light of financial limitations, yet new positions are still being added.

Minutes of the Special Local Labour Forum of 24 October 2024 at 14h00

- Additional concerns were noted regarding Community Services, specifically operational services and the Superintendent of Traffic Services.

Cllr Mangxaba: Emphasized that the purpose of this consultation is solely to gather recommendations and information. He reassured attendees that job security should not be a concern, referencing council policy that ensures employees are considered for posts up to T12.

SAMWU Concerns:

- Mr. Bozo noted the introduction of new positions and departments, specifically referencing page 19, which primarily highlights a new section in Human Resources.

- He expressed concern that labour representatives cannot pose budget-related questions while new posts are being created.

- Similar concerns were raised regarding page 22, questioning why the Political Office Bearers division is not included under the Office of the MM.

Chairperson's Response:

- The Chairperson addressed the issues related to budget and the Integrated Development Plan (IDP), affirming that the employer engages and considers all relevant elements, following established procedures.

- He explained that the provincial government has designed a prototype providing Municipalities with guidance on organisational structures.

- The municipality has exercised its discretion in determining that the Political Office will fall under Corporate Services.

Recommendations/ Way forward:

- The Chairperson recommended proceeding with IMATU's initial proposal to allow labour to consult with their members.

- The forum should determine a new date for the SLLF to reconvene.

- SAMWU requested that the five-day (5) consultation period be counted as working days.

- SAMWU and IMATU will consult with its members next week.

- Thereafter a new date for the SLLF will be established for continued discussions, the following week.

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Minutes of the Special Local Labour Forum of 24 October 2024 at 14h00

Adjournment

The meeting was adjourned at approximately 15h15.

Minutes of the Special Local Labour Forum of 24 October 2024 at 14h00

Minutes of the Special Local Labour Forum 12 November 2024

Date: 12 November 2024
Time: 14:00
Location: Council Chambers

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Attendance & Apologies

- No apologies were received for the meeting.

- IMATU was absent at the start of the meeting but joined at approximately 14:14.

- The Municipal Manager, Mr. M. Memani, was present, attending at the request of IMATU.

Attendance Register: Circulated

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Opening Remarks

The Chairperson opened the meeting, stating that this session was a follow-up meeting for consultation purposes. Unions had been requested to submit written responses in advance. IMATU submitted a response earlier on the day of the meeting. No written submission was received from SAMWU. Nonetheless, unions were invited to make verbal submissions during the meeting.

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Trade Union Submissions

IMATU Submission Overview
IMATU raised the following points:

- **Legal Services Placement:** IMATU expressed concerns regarding the placement of Legal Services under the Directorate: Public Safety.

  o The Municipal Manager clarified that the staff regulations should be considered in conjunction with applicable legislation. The grading of the municipality also plays a significant role.

  o The Municipal Manager further explained that, in line with other municipalities, the Municipal Court is under Public Safety, and its role is limited to handling traffic violations and bylaw enforcement matters.

- **Grading and Title Changes:** IMATU raised concerns regarding the upgrade of the Legal and IT Manager positions to Senior Manager status without adhering to the proper procedure.

  o The Municipal Manager acknowledged this as an error and agreed to amend the positions to "Manager" in accordance with proper procedure.

  o The Municipal Manager stressed the importance of benchmarking all positions to ensure consistency and alignment, particularly in titles (e.g., renaming "Employee Relations" to "Specialist").

- **Community Services & Finance:**

    o IMATU raised issues with inaccuracies in the library services' financial totals. Management committed to investigating this matter.

    o The Municipal Manager noted that changes must align with grant funding and address VAT-related concerns, as municipalities are now required to cover VAT costs per provincial guidelines.

- **Waste Section:**

    o IMATU requested the addition of more staff to the waste section and raised concerns about employees being threatened with penalties if they exceed 40 working hours.

    o The Acting Director clarified that the issue in the Waste Section is primarily operational and requires attention from management.

    o The Municipal Manager emphasized the need to address challenges related to the Expanded Public Works Programme (EPWP).

- **Engineering and Water Services:**

    o IMATU raised concerns regarding the gap between Senior Superintendent and Foreman positions in the Water Services section.

    o The Municipal Manager confirmed this as an error and agreed to revise the position title to "Superintendent."

    o The Director of Engineering Services explained that various factors, including workload and service demands, were taken into consideration when proposing the changes.

- **Public Safety: Traffic Officer Shifts:**

    o IMATU raised concerns regarding the funding of new traffic officer shifts while the position of Assistant Superintendent at Shift B remains unfunded.

    o The Municipal Manager tasked the Acting Director to review the total number of traffic officers and assess whether five officers per post is necessary.

- *IMATU requested a review of the Municipality's grading system, acknowledging that both the organisational structure and the budget are critical for future planning.*

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SAMWU Submission Overview

SAMWU provided the following feedback:

- SAMWU consulted with its members, experiencing challenges, particularly in the Engineering Services section, but these issues were resolved by the time of the meeting.

- The main concerns raised by SAMWU were ensuring no job losses and ensuring that the proposed organisational structure creates new job opportunities.

- Members in the Waste Section expressed general satisfaction with the proposed changes.

- SAMWU overall expressed support for the proposed organisational structure, contingent on addressing certain amendments.

- SAMWU requested the inclusion of a qualified Diesel Mechanic and Auto Electrician, which the Chairperson acknowledged.

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Conclusion and Way Forward

- The Chairperson noted that, based on the union submissions, it appeared that the unions generally support the proposed organisational structure, subject to the input for consideration.

- A workshop will be scheduled with the Councillors to discuss the next steps.

- The minutes of this meeting will need to be approved before the workshop can proceed.

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Meeting Adjourned at approximately 15h50.

_____END_____

DRAFT REVISED STRUCTURE: MM OFFICE (DECEMBER 2024)

WC047MMMM001
OFFICE OF THE MUNICIPAL MANAGER

MUNICIPAL MANAGER

(FTC)

WC047MMMM002
EXECUTIVE SUPPORT

1x Executive Secretary

Internal Audit

1x Chief Audit Executive

WC047MMGC001
STRATEGIC SERVICES;
GOVERNANCE & COMPLIANCE

1x Senior Manager

WC047HODCS001
CORPORATE SERVICES

Director: Corporate Services

WC047FSCFO001
FINANCIAL SERVICES

Director Financial Services

VACANT (F)

WC047CMHOD001
COMMUNITY SERVICES

Director: Community Services

WC047SSHOD001
ECONOMIC DEVELOPMENT & PLANNING

Director: Planning and Development

VACANT (F)

WC047ISHOD001
ENGINEERING SERVICES

Director: Engineering Services

WC047PSHOD001
PUBLIC SAFETY

Director: Public Safety

(New)

1

DRAFT REVISED STRUCTURE: MM OFFICE (DECEMBER 2024)

STRATEGIC SERVICES; GOVERNANCE & COMPLIANCE

1x Senior Manager

(name change)

SECTION: RISK MANAGEMENT & COMPLIANCE

1x Chief Risk Officer

RISK MANAGEMENT & COMPLIANCE

1x Officer

(name change)

IDP & PUBLIC PARTICIPATION

1X MANAGER

(POSSIBLE PLACEMENT)

IDP & PUBLIC PARTICIPATION

1X Senior Officer

(NEW)

IDP

1x IDP CLERK

(POSSIBLE PLACEMENT)

LOGISTICS

1X OFFICER

(POSSIBLE PLACEMENT)

PUBLIC PARTICIPATION

7X CLERK

(POSSIBLE PLACEMENT)

PERFORMANCE MANAGEMENT; MONITORING AND EVALUATION

1 x Manager

PERFORMANCE MANAGEMENT

1 x Officer

MONITORING & EVALUATION

1 X Officer

2

10

DRAFT REVISED STRUCTURE: MM OFFICE (DECEMBER 2024)

INTERNAL AUDIT

1 x Chief Audit Executive

COMPLIANCE & REGULATORY AUDITS

1 x Senior Internal Auditor

VACANT (F)

COMPLIANCE & REGULATORY AUDITS

SENIOR INTERNAL AUDITOR

(NEW)

COMPLIANCE & REGULATORY AUDITS

1 x Senior Internal Auditor

INTERNAL AUDITOR

1 x Internal Auditor

INTERNAL AUDITOR

1 x Internal Auditor

(Possible Placement)

INTERNAL AUDITOR

1 x Internal Auditor

3

DRAFT: REVISED STRUCTURE – CORPORATE SERVICES (DECEMBER 2024)

DIRECTORATE
CORPORATE SERVICES

1x Director Corporate Services

EXECUTIVE SUPPORT

1x Executive Secretary

DIVISION:
LEGAL SERVICES AND
PROPERTY
MANAGEMENT

1x Manager

DIVISION:
ADMINISTRATION
SERVICES

1x Manager

DIVISION:
INFORMATION &
COMMUNICATIONS
TECHNOLOGY

1x Manager

DIVISION:
HUMAN RESOURCES
MANAGEMENT

1x Manager

DIVISION:
POLITICAL OFFICE
BEARERS

1x Chief of Staff

(New)

1

DRAFT: REVISED STRUCTURE – CORPORATE SERVICES (DECEMBER 2024)

DIVISION:
LEGAL SERVICES & PROPERTY MANAGEMENT

1 x Manager

ADMINISTRATION

Principal Clerk

PROPERTY MANAGEMENT

1 x Legal Advisor

NEW

LEGAL SERVICES

1 x Legal Advisor

2

DRAFT: REVISED STRUCTURE – CORPORATE SERVICES (DECEMBER 2024)

DIVISION:
ADMINISTRATION

1x Manager: Administration

SECTION:
COMMITTEE SERVICES &
COUNCILLORS SUPPORT

1x Senior Administrative Officer

(name change)

SECTION:
MPAC

1x Administrator

(name change)

SECTION:
AUXILIARY SERVICES

1x Administrator

(name change)

SECTION:
REGISTRY

1x Registry Head

3

DRAFT: REVISED STRUCTURE – CORPORATE SERVICES (DECEMBER 2024)

SECTION:
COMMITTEE SERVICES

1 x Senior Administrative Officer

(name change)

SUB-SECTION:
COMMITTEE SERVICES

1x Committee Clerk

SUB-SECTION:
COMMITTEE SERVICES

1x Committee Clerk

VACANT (UF)

SUB-SECTION:
COMMITTEE SERVICES

1x Committee Clerk
(name change)
(UF)

SUB-SECTION:
COMMITTEE SERVICES

1x Committee Clerk

(New)

4

DRAFT: REVISED STRUCTURE – CORPORATE SERVICES (DECEMBER 2024)

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┌─────────────────────────────────────┐
│           SECTION:                   │
│       AUXILLORY SERVICES             │
│ ─────────────────────────────────── │
│          1x Administrator            │
│ ─────────────────────────────────── │
│          (name change)               │
└─────────────────────────────────────┘
                  │
                  │
        ┌────────────────────────────────────┐
        │  SUB-SECTION: AUXILLORY SERVICES    │
        │ ────────────────────────────────── │
        │   12x Cleaners / General Assistant  │
        │          (2X NEW)                   │
        │                                     │
        └────────────────────────────────────┘
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5

DRAFT: REVISED STRUCTURE – CORPORATE SERVICES (DECEMBER 2024)

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                    ┌─────────────────────────┐
                    │      SECTION:           │
                    │      REGISTRY           │
                    │─────────────────────────│
                    │    1x Registry Head     │
                    └─────────────────────────┘
                                │
        ┌───────────────────────┼───────────────────────┐
┌───────────────┐      ┌───────────────┐      ┌───────────────┐
│ RETENTION AND │      │ RETENTION AND │      │ RETENTION AND │
│   DISPOSAL    │      │   DISPOSAL    │      │   DISPOSAL    │
│───────────────│      │───────────────│      │───────────────│
│               │      │               │      │ 1x Filing Clerk│
│ 1x Filing Clerk│      │ 1x Filing Clerk│      │ (name and minor change)│
└───────────────┘      └───────────────┘      └───────────────┘
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6

DRAFT: REVISED STRUCTURE – CORPORATE SERVICES (DECEMBER 2024)

DIVISION:
INFORMATION & COMMUNICATION
TECHNOLOGY

1x Manager

SECTION:
BUSINESS SYSTEMS

1x ICT Business Analyst

SECTION
GOVERNANCE; RISK;
COMPLIANCE & SECURITY

1x Senior IT Risk, Compliance,
Governance & Security Analyst

SECTION:
NETWORKS & TELECOMS

1x Senior Network Engineer
(Tier 3)

SECTION:
ENTREPRISE SUPPORT

ENGINEERING ENTERPRISE

(OUTSOURCED SERVICE)

ADMINISTRATIVE SUPPORT

Senior Clerk (ICT)

NETWORK
ADMINISTRATION

Jnr Network Engineer
(Tier 2)
Vacant (F)

7

DRAFT: REVISED STRUCTURE – CORPORATE SERVICES (DECEMBER 2024)

SECTION:
ENTERPRISE SUPPORT

1x ENGINEERING ENTERPRISE

(Function is partially outsourced)

DESKTOP ENGINEER

1x IT Technician
(Tier 2)

DESKTOP ENGINEER

1x IT Technician
(Tier 2)

1ST LINE SUPPORT

1x IT Technician
(Tier 2)

(Outsourced)

8

DRAFT: REVISED STRUCTURE – CORPORATE SERVICES (DECEMBER 2024)

SECTION:
SYSTEMS & GOVERNANCE

1x ICT Business Analyst

GIS SYSTEMS

1x GIS Systems Engineer

SYSTEMS ENGINEERING

1x Senior Systems Engineer

SYSTEM ADMINISTRATION

1x Assistant System Administration

9

DRAFT: REVISED STRUCTURE – CORPORATE SERVICES (DECEMBER 2024)

DIVISION: HUMAN RESOURCES MANAGEMENT SERVICES

1x Manager

(Possible Placement)

ORGANIZATIONAL EFFECTIVENESS; HR OPERATIONS AND BENEFITS ADMINISTRATION& TALENT MANAGEMENT & SKILLS DEVELOPMENT

1x Specialist

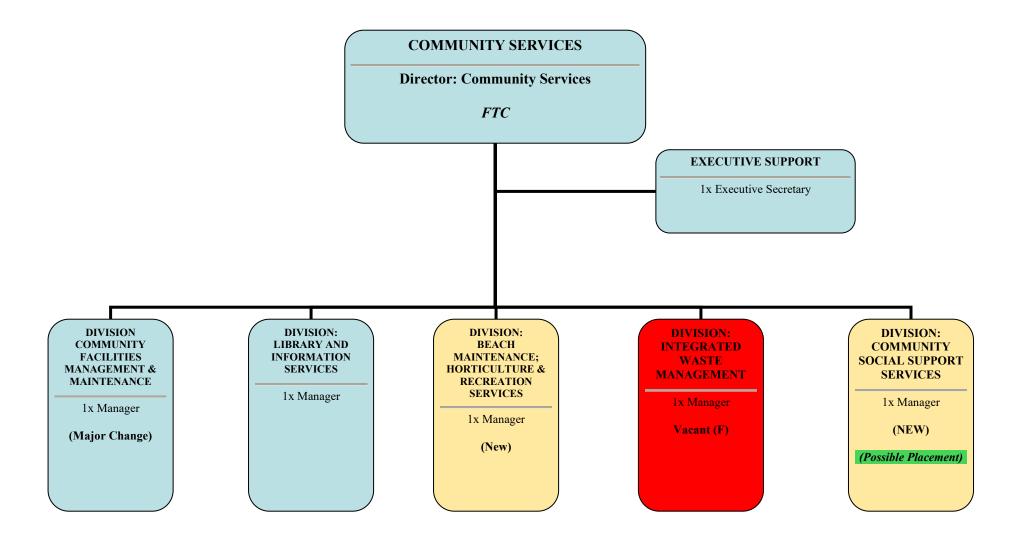(new)
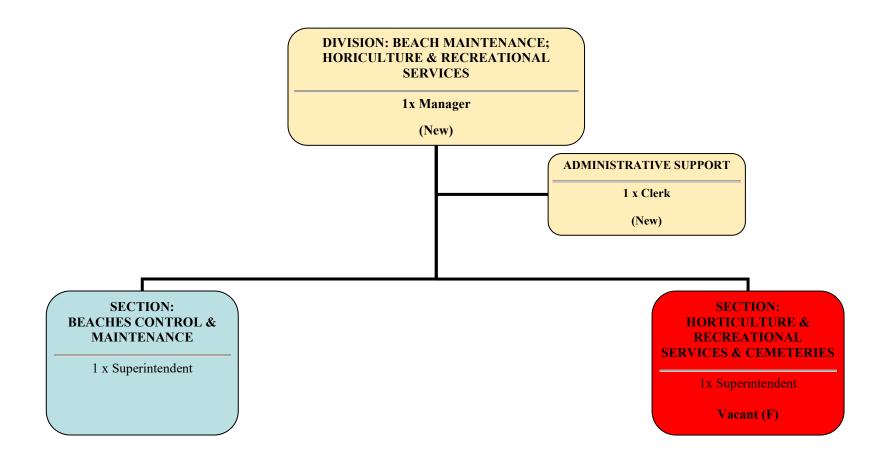

EMPLOYEE RELATIONS & WELLNESS

1x Senior HR Officer

10

DRAFT: REVISED STRUCTURE – CORPORATE SERVICES (DECEMBER 2024)

ORGANIZATIONAL EFFECTIVENESS; HR OPERATIONS AND BENEFITS ADMINISTRATION& TALENT MANAGEMENT & LEARNING

1x Specialist

(New)

HR OPERATIONS & BENEFITS ADMINISTRATION

1x HR Officer
Vacant (F)

(name change)

GENERAL SUPPORT SERVICES

1x Assistant HR Officer

(New)

RECRUITMENT AND SELECTION & EMPLOYMENT EQUITY

1x HR Officer

(New)

OGANIZATIONAL DEVELOPMENT & JOB PROFILING

1x HR Officer

Vacant (F)

GENERAL SUPPORT SERVICES

1x Assistant HR Officer

(New)

EMPLOYEE PERFORMANCE APPRAISAL

1x HR Officer

(name change)

GENERAL SUPPORT SERVICES

1x Assistant HR Officer

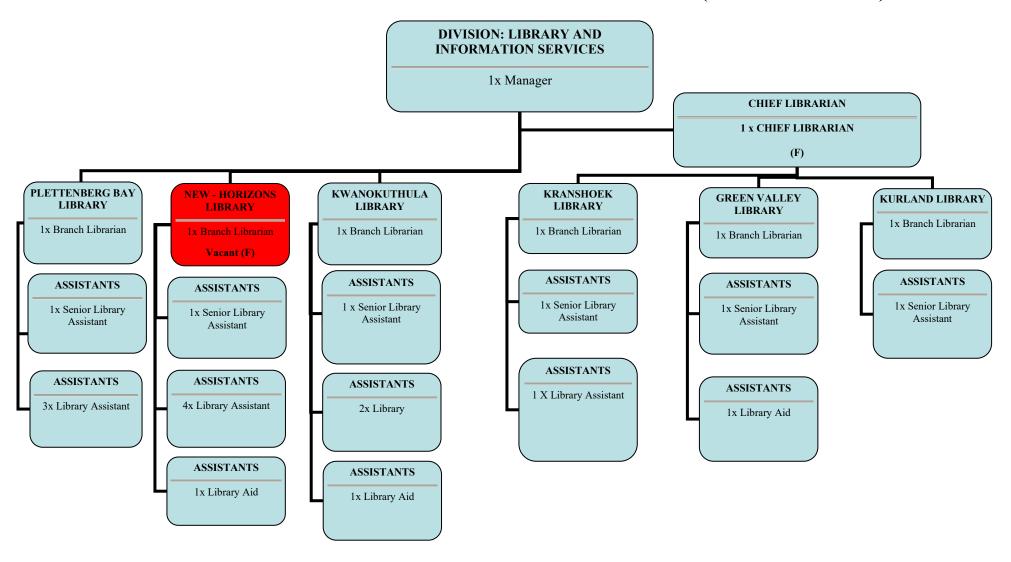**(New)**

TALENT MANAGEMENT & TRAINING

1x HR Officer

11

DRAFT: REVISED STRUCTURE – CORPORATE SERVICES (DECEMBER 2024)

SECTION: EMPLOYEE RELATIONS & WELLNESS

1x Senior HR Officer

LABOUR RELATIONS

1x HR Officer

EMPLOYEE ASSISTANCE/ EMPLOYEE WELLNESS

1x HR Officer

OCCUPATIONAL HEALTH & SAFETY

1x HR Officer

GENERAL SUPPORT SERVICES

1x Assistant HR Officer
(New)

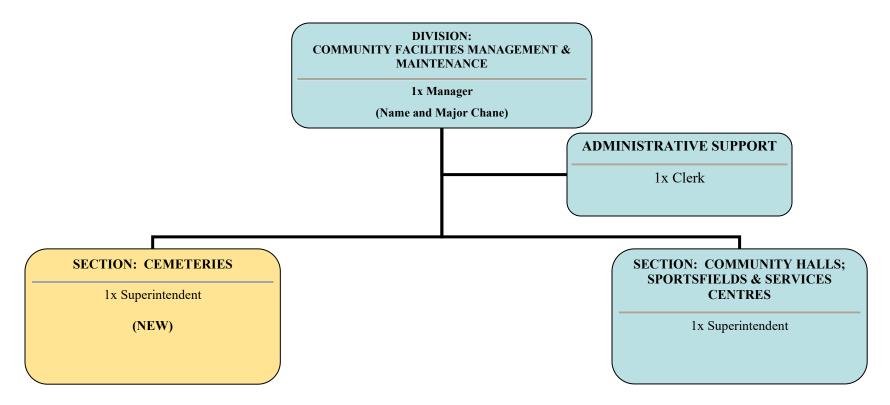**GENERAL SUPPORT SERVICES**

1x Assistant HR Officer
(New)

12

DRAFT: REVISED STRUCTURE – CORPORATE SERVICES (DECEMBER 2024)

DIVISION: POLITICAL OFFICE BEARERS

1x Chief of Staff

(New)

COUNCIL SUPPORT

1x Manager

Vacant (UF)
(FTC)

OFFICE OF THE EXECUTIVE MAYOR

1x Manager

(FTC)

OFFICE OF THE DEPUTY EXECUTIVE MAYOR

1x Manager

(FTC)

OFFICE OF THE SPEAKER

1x Manager

(FTC)

ADMINISTRATIVE SUPPORT

1x Executive Secretary

EXECUTIVE SUPPORT

1x Personal Assistant

(FTC)

COMMUNICATIONS

1X Officer

(FTC)
NEW

EXECUTIVE SUPPORT

1x Personal Assistant

(FTC)

EXECUTIVE SUPPORT

1x Personal Assistant

(FTC)

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24

DRAFT REVISED STRUCTURE: FINANCIAL SERVICES (DECEMBER 2024)

WC047FSCFO001
FINANCIAL SERVICES

Director Financial Services

VACANT (F)

WC047FSCFO002
EXECUTIVE SUPPORT

Executive Secretary

WC047BTFM002
DIVISION: BUDGET & REPORTING

Manager: Budget & Reporting

WC047BTFM005
DIVISION: ASSETS & LIABILITY MANAGEMENT

Manager: Assets & Liability Management

WC047BTFM008
DIVISION: AFS, TREASURY & ACCOUNTING

Manager: AFS, Treasury & Accounting

WC047BTRM001
DIVISION: REVENUE SERVICES

Manager: Revenue Services

WC047BTEX001
DIVISION: EXPENDITURE SERVICES

Manager: Expenditure Services

WC047BTSM001
DIVISION: SUPPLY CHAIN MANAGEMENT

Manager Supply Chain Management

1

DRAFT REVISED STRUCTURE: FINANCIAL SERVICES (DECEMBER 2024)

WC047BTFM002
DIVISION:
BUDGET & REPORTING

Manager: Budget & Reporting

WC047BTFM003
SECTION:
OPERATIONAL & EMPLOYEE/
SALARY BUDGET

1 x Accountant

WC047BTFM004
SECTION:
CAPITAL BUDGET; COSTING AND
TARRIFS

1 x Accountant

2

DRAFT REVISED STRUCTURE: FINANCIAL SERVICES (DECEMBER 2024)

WC047BTFM005
DIVISION:
ASSETS & LIABILITY MANAGEMENT

Manager: Assets & Liability Management

WC047BTFM006
MOVEABLE ASSETS

1x Accountant: Moveable Assets

WC047BTFM012
IMMOVEABLE ASSETS

1 x Accountant: Immovable Assets

VACANT (F)

ASSETS & INSURANCE

1 X Principal Clerk

3

DRAFT REVISED STRUCTURE: FINANCIAL SERVICES (DECEMBER 2024)

WC047BTFM008
DIVISION:
AFS, TREASURY & ACCOUNTING

Manager: AFS, Treasury & Accounting

WC047BTFM009
ACCOUNTANT

1 x Account

WC047BTFM00…….
PRINCIPLE CLERK

NEW

4

DRAFT REVISED STRUCTURE: FINANCIAL SERVICES (DECEMBER 2024)

WC047BTRM001
DIVISION:
REVENUE SERVICES

Manager: Revenue Services

WC047BTRT001
SECTION:
VALUATIONS, RATES AND TAXES

1 x Accountant

WC047BTRM002
SECTION:
SERVICES

1 x Accountant

WC047BTRE001
SECTION:
REVENUE ENHANCEMENT

1 X Accountant
(NEW)

SECTION:
SUNDRIES
(NEW SECTION)

1 X Accountant
(NEW)

WC047BTIC001
SECTION:
INDIGENTS & CREDIT CONTROL

1 x Accountant

WC047BTT002
VALUATIONS, RATES AND TAXES

1 x Principal Clerk

WC047BTRM012
SUNDRIES

Revenue Controller: Sundries

(Principal Clerk)
(Consider Assistant Accountant)
NEW

WC047BTRT003
VALUATIONS, RATES AND TAXES

1 x Senior Clerk
1 x Valuations Clerk
(New)

WC047BTRM013

2 x Clerk: Sundries

1 x New

5

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DRAFT REVISED STRUCTURE: FINANCIAL SERVICES (DECEMBER 2024)

WC047BTRM002
SECTION:
SERVICES

1 x Accountant

WC047BTRM015
CUSTOMER SERVICES; WATER & ELECTRICITY

1 x Principal Clerk

WC047BTRM011
RECEIPTING & DEBTORS

1 x Revenue Controller

WC047BTRM016-1
SERVICES CHARGES

Senior Clerk: Service Charges

VACANT (F)

WC047BTRM008
METER READING

1 s Senior Meter reader

WC047BTRM009-06

1 x Cashier

WC047BTRM016-2
SERVICES CHARGES

Senior Clerk: Service Charges

WC047BTRM010-1

1 x Meter reader

WC047BTRM010-2

1 x Meter reader

WC047BTRM009-05

1 x Cashier

Roaming/Relief Cashier x 1

Name Change

WC047BTRM010-4

1 x Meter reader

WC047BTRM010-5

1 x Meter reader

WC047BTRM009-03

1 x Cashier

WC047BTRM010-3

1 x Meter reader

WC047BTRM010-6

1 x Meter reader

WC047BTRM009-08

1 x Cashier

WC047BTRM009-01

1 x Cashier

6

DRAFT REVISED STRUCTURE: FINANCIAL SERVICES (DECEMBER 2024)

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┌─────────────────────────────┐
│      WC047BTRE001           │
│       SECTION:              │
│   REVENUE ENHANCEMENT       │
│─────────────────────────────│
│      1 x Accountant         │
│                             │
│          NEW                │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│      WC047BTRE002           │
│      SENIOR CLERK           │
│─────────────────────────────│
│      1 x Senior Clerk       │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│      WC047BTRE004           │
│─────────────────────────────│
│        1 x Clerk            │
│          NEW                │
└─────────────────────────────┘
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DRAFT REVISED STRUCTURE: FINANCIAL SERVICES (DECEMBER 2024)

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                        WC047BTIC001
                          SECTION:
                   INDIGENTS & CREDIT CONTROL
                   ─────────────────────────
                        1 x Accountant
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WC047BTRM019
CREDIT CONTROL
1 x Administrator: Credit Control

WC047BTRM022
INDIGENTS
1 x Senior Clerk: Indigents

WC047BTRM020
1 x Senior Clerk

WC047BTRM021-1
1 x Clerk

WC047BTRM021-2
1 x Clerk
VACANT (F)

WC047BTRM023-1
1 X Clerk

WC047BTRM023-2
1X Clerk

8

DRAFT REVISED STRUCTURE: FINANCIAL SERVICES (DECEMBER 2024)

WC047BTEX001
DIVISION:
EXPENDITURE SERVICES

Manager: Expenditure Services

EXPENDITURE SERVICES

1 x Accountant

WC047BTEX003
SECTION: CREDITORS

1 x Chief Clerk

New

WC047BTEX008-1
CREDITORS

3 x Principal Clerk

1x VACANT (F)

WC047BTEX009
PAYROLL

1 X Accountant

WC047BTEX010

1 x Chief Clerk

WC047BTEX011

2 x Principal Clerk

9

DRAFT REVISED STRUCTURE: FINANCIAL SERVICES (DECEMBER 2024)

WC047BTSM001
SUPPLY CHAIN MANAGEMENT

Manager Supply Chain Management

WC047BTSM002
ADMINISTRATIVE SUPPORT

1 x SCM Clerk

WC047BTSM003
ACQUISITION, DEMAND & BIDS
MANAGEMENT

1 x Senior SCM Practitioner

WC047BTSM003
ACQUISITION,

1 x Senior SCM Practitioner

New

WC047BTSM005
CONTRACTS & LOGISTICS
MANAGEMENT

1 x Senior SCM Practitioner

WC047BTSM004
DEMAND & BIDS

2 x SCM Practitioner
1x VACANT (F)
(1x New)
(POSSIBLE PLACEMENT)

WC047BTSM005
CONTRACT
MANAGEMENT

1 x SCM Practitioner

WC047BTSM011
ACQUISITION

1 X SCM Practitioner Logistics

WC047BTSM011
ACQUISITION

3 x Buyers

WC047BTSM009
LOGISTICS & STORES

Senior Logistics Clerk

WC047BTSM010
LOGISTICS

1 x Clerk

10

DRAFT: REVISED STRUCTURE: COMMUNITY SERVICES (DECEMBER 2024)

COMMUNITY SERVICES

Director: Community Services

FTC

EXECUTIVE SUPPORT

1x Executive Secretary

DIVISION COMMUNITY FACILITIES MANAGEMENT & MAINTENANCE	DIVISION: LIBRARY AND INFORMATION SERVICES	DIVISION: BEACH MAINTENANCE; HORTICULTURE & RECREATION SERVICES	DIVISION: INTEGRATED WASTE MANAGEMENT	DIVISION: COMMUNITY SOCIAL SUPPORT SERVICES
1x Manager	1x Manager	1x Manager	1x Manager	1x Manager
(Major Change)		**(New)**	**Vacant (F)**	**(NEW)**
				(Possible Placement)

1

DRAFT: REVISED STRUCTURE: COMMUNITY SERVICES (DECEMBER 2024)

DIVISION: BEACH MAINTENANCE; HORICULTURE & RECREATIONAL SERVICES

1x Manager

(New)

ADMINISTRATIVE SUPPORT

1 x Clerk

(New)

SECTION: BEACHES CONTROL & MAINTENANCE

1 x Superintendent

SECTION: HORTICULTURE & RECREATIONAL SERVICES & CEMETERIES

1x Superintendent

Vacant (F)

2

DRAFT: REVISED STRUCTURE: COMMUNITY SERVICES (DECEMBER 2024)

SECTION: HOTICULTURE & RECREATIONAL SERVICES

1x Superintendent

ADMINISTRATIVE SUPPORT

1x Clerk

PARKS & RECREATION

1x Supervisor/ Driver

PARKS & RECREATION

1x Supervisor /Driver

PARKS & RECREATIONAL FACILITIES

1x Tractor / Truck Driver

PARKS & RECREATIONAL FACILITIES)

3x Machine Operator (Small Equipment: Brush Cutters)

PARKS & RECREATIONAL FACILITIES)

6x General Worker

PARKS & RECREATIONAL FACILITIES

1x Tractor / Truck Driver

PARKS & RECREATIONAL FACILITIES

3x Machine Operator (Small Equipment: Brush Cutters)

PARKS & RECREATIONAL FACILITIES)

6x General Worker

3

DRAFT: REVISED STRUCTURE: COMMUNITY SERVICES (DECEMBER 2024)

SECTION: BEACH CONTROL & MAINTENANCE

1x Superintendent

ADMINISTRATIVE SUPPORT

1x CLERK
(New)
(possible placement from flagman)

SUB-SECTION: BEACH CONTROL

1x Beach Controller

SUB-SECTION: BEACHFRONT MAINTENANCE

1x Foreman

LAUNCHING

5x Flagman

LIFE SAVER OPERATIONS

1x Senior Lifeguard
Vacant (UF)

LIFE SAVER OPERATIONS

8x Lifeguard
Vacant (UF)

LIFE SAVER OPERATIONS

60 x SEASONAL

BRUSH/GRASS CUTTING

5x Operator
3x New

BRUSH/GRASS CUTTING

10 x General Worker
8x New

BEACH CLEANING

1x Supervisor

BEACH CLEANING

12x General Worker
1x New

4

DRAFT: REVISED STRUCTURE: COMMUNITY SERVICES (DECEMBER 2024)

DIVISION: LIBRARY AND INFORMATION SERVICES

1x Manager

CHIEF LIBRARIAN

1 x CHIEF LIBRARIAN

(F)

PLETTENBERG BAY LIBRARY

1x Branch Librarian

ASSISTANTS

1x Senior Library Assistant

ASSISTANTS

3x Library Assistant

NEW - HORIZONS LIBRARY

1x Branch Librarian

Vacant (F)

ASSISTANTS

1x Senior Library Assistant

ASSISTANTS

4x Library Assistant

ASSISTANTS

1x Library Aid

KWANOKUTHULA LIBRARY

1x Branch Librarian

ASSISTANTS

1 x Senior Library Assistant

ASSISTANTS

2x Library

ASSISTANTS

1x Library Aid

KRANSHOEK LIBRARY

1x Branch Librarian

ASSISTANTS

1x Senior Library Assistant

ASSISTANTS

1 X Library Assistant

GREEN VALLEY LIBRARY

1x Branch Librarian

ASSISTANTS

1x Senior Library Assistant

ASSISTANTS

1x Library Aid

KURLAND LIBRARY

1x Branch Librarian

ASSISTANTS

1x Senior Library Assistant

5

DRAFT: REVISED STRUCTURE: COMMUNITY SERVICES (DECEMBER 2024)

DIVISION:
COMMUNITY FACILITIES MANAGEMENT &
MAINTENANCE

1x Manager

(Name and Major Chane)

ADMINISTRATIVE SUPPORT

1x Clerk

SECTION: CEMETERIES

1x Superintendent

(NEW)

SECTION: COMMUNITY HALLS;
SPORTSFIELDS & SERVICES
CENTRES

1x Superintendent

6

DRAFT: REVISED STRUCTURE: COMMUNITY SERVICES (DECEMBER 2024)

SECTION: CEMENTRIES

1x Superintendent Cemeteries

(New)

CEMENTRIES

1x Supervise/ Driver

CEMENTRIES

1x Supervise/ Driver

(New)

CEMENTRIES

2x Machine Operator
(Small Equipment)

CEMENTRIES

2x Machine Operator
(Small Equipment)

1x New

CEMENTRIES

2x General Worker

2x New

CEMENTRIES

2x General Worker

1x New

7

DRAFT: REVISED STRUCTURE: COMMUNITY SERVICES (DECEMBER 2024)

SECTION: COMMUNITY HALLS; SPORTSFIELDS & SERVICES CENTRES

1x Superintendent

(Name Change)

COMMUNITY HALLS & SERVICE CENTRES

1x Supervisor/Driver

MAINTENANCE

4 x Handyman (New)

(1x Possible Placement)

SIMUNYE/KWAN OKUTHULA CENTRE & SPORTFIELD	PIESANG VALLEY COMMUNITY HALL	KRANSHOEK COMMUNITY HALL & SPORTFIELD	KURLAND COMMUNITY HALL & SPORTFIELD	QOLWENI/ BOSSIESGIF COMMUNITY HALL & SPORTFIELD	GREEN VALLEY COMMUNITY HALL & SPORTFIELD	NEW HORIZONS COMMUNITY HALL & SPORTFIELD
1x Caretaker	1x Caretaker	1x Caretaker	1x Caretaker **Vacant (UF)**	1x Caretaker **Vacant (UF)**	1x Caretaker **Vacant (UF)**	1x Caretaker

| 2x General Worker | 2x General Worker *Possible placement from libraries* | 2x General Worker **Vacant (F)** **1x New** | 2x General Worker **Vacant (F)** **1x New** | 2x General Worker **Vacant (UF)** **1x New** | 2x General Worker | 2x General Worker **1x Vacant (F)** *1x Possible placement from libraries* |

MAINTENANCE

6x General Worker

(New)

8

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DRAFT: REVISED STRUCTURE: COMMUNITY SERVICES (DECEMBER 2024)

DIVISION: INTEGRATED WASTE MANAGEMENT

Manager: Integrated Waste Management
Vacant (F)

WASTE INFORMATION

1x Administration Clerk

WASTE COLLECTION SERVICES:

Superintended

WASTE COLLECTION SERVICES

1x Senior Foreman

STREET SWEEPING & PUBLIC SPACES

1x Senior Foreman

SUPERVISION: WASTE COLLECTION

10x Supervisor/Driver

2X New (UF) 1X Possible placement from libraries

STREET SWEEPING & PUBLIC SPACES

1x Team Leader

STREET SWEEPING & PUBLIC SPACES

1x Team Leader

STREET SWEEPING & PUBLIC SPACES

1xTeam Leader **(New)**

X PETRO SA DROP OFF

ASSISTANTS

32x General Assistant

Currently 24 Assistants

8x New

ASSISTANTS

5x General Assistant

ASSISTANTS

5x General Assistant

ASSISTANTS

5x General Assistant

New

DRAFT: REVISED STRUCTURE: COMMUNITY SERVICES (DECEMBER 2024)

WASTE FACILITIES MANAGEMENT & TRANSFER STATION

1 x Superintended

SUB-SECTION: TRANSFER STATION

1x Foreman
Vacant (UF)

DRIVER – TIPPER TRUCK

1x Driver

DRIVER – SKIP TRUCK

1x Driver

OPERATORS

2x Operator

OPERATOR (CHIPPING)

1x Operator

2xGeneral Worker

(New)

OPERATORS

2x Weighbridge/ Waste Classification Operators

OPERATORS

2x Driver/Operator (Digger Loader)

OPERATORS

1x New Front-End Loader

CASHIER: TRANSFER STATION

1x Cashier

SUB-SECTION: TRANSFER STATION

1x Foreman

PETRO SA DROP OFF

1x Driver: Heavy Vehicle

PETRO SA DROP OFF

1x Operator

PETRO SA DROP OFF

1x Driver: Heavy Vehicle

PETRO SA DROP OFF

1x Operator

GANZE VALLEI WASTE DROP-OFF FACILITY

1x G-Man (New)

2X GENERAL WORKER

Vacant (F)

KURLAND WASTE DROP-OFF FACILITY

1 x G-Man New

2x General Worker

(New)

TRANSFER STATION OPERATOR

2 X Transfer Station Operator

Green & Bulky Waste/Waste Separation

6x General Worker

4x New

10

DRAFT: REVISED STRUCTURE: COMMUNITY SERVICES (DECEMBER 2024)

**DIVISION:
COMMUNITY SOCIAL SUPPORT SERVICES**

Manager: Community Social Support Services

(New)

SECTION: SPORTS & YOUTH DEVELOPMENT

1x Officer

SECTION: EARLY CHILDHOOD DEVELOPMENT & NON-PROFIT ORGANIZATION

1x Officer

(New)

**SECTION:
GBV; LDAC; HIV/AIDS & ELDERLY**

1x Officer

Vacant (F)

SUPPORT SERVICES

1x Clerk

(Name Change)
Vacant (UF)

SUPPORT SERVICES

1x Clerk

(New)

11

DRAFT REVISED STRUCTURE: PLANNING & DEVELOPMENT (DECEMBER 2024)

PLANNING AND DEVELOPMENT

Director Planning and Development

Vacant (F)

EXECUTIVE SUPPORT

1x Executive Secretary

**DIVISION:
BUILDING CONTROL**

1x Manager

(name change)

**DIVISION:
PLANNING AND LAND
USE MANAGEMENT**

1x Manager

(name change)

**DIVISION:
ECONOMIC
DEVELOPMENT**

1x Manager

**DIVISION:
INTEGRATED HUMAN
SETTLEMENTS**

1x Manager

**DIVISION:
ENVIRONMENTAL AND
RESOURCE
PROTECTION; COASTAL
& BIO-DIVERSITY
MANAGEMENT**

1x Manager

(NEW)

1

DRAFT REVISED STRUCTURE: PLANNING & DEVELOPMENT (DECEMBER 2024)

SECTION:
BUILDING CONTROL

Manager:
Building Control

ADMINISTRATIVE SUPPORT

1x Principal Clerk

ADMINISTRATIVE

1x Senior Clerk

BUILDING CONTROL OFFICER

Vacant (UF)

BUILDING CONTROL OFFICER

MUNICIPAL BUILDING MAINTENANCE

1x Senior Professional Officer

SENIOR BUILDING INSPECTION

VACANT (F)

SENIOR BUILDING INSPECTOR

Vacant (UF)

HANDYMAN

2 X Handyman

BUILDING INSPECTOR

Vacant (F)

BUILDING INSPECTOR

GENERAL ASSISTANCE

2 x General Assistant

Vacant (UF)

2

DRAFT REVISED STRUCTURE: PLANNING & DEVELOPMENT (DECEMBER 2024)

DIVISION:
PLANNING AND LAND USE MANAGEMENT

1x Manager

ADMINISTRATIVE SUPPORT

1x Senior Clerk

LAND USE MANAGEMENT

1x Town Planner

LAND USE MANAGEMENT

1x Town Planner

SPATIAL PLANNING

1x Spatial Planner

GEOGRAPHICAL INFORMATION SYSTEMS

1x Senior GIS Technician

TOWN PLANNING

1x Assistant Town Planner

Vacant (UF)

TOWN PLANNING

1x Assistant Town Planner

3

DRAFT REVISED STRUCTURE: PLANNING & DEVELOPMENT (DECEMBER 2024)

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                        ┌─────────────────────────────┐
                        │         DIVISION:           │
                        │   ECONOMIC DEVELOPMENT      │
                        ├─────────────────────────────┤
                        │         1x Manager          │
                        └─────────────────────────────┘
```

DIVISION:
ECONOMIC DEVELOPMENT

1x Manager

INFORMAL TRADING AND TOURISM DEVELOPMENT

1x Economic Development Officer

Vacant (F)

SMMES AND SMALL CONTRACTOR DEVELOPMENT

1x Economic Development Officer

AGRICULTURAL/EPWP/JOB CREATION UNIT

1x Economic Development Officer

INFORMAL TRADING AND TOURISM DEVELOPMENT

1x Assistant Economic Development Officer

EPWP/JOB CREATION UNIT

1x Clerk

EPWP/JOB CREATION UNIT

1x Clerk

4

DRAFT REVISED STRUCTURE: PLANNING & DEVELOPMENT (DECEMBER 2024)

DIVISION
INTEGRATED HUMAN SELLETEMENT

MANAGER
Integrated Human Settlement

ADMINISTRATION SUPPORT

1X Administrative Clerk

HUMAN SETTLEMENTS

1x Officer

BUDGET & GRANT REPORTING

1x Administrator

HUMAN SETTLEMENT

1x Project Manager

(Vacant) (F)

HUMAN SETTLEMENT CLERKS

2x Clerks

(New)

5

DRAFT REVISED STRUCTURE: PLANNING & DEVELOPMENT (DECEMBER 2024)

DIVISION:
ENVIRONMENTAL MANAGEMENT

1x Manager

(NEW)

SECTION: COASTAL
MANAGEMENT AND BIO-
DIVERSITY

1x Environmental Officer
(NEW)
(Possible Placement)

SECTION: INTEGRATED
ENVIRONMENTAL MANGEMENT
& RESOURCE PROTECTION

1x Environmental Officer

6

DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

ENGINEERING SERVICES

Director Engineering Services

EXECUTIVE SUPPORT

1x Executive Secretary

DIVISION: PROJECT MANAGEMENT UNIT (PMU)

1x Manager

DIVISION: WATER & WASTEWATER MANAGEMENT SERVICES

1x Manager

DIVISON: ELECTRICAL & MECHANICAL ENGINEERING

1x Manager

DIVISION: ROADS; TRANSPORT & STORMWATER (RTS)

1x Manager

1

DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

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                    ┌─────────────────────────────────┐
                    │           DIVISION:             │
                    │  PROJECT MANAGEMENT UNIT (PMU)   │
                    │─────────────────────────────────│
                    │           1x Manager            │
                    └─────────────────────────────────┘
                                    │
                                    │      ┌─────────────────────────────┐
                                    │      │   PROJECT ADMINISTRATION    │
                                    ├──────│          SUPPORT            │
                                    │      │─────────────────────────────│
                                    │      │       1x Administrator      │
                                    │      └─────────────────────────────┘
        ┌───────────────────────────┼───────────────────────────┐
┌──────────────────┐      ┌──────────────────┐      ┌──────────────────┐
│    SECTION:       │      │    SECTION:      │      │    SECTION:      │
│ BULK SERVICES     │      │  BULK SERVICE    │      │ DRAWING OFFICE   │
│ (PRIVATE          │      │──────────────────│      │──────────────────│
│ DEVELOPMENT)      │      │ 1x Project       │      │ 1x Draughtsman   │
│──────────────────│      │ Manager          │      │ (GIS)            │
│ 1x Project        │      │                  │      │                  │
│ Manager           │      │                  │      │ Vacant (F)       │
└──────────────────┘      └──────────────────┘      └──────────────────┘
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2

DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

DIVISION:
WATER & WASTEWATER MANAGEMENT SERVICES

1x Manager

ADMINISTRATIVE SUPPORT

1x Administrator

SECTION:
LABORATORY SERVICES

1x Superintendent

SECTION:
WATER DEMAND & LOSS CONTROL

1x Superintendent

SECTION:
WATER & WASTEWATER PURIFICATION OPERATIONS

1x Superintendent

SECTION:
WATER & WASTEWATER RETICULATION OPERATIONS

1x Superintendent

SECTION:
PUMPSTATIONS MECHANICAL AND ELECTRICAL MAINTENANCE

1x Superintendent

SECTION:
LABORATORY SERVICES

1x Assistant Officer

SECTION:
LABORATORY SERVICES

1x Driver/Sampler

3

DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

Functions: Revenue protection and Loss Control
New meter installation- Domestic & Bulk, Faulty Meter replacement, Meter connection leak repairs. Locate and opening of meters unreadable.

**SECTION:
WATER DEMAND & LOSS CONTROL**

1x Senior Superintendent

REVENUE PROTECTION & LOSS CONTROL

1x Loss Control Officer

LOSS CONTROL/REVENUE PROTECTION FIELD TEAM 1

1x Artisan (Plumber)

VACANT (F)

LOSS CONTROL/REVENUE PROTECTION

1x Artisan Assistant

VACANT (F)

LOSS CONTROL/REVENUE PROTECTION

2x General Assistant

VACANT (F)

LOSS CONTROL/REVENUE PROTECTION FIELD TEAM 2

1x Artisan (Plumber)

(New)

LOSS CONTROL/REVENUE PROTECTION

1x Artisan Assistant

(New)

LOSS CONTROL/REVENUE PROTECTION

2x General Assistant

(New)

4

DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

Water treatment
Wastewater treatment
Desalination

SECTION: WATER & WASTEWATER PURIFICATION

Senior Superintendent

WATER PURIFICATION:
Plettenberg Bay Purification Plant

1 x Foreman

WATER PURIFICATION AND DESALINATION

1 x Foreman

WASTEWATER PURIFICATION

1 x Foreman

Plettenberg Bay Purification Plant

4 x Process Controller Class IV

2X New

Plettenberg Bay Purification Plant

4 x Process Controller Class III

1X VACANT

Plettenberg Bay Purification Plant

4 x Process Controller Assistant

1X VACANT (F)

Plettenberg Bay Purification Plant

7 x General Woker

KURLAND WATER PURIFICATION PLANT

3 x Process Controller Class III

KURLAND WATER PURIFICATION PLANT

3 X Process Controller Assistant

1X VACANT (F)

NATURES VALLEY WATER PURIFICATION PLANT

2 x Process Controller Class III

NATURES VALLEY WATER PURIFICATION PLANT

2 x Process Controller Assistant

WATER PURIFICATION AND DESALINATION

2 x Process Controller Assistant

WATER PURIFICATION AND DESALINATION

1 x General Worker

(New)

GANSEVALLEI WASTEWATER PURIFICATION PLANT

4 x Process Controller Class III

GANSEVALLEI WASTEWATER PURIFICATION PLANT

4 x Process Controller Assistant

1 x General Worker

KURLAND WASTEWATER PURIFICATION PLANT

2 x Process Controller Class III

KURLAND WASTEWATER PURIFICATION PLANT

4 x Process Controller Assistant

1 x General Worker

5

DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

SECTION: WATER AND WASTEWATER RETICULATION OPERATIONS

1x Superintendent

Water Reticulation maintenance
Sewer Reticulation maintenance
New sewer connections
Sewer blockages
Empty conservancy tanks/sumps

WATER RETICULATION

1x Senior Artisan (Plumber)

DRIVER/ PLANT OPERATORS

1x Driver/Operator (Tipper Truck)

(New)

DRIVER/PLANT OPERATORS

2x Driver / Operator (TLB)

1 x New

WASTEWATER RETICULATION

1x Senior Artisan (Drainlayer)

6

DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

SUB-SECTION
WATER RETICULATION

Senior Artisan (Plumber)

TEAM 1
ARTISAN (PLUMBER)

1x Artisan

ARTISAN ASSISTANCE

1x Artisan Assistant

GENERAL ASSISTANCE

3x General Assistant

TEAM 2
ARTISAN (PLUMBER)

1x Artisan

ARTISAN ASSISTANCE

1x Artisan Assistant

GENERAL ASSISTANCE

3x General Assistant

TEAM 3
ARTISAN (PLUMBER)

1x Artisan

ARTISAN ASSISTANCE

1x Artisan Assistant

GENERAL ASSISTANCE

3x General Assistant

TEAM 4
ARTISAN (PLUMBER)

1x Artisan (Plumber)

(New)

ARTISAN ASSISTANCE

1x Artisan Assistant

(New)

GENERAL ASSISTANCE

3x General Assistant

(New)

7

DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

Sewer Blockages
New sewer connections
Sewer removals
Sewer Reticulation maintenance

**SUB-SECTION
WASTEWATER RETICULATION**

1x Senior Artisan (Drainlayer)

BLOCKAGES/JETTING

2x Driver

GENERAL ASSISTANCE

10x General Assistant

**TEAM 1
RETICULATION
MAINTENACE**

1x Artisan Plumber

ARTISAN ASSISTANCE

1x Artisan Assistant

GENERAL ASSISTANCE

3x General Assistant

**TEAM 2
RETICULATION
MAINTENACE**

1x Artisan Plumber

ARTISAN ASSISTANCE

1x Artisan Assistant

GENERAL ASSISTANCE

3x General Assistant

**TEAM D: SEWERAGE
REMOVAL
(2 x VACUUM TRUCKS)**

2x Driver/Operator

GENERAL ASSISTANCE

4x General Assistant

8

DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

Maintenance mechanical and electrical equipment Sewer Pump stations and treatment works water and sewer

SECTION
WATER SERVICES MECHANICAL AND ELECTRICAL MAINTENANCE

1x Senior Superintendent

ELECTRICAL MAINTENANCE

1x Senior Electrician

MECHANICAL MAINTENANCE

1x Senior Artisan (Fitter)

ELECTRICIAN

1x Electrician

ELECTRICIAN

1x Electrician

Vacant (UF)

FITTER

1x Artisan/Fitter

FITTER

1x Artisan/Fitter

Vacant (UF)

ELECTRICAL ASSISTANCE

1x Electrical Assistant

ELECTRICAL ASSISTANCE

1x Electrical Assistant

Vacant (UF)

FITTER ASSISTANCE

1x Artisan Assistant
(Fitter Assistant)

FITTER ASSISTANCE

1x Artisan Assistant
(Fitter Assistant)

Vacant (UF)

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DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

DIVISION: ELECTRICAL & MECHANICAL ENGINEERING

1x Manager

SECTION: FLEET MANAGEMENT

1x Superintendent

Vacant (F)

CLERK/ DATA CAPTURER

1x Clerk

SECTION: REVENUE PROTECTION

1x Electrical Demand & Loss Control Officer

Vacant (F)

SECTION: SSEG/AUGMENTATION & RENEWABLE ENERGY

1x Engineering Technician

Vacant (F)

SECTION: INFRASTRUCTURE PROJECTS

1x Technician

Vacant (F)

SECTION: PLANNING (SMALL PROJECTS

1x Superintendent

Vacant (F)

SECTION: SPECIALIZED SERVICES

1x Technician

Vacant (UF)

SECTION: DISTRIBUTION

1x Superintendent

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DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

SECTION: FLEET MANAGEMENT

1x Superintendent

ADMIN SUPPORT

1x Clerk

(New)

ARTISAN/ MECHANIC (DIESEL OPERATIONS)

1x Diesel Mechanic

ARTISAN/ AUTO ELECTRICAL

1x Artisan/ Auto Electrician

Vacant (UF)

ARTISAN/ MECHANIC (PETROL OPERATIONS)

1x Petrol Mechanic

(name change)

ARTISAN ASSISTANCE

1x Artisan Assistant

ARTISAN ASSISTANCE

1x Artisan Assistant

Vacant (UF)

ARTISAN ASSISTANCE

1x Artisan Assistant

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DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

SECTION: REVENUE PROTECTION

1x Electrical Demand & Loss Control Officer

Vacant (F)

SUB-SECTION: AUDIT/INSPECTIONS

2x Electrician

SUB-SECTION: METERING

1x Senior Electrician

(New)

SUB-SECTION: METERING

2x Electrician

1X Vacant (UF)

ELECTRICAL ASSISTANCE

2x Electrical Assistant

ELECTRICAL ASSISTANCE

1x Electrical Assistant

(New)

ELECTRICAL ASSISTANCE

2x Electrical Assistant

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DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

SECTION:
DISTRIBUTION

1x Superintendent

SUB-SECTION:
STREETLIGHT
MAINTENANCE
Tean A

1x Assistant Electrician

SUB-SECTION:
STREETLIGHT
MAINTENANCE
Team B

1x Assistant Electrician

Vacant (UF)

SUB-SECTION:
SITE CLEARING;
TRENCHING &
TRANSPORT

1x Driver / Operator

SUB-SECTION:
MAINTENANCE

5x Senior Electrician

SUB-SECTION:
MAINTENANCE

2x Electrician

ELECTRICAL
ASSISTANT

VACANT (UF)

ELECTRICAL
ASSISTANT

VACANT (UF)

SITE CLEARING;
TRENCHING &
TRANSPORT

6x General Assistant

MAINTENANCE

5x Electrical Assistant

MAINTENANCE

2x Electrical Assistant

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DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

Administrator role is critical and should be included
Maintenance teams require to be strengthened and reduce contracted services budget
Support is required in transport and capital projects

DIVISION:
ROADS, TRANSPORT & STORMWATER

1x Manager

ADMINISTRATION SUPPORT

1x Clerk

(New)

SECTION: ENGINEERING SUPPORT	SECTION: ROAD MAINTENANCE	SECTION: ROADS INFRASTRUCTURE MAINTENANCE	SECTION: STORM-WATER MAINTENANCE
1x Engineering Technician	1x Superintendent	1x Superintendent	1x Superintendent
		(Name and Major Change)	*(Name and Major change)*

Draughtman in PMU is required more in Roads division but as a GIS Technician. Most of existing services are in road reserves and are not captured in GIS. The entire Fibre network from different companies is in road reserve and is not captured in our GIS

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DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

The road marking and road signs is a function of Roads division, and the expertise are in Roads division. Currently, most road marking are not compliant to SARMTS. Therefore, we recommend the road marking team with its Assistant Superintendent to be moved to road section.

SECTION:
ROADS MAINTENANCE

1x Superintendent

ROAD MAINTENANCE TEAM A

1x Operational Supervisor

ROAD MAINTENANCE TEAM B

1x Operational Supervisor

LIGHT EQUIPMENT OPERATOR

1x Light Equipment Operator

DRIVER

1x Driver Grade 3

GENERAL ASSISTANT

6x General Assistant

LIGHT EQUIPMENT OPERATOR (TRUCK/TLB)

1x Light Equipment Operator
Vacant (F)

DRIVER

1x Driver Grade 3

GENERAL ASSISTANT

6 x General Assistant

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DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

SECTION:
ROADS INFRASTRUCTURE MAINTENANCE

1x Superintendent

(Name and Major Change)

DRIVER

1x Driver Grade III

(New)

Handyman

1x Handyman

LIGHT EQUIPMENT OPERATOR

1x Light Equipment Operator

(New)

ARTISAN

1x Artisan

Handyman

1x Handyman

General Assistant

2x General Assistant

General Assistant

2x General Assistant

(New)

General Assistant

2x General Assistant

Vacant (UF)

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DRAFT REVISED STRUCTURE: ENGINEERING SERVICES (DECEMBER 2024)

SECTION:
STORMWATER MAINTENANCE

1x Superintendent

(Name and Major Change)

DRIVER

1x Driver Grade III

(New)

TLB OPERATOR

1x TLB Operator

(New)

GENERAL ASSISTANT

6x General Assistant

2x New

MECHANICAL PLANT OPERATOR

1x Mechanical Plant Operator

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DRAFT REVISED STRUCTURE: DIRECTOR PUBLIC SAFETY (DECEMBER 2024)

PUBLIC SAFETY

Director Public Safety

(New)

ADMINISTRATIVE SUPPORT

1x Executive Secretary

(possible placement)

**DIVISION:
TRAFFIC MANAGEMENT
SERVICES**

1x Chief

**DIVISION:
FIRE & RESCUE,
DISASTER
MANAGEMENT
SERVICES**

1x Chief

**DIVISION:
LAW ENFORCEMENT
SERVICES**

1x Chief

**DIVISION:
COMMUNICATIONS &
CUSTOMER RELATIONS
MANAGEMENT**

1x Manager
(New)
(Possible Placement)

**DIVISION:
MUNICIPAL COURTS**

1x Senior Prosecutor

(New)

1

DRAFT REVISED STRUCTURE: DIRECTOR PUBLIC SAFETY (DECEMBER 2024)

DIVISION:
TRAFFIC MANAGEMENT SERVICES

Chief Traffic Services

ADMINISTRATIVE SUPPORT

1x Admin Clerk
(possible placement)

OPERATIONAL SERVICES

Superintendent: Traffic Services

VACANT (UF)

SUPPORT SERVICES

1x Superintendent

Traffic Control Services Shift A

Assistant Superintendent

Traffic Control Services Shift A

4x Traffic Officer

Traffic Control Services Shift B

Assistant Superintendent

VACANT (UF)

Traffic Control Services Shift B

4x Traffic Officer

Traffic Control Services Shift C

Assistant Superintendent

(New)

Traffic Control Services Shift C

4x Traffic Officer

(New)

MOTOR VEHICLE REGISTRATION & LICENSING

1x Licensing Officer

SENIOR CLERK (E-NATIS)

3 x Clerk
1x Vacant(F)

MAINTENANCE: ROAD MARKING & TRAFFIC SIGNS

1x Assistant Superintendent

MAINTENANCE: ROAD MARKING & TRAFFIC SIGNS (Team A)

1x Special Workman

MAINTENANCE: ROAD MARKING & TRAFFIC SIGNS (Team A)

4x General Assistant
1x New

MAINTENANCE: ROAD MARKING & TRAFFIC SIGNS (Team B)

1x Special Workman

MAINTENANCE: ROAD MARKING & TRAFFIC SIGNS (Team B)

4x General Assistant
1x Vacant (F)
1x New

DRIVER'S LICENSE TESTING STATION

Senior Examiner: Driver's License

DRIVER'S LICENSING

3X Examiner: Driver's License

LEU OPERATOR

1 x Operator
1X Vacant (UF)

(E-NATIS)

2x Clerk: E-Natis

1 x Vacant (UF)

2

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DRAFT REVISED STRUCTURE: DIRECTOR PUBLIC SAFETY (DECEMBER 2024)

```
┌──────────────────────────────────────┐
│            DIVISION:                  │
│   FIRE & DISASTER MANAGEMENT          │
│           SERVICES                    │
│ ──────────────────────────────────── │
│     Chief Fire & Rescue Services      │
└──────────────────────────────────────┘
```

ADMINISTRATIVE SUPPORT

1x Administrative Clerk
(dedicated emergency line)
(Possible Placement)

PROACTIVE SERVICES

1x Platoon Commander

(New)

REACTIVE SERVICES

1x Platoon Commander

(New)

DISASTER MANAGEMENT

1x Coordinator

FIREFIGHTING (PLATOON A)

1x Senior Firefighter

FIREFIGHTING (PLATOON B)

1x Senior Firefighter

FIREFIGHTING (PLATOON C)

1x Senior Firefighter

FIREFIGHTING (PLATOON D)

1x Senior Firefighter

DISASTER MANAGEMENT

1x Officer

FIREFIGHTING (PLATOON A)

6x Firefighters

FIREFIGHTING (PLATOON B)

6x Firefighters

FIREFIGHTING (PLATOON C)

6x Firefighters

2x New

FIREFIGHTING (PLATOON D)

6x Firefighters

3x New

3

DRAFT REVISED STRUCTURE: DIRECTOR PUBLIC SAFETY (DECEMBER 2024)

SECTION: LAW ENFORCEMENT

CHIEF LAW ENFORCEMENT SERVICES

ADMINISTRATIVE SUPPORT

1x Administrative Clerk

LAW ENFORCEMENT OPERATIONS

1 X Senior Law Enforcement Officer

LAW ENFORCEMENT OPERATIONS

1 X Senior Law Enforcement Officer

LAW ENFORCEMENT OPERATIONS

1 X Senior Law Enforcement Officer

SHIFT A LAW ENFORCEMENT

1x Inspector Law Enforcement

SHIFT B LAW ENFORCEMENT

1x Inspector Law Enforcement

SHIFT A LAW ENFORCEMENT

1x Inspector Law Enforcement

SHIFT B LAW ENFORCEMENT

1x Inspector Law Enforcement

SHIFT A LAW ENFORCEMENT

1x Inspector Law Enforcement

(NEW)

SHIFT B LAW ENFORCEMENT

1x Inspector Law Enforcement

SHIFT A 4 X LAW ENFORCEMENT

4 X Law Enforcement Officers

SHIFT B 4X LAW ENFORCEMENT OFFICERS

4 X Law Enforcement Officers

SHIFT A 4 X LAW ENFORCEMENT

4 X Law Enforcement Officers

SHIFT B 4X LAW ENFORCEMENT OFFICERS

4 X Law Enforcement Officers

SHIFT A 4 X LAW ENFORCEMENT

4 X Law Enforcement Officers

SHIFT B 4X LAW ENFORCEMENT OFFICERS

4 X Law Enforcement Officers

4

DRAFT REVISED STRUCTURE: DIRECTOR PUBLIC SAFETY (DECEMBER 2024)

**DIVISION:
COMMUNICATIONS & CUSTOMER
RELATIONS MANAGEMENT**

1x Manager

(Possible Placement)

SECTION: CUSTOMER RELATIONS

1x Officer

Intergovernmental Relations
Management

1x Officer

SECTION: COMMUNICATIONS

1x Senior Officer

SWITCHBOARD

1x Operator

COMMUNICATIONS

1x Officer

**CUSTOMER CARE
(SHIFT A)**

CALL CENTRE OPERATOR

CALL CENTRE OPERATOR

CALL CENTRE OPERATOR

**CUSTOMER CARE
(SHIFT B)**

CALL CENTRE OPERATOR

CALL CENTRE OPERATOR

CALL CENTRE OPERATOR

**CUSTOMER CARE
(SHIFT C)**

CALL CENTRE OPERATOR

CALL CENTRE OPERATOR

CALL CENTRE OPERATOR

5

DRAFT REVISED STRUCTURE: DIRECTOR PUBLIC SAFETY (DECEMBER 2024)

DIVISION: MUNICIPAL COURTS

**Senior Prosecutor
(New)**

ADMINISTRATIVE SUPPORT

Admin Clerk

(New)

COURT ORDERLIST

1x Law Enforcement Officer

(New)
(Possible Placement)

COURT PROCEDINGS

1x Prosecutor

(New)

6

Job Titles	Office of the Municipal Manager	Planning and Development	Engineering Services	Community Services	Public Safety	Financial Services	Corporate Services	TOTALS
Accountant (various)						12		**12**
Administrator		1	2	1		1	2	**7**
Artisan			20					**20**
Artisan Assistant			30					**30**
Artisan Electrician			2					**2**
Assistant Internal Auditor								**0**
Assistant Officer		1	1				5	**7**
Assistant Superintendent (Various)					4			**4**
Assistant Town Planner		2						**2**
Assistant: Systems Administration							1	**1**
Beach Controller				1				**1**
Branch Librarian				7				**7**
Building Control Officer		2						**2**
Building Inspector		2						**2**
Buyer						3		**3**
Call Center Operator					9			**9**
Caretaker				7				**7**
Cashier (Various)						6		**6**
Chief Audit Executive	1							**1**
Chief of Staff							1	**1**
Chief Clerk (various)					1	2		**3**
Chief Fire & Rescue					1			**1**
Chief Law Enforcement Services					1			**1**
Chief Officer (Various)	1							**1**
Chief Risk Officer	1							**1**
Chief Traffic Management Services					1			**1**

Job Titles	Office of the Municipal Manager	Planning and Development	Engineering Services	Community Services	Public Safety	Financial Services	Corporate Services	TOTALS
Cleaner / General Assistant							12	**12**
Clerk (Various)	8	5	2	7	5	9	3	**39**
Coordinator: Disaster Management					1			**1**
Data Capturer		2	1					**3**
Director		1	1	1	1	1	1	**6**
Disaster Management Officer					1			**1**
Draughtsman			1					**1**
Driver / Operator (various)			16	14				**30**
Driver/Sampler			1					**1**
Driver: Heavy Vehicle (Transfer Station)				2				**2**
Engineering Technician / Technician			3					**3**
Entreprise Engineer / Architect							1	**1**
Examiner (Drivers' Licenses					3			**3**
Executive Secretary	1	1	1	1	1	1	2	**8**
Environmental Officer		2						**2**
Firefighter					24			**24**
Flagman				5				**5**
Foreman (Various)			3	3				**6**
General Assistant (Various)		2	66	47	8			**123**
General Worker (Various)			10	70				**80**
GIS Systems Engineer							1	**1**
G-Man (waste/Transfer)				2				**2**
Handyman (Various)		2	2	4				**8**
ICT Business Analyst							1	**1**
ICT Cadet				1				**1**
Inspector: Law Enforcement					6			**6**
Internal Auditor	3							**3**

Job Titles	Office of the Municipal Manager	Planning and Development	Engineering Services	Community Services	Public Safety	Financial Services	Corporate Services	TOTALS
IT Technician (Various)							3	3
Junior Network Engineer							1	1
Law Enforcement Officer					25			25
Legal Advisor							2	2
Library Aid				2				2
Library Assistant				11				11
Licensing Officer					1			1
Lifeguard				8				8
Machine Operator [Small Equipment; Brush Cutters; Chipping)				15				15
Manager	2	5	4	5	1	6	8	31
Messenger Services							1	1
Meter Reader						6		6
Committee Clerk							4	4
Municipal Manager	1							1
Officer (various)	3	4	4	3			9	23
Operator: LEU [Live Enrolment Unit]					1			1
Personal Assistant							3	3
Platoon Commander					2			2
Principal Clerk (various)		1				9	1	11
Process Controller Assistant			19					19
Process Controller Class IV			4					4
Process Controller III			15					15
Professional Officer (Various)								0
Project Manager		1	2					3
Project Engineer			2	1				3
Prosecutor					1			1
Receptionist							1	1
Registry Head							1	1

Job Titles	Office of the Municipal Manager	Planning and Development	Engineering Services	Community Services	Public Safety	Financial Services	Corporate Services	TOTALS
Revenue Controller						2		2
Risk Management & Compliance Officer	1							1
SCM Practitioner						4		4
Senior Prosecutor					1			1
Senior Professional Officer: Building Maintenance		1						1
Senior Artisan (various)			10					10
Senior Building Inspector		2						2
Senior Clerk (Various)		2			5	8	1	16
Senior Examiner: Drivers' Licenses					1			1
Senior Firefighter					4			4
Senior Foreman			2	2				4
Senior GIS Technician		1						1
Senior Internal Auditor	3							3
Senior IT Risk, Compliance & Security Analyst							1	1
Senior Law Enforcement Officer					3			3
Senior Library Assistant				6				6
Senior Lifeguard				1				1
Senior Manager	1							1
Senior Meter Reader						1		1
Senior Network Engineer							1	1
Senior Officer (various)	1			1	1		1	4
Senior SCM Practitioner						3		3
Senior Superintendent			0					0
Senior Systems Engineer							1	1
Spatial Planner		1						1
Special Workman					2			2
Specialist (HR)							1	1
Superintendent (Various)			11	6	2			19

Job Titles	Office of the Municipal Manager	Planning and Development	Engineering Services	Community Services	Public Safety	Financial Services	Corporate Services	TOTALS	
Supervisor (Various)			2	16				**18**	
Switchboard Operator					1			**1**	
Team Leader				3				**3**	
Town Planner		2						**2**	0,83732
Tractor Driver				2				**2**	
Traffic Officer					12			**12**	
TOTALS	**27**	**43**	**237**	**255**	**130**	**74**	**70**	**836**	836

Employee Ratio	Structural shape		Span of Control	
	Strategic:	1.0%	Municipal Manager:	**8**
	Managerial / Specialist:	11.0%	Director:	**4-7**
80:20	Operational:	88.0%	(Divisional) Manager:	**3-7**
	Structural Layers		Chief / Senior / Superintendent (Manager):	**3-7**
	7		Supervisor:	**3-12**

munisipaliteit umasipala municipality

to be the best together

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File Ref: 2/1/8   Enquiry: V Cunningham   vcunningham@plett.gov.za

20 December 2023

Minister AW Bredell
Ministry of Local Government, Environmental Affairs and Development Planning
Private Bag X9186
CAPE TOWN
8001

Honourable Minister,

PROPOSED MACRO AND MICRO ORGANIZATIONAL STRUCTURES: BITOU MUNICIPALITY

Chapter 2 of the Municipal Staff Regulations states that a Municipal Manager must review the staff establishment, that within 30 days of reviewing the staff establishment, must submit a report and the proposed staff establishment for approval by the Municipal Council.

The Proposed Macro and Micro Structure was tabled before Council at its Special Council Meeting of 11 December 2023. Council approved the Macro and Micro Organizational Structure in principle as per Council Resolution C/1/185/12/23.

Council further mandated the Municipal Manager to refer the proposed macro and micro organizational structure to the Member of the Executive Council in the Western Cape for his input and comments.

The proposed macro and micro organizational structure was workshopped with the Trade Union Representatives on Wednesday, 06 December 2023, the said structures will again be dealt and finalised at the next Local Labour Forum Meeting which is scheduled for Thursday, 18 January 2024.

In accordance with Chapter 2 (6) sub-regulation 7, the following documentation is submitted to the Member of the Executive Council for consideration and comments from the MEC;

- Proposed Macro and Micro Organizational Structure;

- Council Resolution; and

- Report pertaining to the Proposed Macro and Micro Organizational Structure

For further clarity on this matter, please do not hesitate to contact the undersigned. Looking forward to your favourable consideration of this humble request.

Yours faithfully

M MEMANI
MUNICIPAL MANAGER

Western Cape Government

REFERENCE: WCG-2024-01-17-606398 (3/11/2/3 – 2024/11)

The Municipal Manager
Bitou Municipality
Private Bag X1002
PLETTENBERG BAY
6600

Per email: mmemani@plett.gov.za / anoholoza@plett.gov.za

Dear Mr Memani

COMMENTS ON THE REVISED ORGANISATIONAL STRUCTURE FOR BITOU LOCAL MUNICIPALITY IN LINE WITH CHAPTER 2 OF THE MUNICIPAL STAFF REGULATIONS, 2021

The National Minister promulgated the Local Government: Municipal Staff Regulations (MSR)-GNR 890 as published in GG No. 45181 of 20 September 2021. The Regulations covers several critical areas such as the Staff Establishment. Section 66 of the Municipal Systems Act (2000) provides guidance for the Municipal Manager to develop a Staff Establishment for a Municipality and submit the Staff Establishment to Council for approval. As per legislation, I the provincial Minister have 30 days to make comments on the staff establishment.

My Office acknowledges receipt of the revised approved Staff Establishment that was received on 28 December 2023 and thus wish to confirm that the Municipality has complied with the submission date for comments. My Office wishes to further appreciate the effort that has been put in place in developing and compiling a Staff Establishment for Bitou Municipality.

The Department considered the review of the Staff Establishment.

The following documents were received and allowed an effective review of the Municipality's Staff Establishment.

a)   Letter to request MEC for comments **Annexure R**
b)   Council Resolution **Annexure S**

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c) Organisational Structure Review Report **Annexure T**

d) Organisational Structure **Annexure U**

Bitou Local Municipality reviewed its organisational structure during November 2023. The current macro structure consists of the below Directorates:

i. Office of the Municipal Manager

ii. Financial Services

iii. Corporate Services

iv. Public Safety

v. Engineering Services

vi. Community Services

vii. Planning and Development

In line with Clause 6 (8) of the Municipal Staff Regulations, the provincial Minister is required to consider the proposed Staff Establishment and submit **comments** to the Municipal Council. As part of my findings the following should be noted and considered:

a) It is advised that the Municipality should include a Human Resource Plan in its submission to MEC as the plan specifies the Strategic Workforce, Training Needs and Capabilities, Plan for Recruitment, Retention and Development of staff members, alignment to the IDP, Budget, Employment Equity Plan and Skills Development Strategy that would support the establishment of the organisational structure.

b) The Municipality should consider the drafting of a service delivery model that should serve as tool to unpack the organisational structure.

c) The Municipality needs to consider drafting a diagnostic report in order to ensure that the procedure and process in drafting the staff establishment is clearly outlined.

d) The current structure does not depict purposes and functions for the different components, this needs to be addressed to ensure that all proposed structural units are appropriately defined.

e) The Business Case behind the review of the staff establishment for Bitou Municipality needs to be clearly unpacked.

f) The organisational design metrics for local government needs to be calculated and demonstrated.

g) The span of control for all components needs to be examined in more detail, to ensure optimum balance and specifically to address compliance with the metrics requirements of the MSR.

h) The Span of Control across various directorates does not meet the required organisational design metrics due to the nature and scope of certain services or functions that the Municipality is required to perform. It is advised that the Municipality consider compliance to the design metrics in future.

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i) The Municipality should consider excluding the names of the incumbents on the approved structure. There are 4 elements that needs to be indicated within a structure, namely, the function of the post, the purpose, the title of a post and the level/grade of the post.

j) The employee ratios of Core vs Support and the Structural Shape needs to be considered and demonstrated in the Staff Establishment reports.

k) The proper clustering of functions has been attended to. There is an indication of correct clustering Core vs Support functions per relevant Directorate.

l) The Municipality should ensure that it develops an Implementation Plan for effective implementation of the adopted Structure.

m) The Structure needs to be signed by the Municipal Manager on each page.

I hereby submit the above-mentioned comments for consideration by Bitou Local Municipality on or before 29 February 2024.

Should you have any enquiries, please do not hesitate to contact Ms Nanicky Hlangwani at Nanicky.Hlangwani@westerncape.gov.za alternatively Dr Sandra Greyling at Sandra.Greyling@westerncape.gov.za

Sincerely,

A BREDELL
MINISTER
DATE: 22/01/2024

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Mbulelo Memani   mmemani@plett.gov.za   044 501 3172

13 February 2024

Mr. Graham Paulse
Ministry of Local Government, Environmental Affairs and Development Planning
(T) 021 483 3915
(F) 021 483 6081

Per email: bernice.labuschagne@westerncape.gov.za

Dear Mr. Paulse

RESPONSE ON COMMENTS RECEIVED REGARDING THE REVISED ORGANISATIONAL OF BITOU LOCAL MUNICIPALITY IN LINE WITH CHAPTER 2 OF THE MUNICIPAL STAFF REGULATIONS

Your letter dated 22 January 2024 has reference.

Thank you for your prompt response and valuable comments.

This letter serves to address the findings as captured from item a to m of your letter.

These documents will be tabled in Council in March 2024 with the Draft Budget after we have received your final comments and Consultation with Labour Relations has been concluded on the Revised Organisational Structure.

Please find attached the following draft documents to meet the items raised in your letter.

1. Annexure A: Draft HR Plan and Implementation Plan. To address item (a;) and (l;) of your letter.
2. Annexure B: The functional operation model and service delivery model (capability met). To meet item (b;) of your letter.
3. Annexure C: The proposed Organisational Structure in purpose functions and post to meet item (d;), (i;) and (k;) of your letter.
4. Annexure D: The Revised Staff establishment and OD Metrics. To address item (f;), (g;), (h;) and (j;) of your letter.
5. With regards to Annexure (c;) and (e;) of your letter. The documentation and/or information will be sent by the 20th of February 2024.
6. With regards to the Item (m;). The Municipal Manager will sign the final Organisational Structure after consultation with Labour Relations as well as taking into account all the comments from your office.

Looking forward hearing from you and hope that the information provided will assist in making an informed and meaningful comments.

Yours faithfully,

MBULELO MEMANI
MUNICIPAL MANAGER
Bitou Local Municipality

HUMAN RESOURCES MANAGEMENT (HRM) STRATEGY AND PLAN

FEBRUARY 2024

Table of Contents

PREAMBLE

Bitou Local Municipality (Bitou LM) has set, through the Integrated Development Plan *(IDP)*, a business strategy to attain all its objectives. The overarching Human Resources Management *(HRM)* Strategy sets the vision and strategic initiatives for human resources to reach the goals given by the business strategy.

Firstly, this overarching HRM Strategy is not a document about the small adjustments in HRM processes, but about an integrated human resources approach and systems in different areas of the Municipality's business to achieve the overall mission, strategies, and success of the Municipality while meeting the needs of employees and other stakeholders.

Secondly, this HRM Strategy describes the general intentions of the Bitou LM about how people should be managed and developed and what steps should be taken to ensure that the Bitou LM can attract and retain the people it needs and ensure so far as possible that employees are committed, motivated and engaged.

Thirdly, this HRM Strategy is concerned with overall Bitou LM effectiveness by employing better people in its ranks with better process, developing high-performance work processes and generally creating a great place to work.

Fourthly, this comprehensive HRM Strategy plays a vital role in attaining Bitou LM's overall strategic objectives, and it visibly illustrates that the human resources function fully understands and supports the direction in which the Bitou LM is moving. This HRM Strategy also supports other specific strategic objectives undertaken by the Council and Executive Management.

Lastly, this HRM Strategy is accepted and supported by the rest of the Bitou LM. This has been ensured, and would continue to be driven, through the following:

- Consultation with all stakeholders *(line departments and labour unions)* on the nature and envisaged impact of the strategy was carried out.

- Quantifiable benefits and outcomes that are easily monitored and evaluated to measure impact are built into the strategy.

- Signed, real commitment to the HRM Strategy at all managerial levels of the Bitou LM.

- The HRM Strategy is part of the induction process - especially for senior managers.

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1. INTRODUCTION

1.1 Mission of the Municipality

The Bitou LM mission is to partner with communities and stakeholders to sustainably deliver quality services so that everyone in Bitou can live and prosper together. Achieving a reputation for talented human capital requires a high standard of human resource management and development, as people provide the Bitou LM with its key service excellence. This document, the HRM Strategy, describes the goals and objectives for realising the human resources strategic goals, hence contributing to the Municipality's mission. In so doing, the human resources functions at line and support levels operate within the context of the Bitou LM budgeting and planning cycle.

1.2 Human Resources and Municipal Performance

Human resources management is unique in that it is multidisciplinary. It applies the disciplines of Economics *(wages, markets, resources)*, Psychology *(motivation, satisfaction)*, Sociology *(organisational design, culture)* and Law *(minimum wage, labour relations, employment equity, etc.)*. For Bitou LM, human resources is embedded within the work of all mangers, and most individual contributions due to the need of managing people *(subordinates, peers and superiors)* as well as teams to get things done. The Bitou LM is a local community service entity. Service is delivered by people. Low quality human resources lead to low quality community services. Effective management of knowledge inherent in people within Bitou LM translates into optimum performance required to attain service excellence and sustenance for the benefit of the local community.

1.3 Purpose of the HRM Strategy

1.3.1 The overall purpose of HRM Strategy is to:

a. Ensure adequate human resources to meet the strategic goals and operational plans of the Bitou LM - the right people with the right skills at the right time

b. Keep up with social, economic, legislative and technological trends that impact on human resources in the area and in the municipal sector

c. Remain flexible so that the Bitou LM can manage change if the future is different than anticipated

1.3.2 In essence, this HRM Strategy aims to capture *the people element* of what Bitou LM hopes to achieve in the medium to long term, ensuring that it has the right people in place, the right mix of skills, employees display the right attitudes and behaviours, and employees are developed in the right way.

2. CURRENT SITUATION AND GAPS

2.1 Human Resources Management Unit

2.1.1 The Human Resources Management Unit supports the Bitou LM mission of investing in talented human capital through a set of key services which:

a. provide support to the strategic leadership of the Bitou LM, and

b. deliver administrative support on human resources practices

2.1.2 The Human Resources Management Unit is organised into seven (7) functional areas, each reporting to the Manager, and through to Director Corporate Services. The responsibilities of each area are as follows:

a.   Functional Area 1: Render recruitment and selection services

b.   Functional Area 2: Render skills development and employment equity support services

c.   Functional Area 3: Render individual performance management support service

d.   Functional Area 4: Render employee relations and wellness services

e.   Functional Area 5: Render human resources administration and benefits administration

f.   Functional Area 6: Render organisational development and job profiling support services

g.   Functional Area 7: Render occupational health and safety support services

2.2   Operating context for Human Resources at Bitou LM

2.2.1 The External Environment

a.   Bitou LM human resources practices recognise the economic, social, and political factors that create the external context in which the Bitou LM operates. Factors with significant implications for effective human resource management relate to the changing composition of the local workforce, in terms of age, gender, skill type and racial distribution. The Bitou LM seeks to ensure that its workforce reflects the community. To that end Bitou LM continues to analyse and remove the systemic organisational barriers to the advancement of all people and encourage diversity in its staff. There are significant challenges in maintaining high level service delivery in a labour market with scarce technical skills and ensuring that the Bitou LM is successful in recruiting and retaining high quality staff at a time of significant competition, nationally and in technical disciplines.

b.   The remuneration parity in the private sector has also contributed to difficulties in recruiting and retaining quality staff in professional areas such as information technology and project management. The Bitou LM operates within a complex legal framework. Several items of legislation are directly relevant to day-to-day human resource management, such as collective agreements from the South African Local Government Bargaining Council (SALGBC), and the Local Government: Municipal Staff Regulations, 2021.

2.2.2 The Internal Environment

HRM is a function that operates within a complex and dynamic framework where a range of external challenges intersect with the Bitou LM's unique culture or, to be more accurate, a municipality culture. Its role is to provide advice and support to line management on human resources issues. The Human Resources Management Unit at Bitou LM, unlike most other municipalities, does not incorporate a full suite of HR functions. Within this framework effective human resources management processes are required to facilitate continued staff learning and development *(creating a learning organisation)*, improve leadership capacity, and encourage consultation and collaboration with management and employees.

2.3 Strategic HRM challenges

2.3.1 Organisational structure

The organisational structure provides insight into the purpose, functions, and justification of the staff establishment. The challenge is to ensure operations are aligned or geared towards delivering outputs that would realise the strategic objectives as set out in the IDP.

2.3.2 Competency profiles

The Municipal Staff Regulations, 2021 provide competency profiles to match strategic objectives. The Bitou LM has to attain a skills-operations match by determining the personnel skills *(and person specifications where necessary)* required to run the operations or its method of operation as expected implicitly by the strategic objectives in the IDP.

2.3.3 Job descriptions

The lack of job descriptions is at the root of most challenges faced by the human resource practices. Employees simply cannot accurately understand the nature and extent of their duties and responsibilities tied to their positions. A job description is a list that the Bitou LM shall use for general tasks, or functions, and responsibilities of every position. It includes to whom the position reports, specifications such as the qualifications and / or skills needed by the person in the job, as well as the salary range. Job descriptions are usually narrative, but some may instead comprise a simple list of competencies.

2.3.4 Placement policy

After an employee is hired and oriented, he / she must be placed in his / her right job. Placement is the allocation of candidates to jobs. Placement includes initial assignment of new employees and promotion, transfer, re-assignment or demotion of present employees. Bitou LM conducts recruitment and selection and finally select employees. The selected employees shall undergo an induction programme, after which they are given specific jobs in the Bitou LM. Placement integrity improves employee morale, reduce employee turnover, reduce absenteeism, avoid misfit between the candidate and the job, and help candidates work as per the pre-determined objectives of the Bitou LM.

2.3.5 Remuneration strategy

Remuneration strategy is a sub-strategy of the HRM strategy of the Municipality, and it defines the position of the Municipality on the labour market, the basic remuneration components used in the Municipality and the standard rules applied to each remuneration component. The Municipal Systems Act further authorises the Municipal Manager, in addition to approving the staff establishment and providing job descriptions for each post with corresponding remuneration and conditions of service, to regularly review the staff establishment and remuneration and conditions of service for staff other than those employed under Section 57.

2.3.6 Capacitating the HRM Unit

A dedicated and well capacitated HRM Unit is needed to track candidates, interviews, reviews, objectives, salaries, and deliver value back to the Bitou LM. HR has moved over time from an administrative function where forms and policy manuals were king, to contributing more to the delivery of core strategy and building and maintaining culture. To enable this strategic shift, there is a need to provide processes and systems that take care of the day to day administration, and provide robust data to base decisions on. In addition, adequate resourcing of the HRM Unit on employee and other resources levels is crucial.

2.3.7 Delegation of authority for HRM functions

Delegation is the assignment of responsibility or authority by either the Council or Municipal Manager to other managers and employees within Bitou LM to carry out specific HRM activities. It is one of the core concepts of management leadership. However, the person who delegated the work remains accountable for the outcome of the delegated work. Delegation empowers a subordinate to make decisions, i.e. it is a shift of decision-making authority from one organisational level to a lower one. Delegation, if properly done, is not abdication. In general, delegation would be good and can save money and time, help in building skills, and motivating people.

2.3.8 Performance management

Notwithstanding a system applicable to senior managers, there is a system in place to track individual performance in order to differentiate between high and poor performers. In addition, there is a system through which under-performers are guided or developed to upgrade their performance. The implication is that lower levels employees shall have full understanding of the IDP and where they fit in.

2.3.9 HRM systems

The HRM function require systems, and an annual review process of existing policy manuals, business processes and procedures manuals. There is a need for dedicated HR tools and related training for the operation of the entire HRM system.

2.3.10   Skills development

Skills development is the process to obtain or transfer the knowledge, skills and abilities needed to carry out a specific activity or task. Therefore, benefits of training and development both for employer and employees are strategic in nature and hence much broader. Quality employees equate to municipality's success. Unqualified and poorly trained employees equate to municipality's failure. Although the Bitou LM is a bit content with current levels of service delivery, people need to be developed to innovate more effective and efficient work methods and to meet future challenges faced by the IDP on the levels of changing service delivery methods and additional objectives. Current training and development should focus beyond the non-core skills. Skills such as project and contract management, town planning, economic development, and finance should be receiving more priority within the training and development programme.

2.3.11   HR Planning / Staffing Demand Schedule

Bitou LM has to review existing staff profile (workload versus headcount, skills, flexibility, race, gender, disability, experience, character, potential, etc.) and then adjust this to the short-, medium- and long-term strategic objectives for normal turnover and planned staff movement. This means there should be well-thought, logical staffing schedule for varying dates in the future that involves planning on recruitment, achieving disability targets, training, and changes in staff utilisation. Some functions have statutory obligations on the ratio of practitioner to community members. These targets should be achieved within the Bitou LM to mitigate the risk of unsatisfactory delivery of services.

2.3.12   Organisational culture

Bitou LM has to define its organisation culture and ethics in alignment with its vision, mission, and values. The existence of misalignment is not known and therefore could throw off critical implementation of new ventures without warning.

2.3.13 Retention strategy

A moderate level of staff turnover can be good for the Bitou LM, as it could mean fresh ideas and approaches. However, every municipality needs to have a strategy in place to retain the high performers that give it a service excellence edge. These are those employees Bitou LM cannot afford to lose. Retention strategy is needed to manage employee turnover and attract quality employees into the Bitou LM.

2.3.14 Employee motivation and wellness

Bitou LM has developed measures to attend to factors that impact on employee motivation, namely, promotion, ergonomics, remuneration, and other service benefits. There are also measures to attend to financial, psychological and physiological rewards to achieve employee satisfaction. Furthermore, there is a clear employee wellness programme to manage the provision of support to employees in cases of psychological and social work services, financial and legal advice, trauma counselling, sport, and primary health care.

2.4 Ongoing HRM challenges

Bitou LM has identified certain HRM challenges to resolve in the immediate time period. This is based on the understanding that these challenges could escalate into bigger problems and thereby frustrate the attainment of strategic objectives.

3. GOAL OF THE HRM STRATEGY

3.1 The HRM Strategy will contribute towards the long-term Bitou LM mission that seeks to develop the vision of a community that fulfils its vast potential, and provides sustainable development opportunities for all, particularly in the priority areas. The goal of the HRM Strategy is to foster sustainable human resource management, thereby contributing to increased competitiveness. The objectives of the HRM Strategy are to:

3.1.1 Support HRM initiatives that directly facilitate the process of human resources management in the Bitou LM (e.g. harmonising HRM national regulations and standards to facilitate the effective utilisation of Bitou LM human resources)

3.1.2 Address the capacity issues directly linked to Bitou LM success in managing the full scope of human resources functions

3.2 In support of the HRM Strategy and objectives, the Bitou LM

3.2.1 Has developed an action plan for 2024 – 2027 consisting of strategic thrusts, and

3.2.2 Will develop an effective and sustainable enabling organisational and operational framework to deliver on the objectives and close all HRM delivery gaps

4. HRM STRATEGIC THRUSTS

The HRM Strategy will be implemented through specific strategic thrusts. Each of the strategic thrusts consists of priority programmes and projects, each of which is at a different stage of preparation, planning, and implementation. Implementation of these projects will contribute to the attainment of the HRM objectives. The proposed strategic thrusts are:

(1) Review the organisational structure to match the expected outcomes of the IDP
(2) Align to competency profiles for management positions
(3) Develop job descriptions for each employee to drive job performance
(4) Develop placement policy to manage assignment of employees to jobs
(5) Develop remuneration strategy to match the organisational structure

(6)   Develop a change management model to drive new organisation design
(7)   Capacitate a new HRM Unit along the new organisation design
(8)   Develop delegations of authority for all HRM functions
(9)   Develop and implement a performance management and development system
(10) Review / develop documentation that constitute the HRM system
(11) Promote field-specific education and skills development for core functional areas
(12) Develop mechanisms and incorporate HR planning into IDP formulation process
(13) Diagnose and establish an organisation culture and ethics for Bitou LM
(14) Develop efficient recruitment and retention strategies for scarce skills
(15) Develop and institutionalise an Employee Wellness Programme

4.1   Review organisational structure to match the expected outcomes of the IDP

The Bitou LM organisational structure would be assessed against the requirements of the Municipal Staff Regulations, 2021 to identify all roles, any unattended responsibilities, ambiguous and duplicated roles. This strategic thrust is expected to contribute to alignment of organisation design to operations and associated skill types essential for the attainment of objectives *(outputs),* towards the realisation of mandated outcomes. The result would be an organisational structure that matches the mandate and strategy *(IDP)* of Bitou LM by legislation and best practice.

4.2   Align to competency profiles for management positions

For all key elements of the organisational design to be effective, they need to be executed by the best employees with carefully planned roles and responsibilities. This involves integrating people, professions, and skills as per the competency profiles in the Municipal Staff Regulations, 2021. This strategic thrust is expected to support the determination of personnel skills, person specifications, required to run the operations within Bitou LM to deliver on the IDP objectives.

4.3   Develop job descriptions for each employee to drive job performance

Written job descriptions (JDs) are an important step in planning HR programmes. They form the foundation for many important processes such as recruitment, selection, placements, setting expectations, compensation, training and performance management. Job descriptions give a brief overview of the role, how it relates to the Municipality's vision, a list of key responsibilities, requirements and qualifications. This strategic thrust is expected to establish a strong foundation for HR programmes and functions, such as ensuring the following:

4.3.1 Employee recruiting and selection - JDs are necessary for creating advertisements and appropriate interview questions and for supplying job candidates with specific information.

4.3.2 Employee orientation - New employees have a better understanding of job expectations with detailed JDs.

4.3.3 Employee training and development - Accurate job training depends on accurate JDs.

4.3.4 Establishing job performance standards - Without a detailed description of a job and its essential functions, it is difficult to develop performance standards.

4.3.5 Benchmarking Bitou LM's jobs - JDs are necessary to benchmark Bitou LM's jobs with those in the external labour market.

4.3.6 Developing remuneration packages - Developing and maintaining equitable and competitive remuneration packages depend on the existence of solid JDs.

4.3.7 Performance reviews - A well-developed JD helps employees track their job performance goals and on-the-job progress.

4.3.8 Goal setting and performance management - Detailed JDs ensure that Bitou LM can track employee and Bitou LM's goals and performance.

4.3.9 Meeting legal requirements - Compliance with Basic Conditions of Employment Act, Employment Equity Act, and other legal requirements depends on high-quality JDs.

4.4 Develop placement policy to manage assignment of employees to jobs

Bitou LM is entering the age when applicants must be considered for several jobs rather than one. From the managerial perspective, the task is to understand and capitalise on each person's individually. Since, human attributes vary along many relatively independent ability, interest, biographical sketch and the personality dimensions, a person's individuality is best viewed as his/her unique profile of scores on a variety of individual measures. Once Bitou LM establishes the unique profile for each individual, people and jobs can be matched optimally within the constraints set by available jobs and available people. If the number of individuals is large in relation to the available jobs, only the best qualified persons can be selected and placed. On the other hand, when more jobs are available, optimal placement is possible. Thus the number of people and the number of jobs would determine the placement process in the Bitou LM. This strategic thrust is expected to establish employee placement as a highly significant sub-strategy in the HR process towards improving employee morale, reducing employee turnover, reducing absenteeism, reducing work-based accident rates, as well in avoiding a misfit between the candidate and the job. It would help candidates to work as per the predetermined objectives of the Bitou LM. Principles and techniques in placement would be modified in accordance with the individual work environment in which employee placement is made. Factors such as the size of the workforce, the nature of the family of jobs, the type of work or services offered to clients or customers, or community, and geographical location of the job, necessitate variances in placement practices.

4.5 Develop remuneration strategy to match the organisational structure

Remuneration remains a critical issue in the management of HR. How the Bitou LM pays its employees impacts on its capacity to attract the right people and to motivate them to remain focused on critical service delivery objectives. To achieve maximum return, the Bitou LM's remuneration strategy shall be integrated with business and human resource strategies. Remuneration includes not only salary, but also the direct and indirect rewards and benefits the employee is provided with in return for their contribution to the Bitou LM. This strategic thrust is expected to support the determination of remuneration and rewards strategy. This type of programme would outline an equitable process for remunerating employees. A well-structured strategy with a good balance of salaries and wages, benefits and rewards would support the Bitou LM to remain competitive in today's labour market and ensure sustainability in the future by being a strong tool to attract, retain and motivate the best employees.

4.6 Develop a change management model to drive new organisation design

A great HRM Action Plan and a well-managed HRM Strategy are not enough to ensure success. In other words, it is a myth that a great plan *plus* an effective project management simply *equals* project success. The missing piece to turn this myth into reality is change management. Managing the human side of change is key to meeting strategic objectives of the IDP. Although the answer may be obvious to the HRM Unit, they might be tasked with answering "why change management?" for some people in the Bitou LM. This strategic thrust is expected to support the overall implementation of the HRM Strategy and Action Plan.

4.7 Capacitate a new HRM Unit along the new organisation design

HRM Unit is expected to play a more strategic role than ever before and to develop better and better HR processes, but at the same time, it is asked to do more with less. The multitude of functions and their related activities presents a very big workload to the HRM Unit. This has

resulted in too many HRM issues that continue to be unresolved or unattended. Bitou LM would review and increase capacity of the HRM Unit, whilst at the same time attending to and concluding all ongoing HRM issues that appear to be waiting time-bombs. This strategic thrust is currently supporting the day to day management of ongoing HRM issues, and would proceed to support the implementation of the HRM Strategy during 2024-2027.

4.8 Develop delegations of authority for all HRM functions

Delegation is not a process of abdication. The person who delegates does not divorce him / herself from the responsibility and authority with which he / she is entrusted. He / she remain accountable for the overall performance and also for the performance of his / her subordinates. Delegation is needed when the volume of work to be done is in excess of an individual's physical and mental capacity. This strategic thrust is expected to support the development of delegations of authority for the HRM function, in isolation or incorporated into a consolidated document containing all delegations of the Bitou LM.

4.9 Develop and implement a performance management and development system

Performance management is the process of defining clear objectives and targets for individuals and teams, and the regular review of actual achievement and eventual rewarding for target achievement. This strategic thrust is expected to benefit the Bitou LM, its managers and employees, by ensuring that individual and team effort support the strategic objectives listed in the IDP, and that key stakeholder expectations are realised by focusing on key value drivers.

4.10 Review / develop documentation that constitute the HRM system

HRM business management systems are all the policies, standards, processes, procedures, internal controls, and tools – manual and computerised – used in conducting the HRM business and measuring interim results and eventual outcomes and impact. Systems encompass all functional activities - from HR planning to personnel provisioning and utilisation, to personnel maintenance and HR administration. A strong HR systems infrastructure would enable the Bitou LM to do more with less demand on its resources. Wisely designed systems which are adapted or customised to fit the operational structures, strategies, and financial capabilities mean that the Bitou LM can capture results of past decisions and facilitate future decisions by understanding cause and result relationships. A municipality that has strong HRM business management systems is on the cutting edge of service delivery and competitive advantage through its ability to understand service excellence and cost drivers, as well as mechanisms for measuring performance results at various operational points through real-time and reliable HRM information. This strategic thrust is expected to contribute to forming the basis and the driver for taking all HRM actions within Bitou LM. Policy and procedure together, are used to empower the people responsible for a process with the direction and consistency they need for successful operations towards service delivery, as set out in the HRM standards. These are supported by the tools and HR training to operate the whole HRM system.

4.11 Promote education and skills development for core functional areas

Skills development is a conscious process to obtain or transfer the KSA (knowledge, skills and abilities) needed to carry out a specific activity or task. For a sustainable, long-term service excellence Bitou LM is committed to putting employees first and developing and / or accessing quality training programmes that are linked to strategic objectives. Bitou LM is geared to overcome the challenge of allocating adequate financial resources to achieve an effective training environment. To meet current and future challenges of Bitou LM, skills development would assume a wide range of learning areas, ranging from training for present tasks, and knowledge sharing to improve the operational environment and service excellence. It would also focus on career development, thus expanding individual and Bitou LM effectiveness. This strategic thrust would contribute to deliberating on the knowledge, skills and attitudes necessary to achieve IDP goals and also to create service excellence. By choosing the right type of training and

incorporating them in the Workplace Skills Plan (WSP), followed by a strict implementation of the WSP, Bitou LM would ensure that employees possess the right skills for the task and operating environments, and the new work methods from time to time.

4.12 Develop mechanisms and incorporate HR planning into IDP formulation

This HRM Strategy is aligned with the overall vision, mission, values and objectives of the Bitou LM. Bitou LM would take a *"satellite"* picture of the existing workforce profile (headcount / numbers, skills, flexibility, race, gender, disability, experience, character, potential, etc.) and then adjust this to the short-, medium- and long-term business plans and strategies of the Bitou LM for normal turnover and planned staff movement. What remains would be a well-thought, logical *staffing demand schedule* for varying dates in the future, and would involve further planning on other HR functional areas such as recruitment, skills development, and changes in workforce utilisation. Bitou LM regard employment equity as a strategic priority and recognises it as an important measure against which to benchmark all skills in the Republic of South Africa and most particularly, in the local labour market. Disability targets would especially be driven during this period. This strategic thrust is expected to support the responsibility to better realise that people are the main resource that Bitou LM has for delivering services. Planning how to meet current and future HR needs and how people will be supported and nurtured is critical for success. HR planning is a complex area of general management and Bitou LM would manage it by ensuring proper risk management and succession planning at all times.

4.13 Diagnose and establish an organisation culture and ethics for Bitou LM

Organisational culture is the workplace environment formulated from the interaction of the employees in the workplace. Organisational culture is defined by all of the life experiences, strengths, weaknesses, education, upbringing, and so forth of the employees. While senior leaders play a large role in defining organisational culture by their actions and leadership, all employees contribute to the organisational culture. Therefore, organisation culture and ethics consists of the leadership style, employee attitudes and habits and management practices that make up the distinctive personality of Bitou LM. It is, actually, the air that permeates everything and is both cause and effect of organisational behaviour prevailing within Bitou LM. This strategic thrust would contribute to providing the Bitou LM with the organisation culture that mirrors the true philosophy and values that Bitou LM actually practices. As such, it would provide a true measure of how well Bitou LM has translated the philosophy, or *core strategy*, into practice. Bitou LM would carry out culture and ethics surveys to determine the type or gaps in the core culture, ethics, and values that form or should form the bedrock of Bitou LM's behavioural pattern.

4.14 Develop efficient recruitment and retention strategies

Establishing the right recruitment strategy is essential in order to create a defined service experience and positive internal culture. Ideally, Bitou LM needs to bring existing staff into line with the municipal culture and service delivery goals and use the same parameters to inform future recruitment. Bitou LM does not want new recruits *"tarnished"* by negative behaviour that may exist in the Bitou LM and, likewise, does not want the existing employees to be working to develop a culture that their newest colleagues do not seem to support. This strategic thrust is expected to support Bitou LM's service delivery drive. Recruiting and training new employees takes time. An unfilled position means work is not getting done. Even if a position is filled, there is still a learning curve most employees must overcome before their work makes significant impact. Taking the necessary steps to keep current employees satisfied with their roles would ensure service delivery is not interrupted.

4.15 Develop and institutionalise an Employee Wellness Programme

Bitou LM relies on a healthy and competent workforce that strives for service excellence at all times to meet productivity and service delivery targets. Employee wellness is of paramount importance in realising Bitou LM and individual objectives. Most health care costs are for common

illnesses related to high blood pressure, excessive body weight, lack of basic physical exercise, high cholesterol, stress, smoking, poor nutrition, and other preventable health issues. Health care costs are a major expense for the Bitou LM though are usually hidden in that they do not always reflect as direct cost to productivity, but result from absenteeism due to illness. This strategic thrust is expected to support initiatives to better manage these hidden health care issues and their corresponding costs. The EWP services play significant role in creating greater employee satisfaction and improved morale, and therefore improving productivity and service delivery, as well as employee loyalty..

5.   HRM ACTION PLAN

The HRM Action Plan is broadly based on the strategic objectives endorsed within the Bitou LM. The Action Plan reflects the priorities presented in the HRM strategic challenges with a clear focus on HRM issues that require conscious institutionalising and implementation. Many of the issues are complex and require a phased approach over a period of time. The Action Plan is a living document, subject to refinement and adjustment as the HRM Unit may deem appropriate. The HRM Action Plan (2024–2027) is presented in Appendix 1.

6.   HRM STRUCTURE AND IMPLEMENTATION ARRANGEMENTS

6.1. Institutional arrangements

The structures and the operations of the institutional arrangements for implementation of the HRM Strategy would be revised and restructured to support and facilitate continuity and more regular interaction between the stakeholders. It is proposed that this will be done through more frequent meetings and feedback among stakeholders.   The HRM Unit's structure and institutional arrangements will be strengthened at all levels.

6.1.1 Municipal Council, EXCO and Portfolio Committee on HRM

The Bitou LM Council, EXCO and Portfolio Committee would agree to and endorse the HRM Strategy and Action Plan. This may seem like a redundant step as everyone has been involved all the way along, but it is always good to get final confirmation on the strategy and plan, the changes brought to them, and the progress made with implementation.

6.1.2 Local Labour Forum

The need to coordinate HRM initiatives with employee unions was recognised from the outset and reinforced. Employee unions in the Local Labour Forum are the strategic partners in the HRM Strategy and Action Plan. Employee unions are critically important to the success of the HRM Strategy, contributing to the technical content and providing information on practical activities that facilitate coordination of HRM Strategy and Action Plan with other ongoing HRM initiatives at the coalface.

6.1.3 Executive Management

Whether the HRM Strategy and Action Plan is increasing or rearranging the number or positions of employees, there are implications for space and equipment, and on existing resources such as payroll and benefit plans. The Municipal Manager and Heads of Directorates would ensure that these needs are fully quantified along the IDP and SDBIP before implementation goes ahead.

6.1.4 HRM Unit

The HRM Unit is the technical driver of the HRM Strategy and Action Plan. In so doing, the HRM Unit shall carry out the following:

a. Communicate, without risking communicating too much or too little, and varying the amount of detail depending upon the audience, the HRM Strategy and Action Plan throughout the Bitou LM on:

   -   How the HRM Strategy and Action Plan ties to the IDP and SDBIP

   -   What changes and additions in HRM will be made to support the IDP

   -   How staff will be supported through any changes

   -   How any changes and additions in HRM systems will impact on staff, including a timeframe if appropriate

   -   How each individual member of staff can contribute to the HRM Action Plan

   -   How the Bitou LM will be different in the future

b. Update and continuously align the actions within the HRM Action Plan with existing laws, regulations, the constitution, and Bitou LM Council mandate, resolutions, and budget allocations.

c. Establish the information necessary to evaluate the success of the HRM Strategy and Action Plan. Benchmarks shall be selected and measured over time to determine if the HRM Strategy and Action Plan are successful in achieving the desired objectives and vision.

6.2. Financing

It is recognised that additional financing would be needed to undertake HRM priorities. Increased visibility and cooperation of the HRM Unit with the Bitou LM Council, EXCO, Executive Management, line departments and employee unions is expected to help in attracting additional resources. Financing for HRM initiatives would continue to be provided by the Corporate Services Vote during 2024–2027, but with increased levels of co-financing expected from other Votes. It is expected that the number and importance of strategic priorities requiring attention should justify and motivate an increase in HRM funding during this period.

6.3. Monitoring

The Results Framework (2024-2027) is presented in Appendix 2. A report on the progress of the implementation of the HRM Action Plan will be presented at the Executive Management meeting prior to the lapsing of nine (9) months of each financial year (i.e. before or by end of March of each year) until 2027.

Appendix 1: HRM Action Plan (2024-2027)

A. Summary List of HRM Action Plan Programmes

No.	Programme	Key objective	Indicative Time Frame	Estimated Cost
1	Organisational Structure	To align organisation design to mandate and strategy in order to attain expected outputs	1)	1)
2	Competency Profiles	To integrate people , professions, and skills to deliver on strategic objectives		
3	Job Descriptions	To establish a strong foundation for HR programmes and functions		
4	Placement Policy	To match people and jobs optimally within constraints set by available jobs and available people		
5	Remuneration Strategy	To support the determination of remuneration and rewards programmes		
6	Change Management Model	To support the overall implementation of the HRM Strategy and Action Plan		
7	Capacitate HRM Unit	To drive and support day to day HRM activities implementation of the HRM Strategy and Action Plan		1)
8	Delegations of Authority	To develop delegations of authority for the HRM function		
9	Performance Management	To increase the effectiveness of appraisals, to strengthen the development aspect of performance management, to establish reward systems	1)	1)
10	HRM Systems	To form the basis and method of operation for all HRM activities, empower users for efficiency		1)
11	Skills Development	To provide training and development required to bridge competency gaps		
12	Human Resource Planning	To base staff planning estimates on strategic plans		
13	Organisational Culture & Ethics	To develop unique Bitou LM culture and promote core values		
14	Recruitment and Retention	To ensure hiring decisions that best fit the needs of Bitou LM, and to promote staff retention		
15	Employee Wellness Programme	To institute and manage employee wellness for employee satisfaction and service delivery excellence		

B. HRM Action Plan Programmes

PROGRAMME 1: *ORGANISATIONAL STRUCTURE*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

■ The current organisational structure provides limited insight into the purpose, functions, and justification of staff establishment

■ This organisational structure provides merely boxes in a hierarchical relationship, with job titles and job gradings that are not evaluated with the prescribed system

■ It is not possible to tell if the operations are aligned or geared towards delivering outputs that would realise the strategic objectives as set out in the IDP

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

■ Develop free-standing, or matrix-type, operations and their concomitant skill types

■ Attain objectives (outputs), towards the realisation of mandated outcomes

■ Align organisational structure to mandate and strategy (IDP) of Bitou LM

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

■ Assess the organisation structure on the basis of the Municipal Staff Regulations, 2021 to identify all roles and any unattended responsibilities, and ambiguous and duplicated roles

■ Conduct a Functions-Outcome match of the envisaged organisational structure at both managerial and operational levels, and alignment to the Bitou LM mandate, to ascertain that the organisational structure is set up functionally to meet expected strategic objectives (IDP) and performance outcomes (SDBIP) of Bitou LM

■ Conduct Skills-Operations match to determine the requisite skills befitting the method of operation according to the organisational structure

■ Run a test of the new organisational design as follows:

✓ Determine linkages between mandated outcomes at the top, followed by various outputs geared towards realising the outcomes

✓ Determine linkages with the operations designed to produce the outputs

✓ Determine the core skills inherent in personnel expected to run the operations for successful delivery of outputs and outcomes

PROGRAMME 2: *COMPETENCY PROFILES*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- There are no job profiles / families, as well as competency profiles developed to match strategic objectives

- Bitou LM has not yet attained a skills-operations match by determining the personnel skills *(and person specifications where necessary)* required to run the operations or its method of operation as expected implicitly by the strategic objectives in the IDP

- There are no carefully planned roles and responsibilities. This involves integrating people, professions, and skills

- Leadership ethos to deliver competent leaders is not in place. This is needed to drive success in that leaders can scan the external environment, define vision and strategy, set goals and monitor results, design the infrastructure for Bitou LM, develop people and build culture

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To support the determination of personnel skills (and person specifications) required to run operations to deliver on IDP objectives

- To develop the basis for determining the responsibility-workload match, or staff ratios, making valuable input into job profiling, headcount, and job evaluation for the new organisational structure

- To plan roles and responsibilities whilst integrating people , professions, and skills to deliver on strategic objectives

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Align job profiles and competencies for all technical and managerial roles with the Municipal Staff Regulations, 2021

PROGRAMME 3: *JOB DESCRIPTIONS*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- The lack of job descriptions is at the root of most challenges faced by the human resource practices with the Bitou LM

- Employees simply cannot accurately understand the nature and extent of their duties and responsibilities tied to their positions

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To form the foundation for many important processes such as recruitment, selection, placements, setting expectations, compensation, training and performance management

- To give a brief overview of each role, how it relates to the Municipality's vision, a list of key responsibilities, requirements and qualifications

- To outline each employee's relationships with other people in the Municipality, e.g. supervisory level, managerial requirements, and relationships with other colleagues

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Conduct jobs analyses, which include examining the tasks and sequences of tasks necessary to perform the jobs, and considering the areas of knowledge and skills needed for the jobs as well as persons' specifications

- List, for each position, general tasks, or functions, and responsibilities

- Include to whom each position reports, specifications such as the qualifications and / or skills needed by the person/s in the job / position, as well as the salary ranges

- Choose either a narrative form, or a simple list of competencies; for instance, strategic human resource planning, people management , etc to develop competency profile of the Manager HRM, from which the job description is built

- Conduct job evaluation, or benchmark on jobs /positions already evaluated with the TASK system for a similarly graded municipality

PROGRAMME 4: *PLACEMENT POLICY*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- Bitou LM lacks placement integrity and therefore cannot improve employee morale, reduce employee turnover, reduce absenteeism, avoid misfit between the candidate and the job, and help candidates work as per the pre-determined objectives of the Bitou LM

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To match people and jobs optimally within the constraints set by available jobs and available people

- To improve employee morale, reducing employee turnover, reducing absenteeism, reducing work-based accident rates, as well in avoiding a misfit between the candidate and the job

- To help job candidates to work as per the predetermined objectives of the Bitou LM

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Develop placement policy, taking into account the following:

  o compliance to placing candidates in positions that were advertised earlier

  o consider candidates for several jobs rather than one, for placement options

  o understand and capitalise on each person's individually, as his / her unique profile of scores on a variety of individual measures

  o Principles and techniques set to match individual work environment

- Placement policy to ensure that if the number of individuals is large in relation to the available jobs, only the best qualified persons can be selected and placed

- Placement practices to consider factors such as the size of the workforce, the nature of the family of jobs, the type of work or services offered to clients or customers, or community, and geographical location of the job

PROGRAMME 5: *REMUNERATION STRATEGY*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- The Municipal Systems Act instructs and authorises the Municipal Manager to regularly review the staff establishment and remuneration and conditions of service for staff other than those employed under Section 57

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To outline an equitable process for remunerating employees through a well-structured strategy with a good balance of salaries and wages, direct and indirect benefits and rewards to support the Bitou LM to remain competitive in today's labour market

- To achieve maximum return by ensuring the Bitou LM's remuneration strategy is integrated with business and human resource strategies

- To ensure sustainability in the future by using the remuneration strategy as a strong tool to attract, retain and motivate the best employees

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Develop remuneration strategy that encompass the following:

  o   job grading and job evaluation for internal equity

  o   design and implementation of remuneration structures

  o   external equity through benchmarking on outcomes of credible salary surveys

  o   incorporation of salary notch progression and criteria thereof

  o   alignment with the performance management system

  o   design of bonus, incentive, and employee reward plans

  o   application of non-monetary rewards as well

  o   develop or acquisition of software or systems to support remuneration strategy

PROGRAMME 6: *CHANGE MANAGEMENT MODEL*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- Managing the human side of change is key to meeting strategic objectives of the IDP. A great plan (HRM Action Plan) *plus* an effective project management (HRM Strategy) cannot simply *equal* project success without change management

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To support the overall implementation of the HRM Strategy and Action Plan

- To provide Bitou LM with a better and more structured way to manage employees in the Bitou LM impacted by more and frequent changes introduced by the HRM Strategy and Action Plan

- To provide a critical tool to manage the transition where old values of control and predictability are being replaced by new values to push decision making, authority and responsibility down into the Bitou LM

- To build the Bitou LM's internal competency to quickly and effectively implement change

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Develop change management model that encompass the following:

  o Unpredictability of change, and thereby infuses effective elements of various models

  o Find the bits that are useful to Bitou LM, allowing a lot of flexibility

  o Basic steps essential to follow and common to personal or organisational change

- Implement the change management model along these principles:

  o At all times involve and agree support from people within Bitou LM, whether personal or organisational

  o Understand where Bitou LM is at the moment

  o Understand where Bitou LM want to be, when, why, and what the measures would be for having got there

  o Plan development towards where Bitou LM want to be in appropriate achievable measurable stages

  o Communicate, involve, enable and facilitate involvement from people, as early and openly and as fully as is possible

PROGRAMME 7: *CAPACITATE HRM UNIT*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- Several ongoing HRM issues are unresolved and appear as *time bombs* that could derail the attainment of strategic objectives

- HRM Unit is not strategically placed in terms of role, and thereby appears to act in a reactionary, perceived stalling manner, to critical HR matters

- HRM Unit is expected to play a more strategic role than ever before and to develop better and better HR processes, as well as do more with less. The multitude of functions and their related activities presents a very big workload to the HRM Unit

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To re-establish a dedicated and well capacitated HRM Unit to track candidates, interviews, reviews, objectives, salaries, and deliver value back to the Bitou LM

- To build an HRM Unit that, whilst contributing more to the delivery of core strategy and building and maintaining culture, is more capable and resourced to take care of the day to day administration, and provide robust data to base decisions on

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Prioritise and resolve all ongoing HRM issues within a month, with internal and outsourced assistance

- Review and increase capacity of the HRM Unit in line with the demands of the line departments and the IDP

- Provide professional administration support to day to day HRM practices, and drive the implementation of the HRM Strategy and Action Plan during 2014-2017, including development of alternative service delivery mechanisms as the need may arise

PROGRAMME 8: *DELEGATIONS OF AUTHORITY*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- Bitou LM did not delegate HRM functions in writing and therefore is characterised by micromanagement, where political leadership and senior management provide too much input, direction, and review of work that should have been delegated

- Delegation of HRM functions would be good and can save money and time, help in building skills, and motivating people

- Lack of delegation of HRM functions has and continues to cause frustration and confusion to all employees

- The volume of HRM work is simply in excess of the Council and senior management's available time, physical and mental capacity

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To support the development of delegations of authority for the HRM function, in isolation or incorporated into a consolidated document containing all delegations of the Bitou LM

- To reduce the excessive burden on the superiors i.e., Council, Municipal Manager, Directors and managers functioning at different levels

- To provide opportunities of growth and self-development to junior managers and other employees

- To create a team of experienced and matured managers for the Bitou LM, thereby also acting as a technique of management and human resource development

- To improve individual as well as overall efficiency of the Bitou LM in terms of faster turnaround times

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Develop a delegations of authority for HRM functions in the form of a document, encompassing:

  o Assignment of duties to subordinates

  o Granting of authority to enable the subordinates to perform the duties assigned, and

  o Creation of obligation on the part of subordinates to perform duties in an orderly manner

PROGRAMME 9: *PERFORMANCE MANAGEMENT*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- A system applicable to senior managers is in place to track individual employee performance in order to differentiate between high and poor performers

- There is also a system through which under-performers are guided or developed to upgrade their performance

- Lower levels employees do not have full understanding of the IDP and where they fit in

- The advent of a performance management and development system has also opened the avenue to explore performance recognition in the form of an incentive and reward system

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To define clear objectives and targets for individuals and teams, and the regular review of actual achievement and eventual rewarding for target achievement

- To ensure that individual and team effort support the strategic objectives listed in the IDP, and that key stakeholder expectations are realised by focusing on key value drivers

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Develop a performance management and development system for all employees of Bitou LM

- Plan Performance by setting Key Performance Areas (KPAs), objectives and standards that are linked to IDP's strategic objectives

- Maintain Performance by monitoring, giving feedback, coaching, mentoring and regular interactions regarding goal achievement

- Review Performance through quarterly reviews and formal feedback, appraisals and ratings

- Reward Performance through, among other means, salary notch increases, performance bonuses, performance incentives, etc

- Inculcate, through performance overview events, functional integration, clarity of standards, and structured career planning

PROGRAMME 10: *HRM SYSTEM*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- The HRM function has limited scope and systems, as seen through the absence of a comprehensive HRM system comprising updated policy manual, HRM standards, processes manual, procedure manual, and HRM Tools and training

- Bitou LM's HRM system is not adapted or customised to fit the operational structures, strategies, and financial capabilities and therefore means that the Bitou LM cannot capture results of past decisions and facilitate future decisions by understanding cause and result relationships

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To deliver HRM value to the Bitou LM. A strong HRM systems infrastructure would enable the Bitou LM to do more with less demand on its resources

- To move HR from a merely administrative function to contributing more to the delivery of core strategy and building and maintaining culture

- To provide processes and systems that take care of the day to day administration, and provide robust data to base strategic decisions on

- To place the Bitou LM at the cutting edge of service delivery and competitive advantage through its ability to understand service excellence and cost drivers, as well as mechanisms for measuring performance results at various operational points through real-time and reliable HRM information

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Develop, and continuously review, the complete HRM business management systems, encompassing:

  o   HRM Standards

  o   HRM Policies

  o   HRM Processes

  o   HRM Procedures

  o   HRM Tools

  o   HRM Training

PROGRAMME 11: *SKILLS DEVELOPMENT*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- Skills development ensures obtaining or transferring of the knowledge, skills and abilities needed to carry out a specific activity or task. Training and development benefits both Bitou LM and employees. Quality employees equate to service delivery success. Unqualified and poorly trained employees equate to service delivery failure.

- Bitou LM is content with current levels of service delivery, however people are not developed to innovate more effective and efficient work methods and to meet future challenges faced by the IDP on the levels of changing service delivery methods and additional objectives

- Current training and development initiatives focus on the non-core skills due to the limitation of financial resources

- Skills such as project and contract management, town planning, economic development, and finance are critical to the Bitou LM and should receive more priority within the training and development programme.

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To provide training and development required to bridge competency gaps

- To sustain a long-term service excellence through a commitment to putting employees first and developing and / or accessing quality training programmes that are linked to Bitou LM strategic objectives

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Conduct a detailed skills audit for the Bitou LM

- Develop and access quality training programmes that are linked to strategic objectives

- Allocate adequate financial resources to achieve an effective training environment

- Assume a wide range of learning areas, ranging from training for present tasks, and knowledge sharing to improve the operational environment and service excellence

- Focus on career development and succession planning programmes

- Chose the right type of training and incorporate them in the WSP, and implement the WSP strictly

PROGRAMME 12: *HUMAN RESOURCE PLANNING*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- Bitou LM review existing staff profile (workload versus headcount, skills, flexibility, race, gender, disability, experience, character, potential, etc.) and then adjust this to the short-, medium- and long-term strategic objectives for normal turnover and planned staff movement

- Some functions have statutory obligations on the ratio of practitioner to clientele or workload, and these targets have not been achieved within the Bitou LM and pose a risk in the satisfactory delivery of the service

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To have well-thought, logical staffing schedule (personnel requirements estimates) for varying dates in the future that involve planning on recruitment, achieving disability targets, training, and changes in staff utilisation

- To create an equitable working environment, with the dignity of all employees respected and the diversity of employees valued and properly managed, as a solid base for long-term knowledge creation and service excellence

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Develop a logical staffing demand schedule *(or manpower plan, or personnel provisioning plan)* through taking a *"satellite"* picture of the existing workforce profile (headcount / numbers, skills, flexibility, race, gender, disability, experience, character, potential, etc.) and then adjust this to the short-, medium- and long-term business plans and strategies of the Bitou LM for normal turnover and planned staff movement

- Guide line departments through a value chain approach to providing details of staffing requirements for the IDP objectives, and thereby making it easier for the HRM Unit to quantify HRM needs and the associated costs at both *support* and *line* function levels.

- Conduct risk management and succession planning measures on HRM matters to arrive at the best arrangement for Bitou LM at all times

PROGRAMME 13: *ORGANISATIONAL CULTURE AND ETHICS*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- Bitou LM has not developed or defined its organisation culture and ethics in alignment with its vision, mission, and values. The existence of misalignment is not known and therefore could throw off critical implementation of new ventures without warning

- There are some departments with no meetings taking place between management and subordinates, for instance, to drive strategy or transfer leadership skills

- The complete exclusion of employee unions from strategic planning sessions robs management of valuable partnership, support, and empathy needed to face challenges posed by implementation activities to attain strategic objectives

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To establish an organisation culture that mirrors the true philosophy and values that Bitou LM actually practices, and as a true measure of how well Bitou LM has translated the philosophy, or *core strategy*, into practice

- To profile and inculcate the leadership style, employee attitudes and habits and management practices that make up the distinctive personality of Bitou LM. That is, highlight and encourage positive practice of the air that permeates everything as both cause and effect of organisational behaviour prevailing within Bitou LM

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Conduct culture and ethics surveys to determine the type or gaps in the core culture, ethics, and values that form or should form the bedrock of Bitou LM's behavioural pattern

- Signify or establish a desirable organisation culture and ethics befitting Bitou LM

- Drive the inculcation of the established or new organisational culture through change management model and principles

PROGRAMME 14: *RECRUITMENT AND RETENTION*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- Bitou LM has a staff shortage at the moment, nonetheless there are long delays in applying measures to recruit, attract, retain and motivate the people of the right calibre to meet current and future challenges

- A moderate level of staff turnover can be good for the Bitou LM, as it could mean fresh ideas and approaches, but the current levels are worrying in relation to service delivery capacity

- Bitou LM needs to have a strategy in place to retain the high performers that give it a service excellence edge. These are those employees Bitou LM cannot afford to lose. Retention strategy is needed to manage employee turnover and attract quality employees into the Bitou LM.

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To ensure a structured process and philosophy for taking of hiring decisions that best fit the needs of Bitou LM

- To promote staff retention and job satisfaction for sustained service delivery

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Develop the right recruitment strategy essential to creating a defined service experience and positive internal culture

- Develop retention strategy to retain the high performers that provide a service excellence edge over other competing employers

- Reduce expenses associated with a high turnover by implementing an employee retention programme that ensures key employees remain employed, while maintaining job performance and service delivery.

PROGRAMME 15: *EMPLOYEE WELLNESS PROGRAMME*

STRATEGIC IMPORTANCE OF THE PROGRAMME
(WHY IT IS INCLUDED IN THE ACTION PLAN)

- Bitou LM has explicitly developed measures to attend to factors that impact on employee motivation and contribute to employee satisfaction, namely, promotion, ergonomics, remuneration, and other service benefits.

- There is a clear employee wellness / assistance programme to manage the provision of support to employees in cases of psychological and social work services, financial and legal advice, trauma counselling, sport, and primary health care.

PROGRAMME OBJECTIVES
(AIMS OF THE PROGRAMME)

- To support initiatives to better manage the hidden health care issues and their corresponding costs, thereby creating greater employee satisfaction and improved morale, and therefore improving productivity and service delivery, as well as employee loyalty

PROGRAMME RECOMMENDATIONS
(SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)

- Institute and manage an Employee Wellness Programme to diagnose, manage and provide support to employees on, among other things, symptoms that underline the imminent shortfall in employee satisfaction and the attainment of targeted objectives or meeting of the set service delivery standards

- The EWP would be constructed on the following pillars:

  o Multilevel leadership from senior to middle managers to EWP practitioners

  o Alignment with Bitou LM's identity and aspirations

  o Comprehensive, engaging, and just plain excellent to ensure employees participate

  o On-site integration to make the programme convenient

  o Active, ongoing collaboration with internal and external partners, including other government departments, NGOs, health services vendors

  o Communication with sensitivity, creativity, and media diversity

Appendix 2: Results Framework (2024-2027)

Strategic Directions / Opportunities		Indicators	Data Sources / reporting Mechanisms
Impact		*e.g.* Sustainable economy in minerals and eco-tourism driven by a skilled, local workforce	*e.g.* Stats SA household skills and income surveys
Outcome/s		*e.g.* Talented and skilled employees driving service excellence for Bitou LM	*e.g.* Independent competency assessment results; clean Auditor-General reports
Strategic Thrusts / Outputs			
1	Organisational Structure		
2	Competency Profiles		
3	Job Descriptions		
4	Placement Policy		
5	Remuneration Strategy		
6	Change Management Model		
7	Capacitate HRM Unit		
8	Delegations of Authority		
9	Performance Management		

Strategic Directions / Opportunities		Indicators	Data Sources / reporting Mechanisms
10	HRM System		
11	Skills Development		
12	Human Resource Planning		
13	Organisational Culture and Ethics		
14	Recruitment and Retention		
15	Employee Wellness Programme		

Bitou LM - Functional Operating Model

Municipal Leadership					
Governance & Compliance, Stakeholder Management and Communication					

Stakeholder Management & Marketing	Performance Management	Risk Management	Internal Audit

Planning & Development	**Engineering Services**	**Community Services**	**Public Safety**	**Financial Services**	**Corporate Services**
Building Control	Project Management Unit	Community Facilities Management	Traffic Management	Budgeting & Reporting	Legal Services, Property & Contract Management
Town Planning	Water & Waste Water and Fleet Management	Community Social Support Services	Fire & Rescue	Assets & Liability Management	Administration
Economic Development	Electrical & Energy	Integrated Waste Management	Law Enforcement	AFS, Treasury & Accounting	Information & Communications Technology
Environmental Management	Roads, Transport & Storm Water	Library & Information Services	Disaster & Customer Relations Management	Revenue Services	Human Resources Management
IDP & Public Participation		Integrated Human Settlement		Expenditure Services	Office of the Executive Mayor
				Supply Chain Management	Office of the Deputy Executive Mayor
					Office of the Speaker

Bitou LM – Service Delivery Model / Capabilities Map

National Government

Provincial Government

Local Government

Municipality Mandate: to provide municipal services to their communities

Governance and Assurance

Risk Management	Compliance & Ethics
Internal Audit & Forensics	

Specialised Services

Strategy, Planning (IDP) and M&E	Regulations and Licensing
Portfolio Programme Management	Infrastructure & Capital Project Planning
Systems Development	Special Projects
HR Specialist Support	Budgeting and Reporting
Inspections and Enforcement	Quality Assurance
	Process Optimisation
Infrastructure Planning	Sector Planning
Engineering Planning	
Organisational Effectiveness	Environment & Sustainability

Core Functional Services provided by local municipalities

Energy
- Electrical Distribution
- Infrastructure Operations
- Electrical Demand Management
- SSEG / Augmentation
- Service Connection Planning
- Network Control and Optimisation
- Electricity Retail Management

Water and Sanitation
- Water Demand Management
- Water Plan Operations
- Desalination Operations
- Consumption Verification
- Waste Water Operations
- Sewer Reticulation Management
- Water Purification
- Water Analysis and Testing
- Wastewater Reticulation Management
- Storm Water Drain Maintenance

Waste Management
- Waste Management Operations
- Waste Compaction Operations
- Waste Collection Management
- Waste Treatment Site
- Disposal
- Public Cleansing
- Transfer and Storage Facility & Weigh Bridge Operations
- Waste Minimisation, Recycling & Alternative Waste Treatment

Spatial Planning & Land Use
- Spatial Development Framework
- Local Area Planning
- Urban & Rural Planning & Design
- Land Use Management Services
- Land Use Control
- Building Plan Processing
- Building and Zoning Control

Public Safety
- By-Law Enforcement
- Informal Trading Management
- Traffic & Road Safety Services

Community Services
- Childcare Facilities
- Parks and Open Spaces Management
- Sports & Aquatics
- Cemeteries
- Beach Control

Economic Development
- Sector Development & Support Services
- SMME Development
- Informal Trading Enablement
- Economic Modelling and Planning
- Licensing Management
- Tourism Information Services
- Rural Development Coordination
- Targeted Benefits Programme
- Extended Public Works Programme

Transport and Roads
- Infrastructure Planning & Design
- Roads detailed design
- Roads Construction
- Signs & Street Lines
- Public & Traffic Lights

Functional Support

Maintenance	Stores Management	Technical Planning	Technical Support	Fleet Management & Maintenance	Information Systems Management
Building and Property Management	Technical Operations	Programme Coordination	Stakeholder Management	Courier & Messenger Services	Control & Dispatch
Route and Amenities Management	Media Relations	Technical/ Specialist Advisory	Customer Services	Property Valuations	Usage Assessment

Transactional Support

Finance Support	Public Awareness	Printing Services	General Administration	Secretariat Support	Committee Services
Technical Administration	Education and Awareness		Security Services	Data Management	Knowledge / Records Management
Executive & Council Support	Administration & Logistics	Technical / Specialist Administration	Procurement	Revenue Management	Expenditure Management

Stakeholders

| Council | Other Spheres of Government | Community Structures | Private Sector | Organised Labour |

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*As applicable

BITOU LOCAL MUNICIPALITY - DRAFT ORGANISATIONAL STRUCTURE
FEBRUARY 2024

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                          ┌─────────────────────────────┐
                          │      MUNICIPAL COUNCIL       │
                          └─────────────────────────────┘
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OFFICE OF THE SPEAKER OF COUNCIL	OFFICE OF THE EXECUTIVE MAYOR	OFFICE OF THE WHIP

MUNICIPAL MANAGER

PURPOSE: To manage the performance and administration of the municipality

FUNCTIONS:
1. Manage planning and development services
2. Manage engineering services
3. Manage community services
4. Manage public safety services
4. Manage financial services
5. Manage corporate services
6. Manage governance and compliance, stakeholder management and
   communication services
7. Oversee performance and internal audit services, and forensic services

1   Municipal Manager S56
1   Executive Secretary T10

STT = Subjected To TASK Evaluation

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MUNICIPAL MANAGER

MUNICIPAL MANAGER

PURPOSE: To manage the performance and administration of the municipality

FUNCTIONS:
1. Manage planning and development services
2. Manage engineering services
3. Manage community services
4. Manage public safety services
4. Manage financial services
5. Manage corporate services
6. Manage governance and compliance, stakeholder management and
   communication services
7. Oversee performance and internal audit services, and forensic services

1   Municipal Manager S56
1   Executive Secretary T10

DIVISION: GOVERNANCE & COMPLIANCE, STAKEHOLDER MANAGEMENT AND COMMUNICATION

PURPOSE: To provide governance and compliance, stakeholder management and communication services

FUNCTIONS:
1. Provide risk management services
2. Provide stakeholder management and communication services
3. Provide performance monitoring, evaluation and advisory services

1   Senior Manager T18

SECTION: INTERNAL AUDIT

PURPOSE: To provide performance and internal audit services, and forensic services

FUNCTIONS:
1. Evaluate the effectiveness of risk management process to assure
   adequacy
2. Evaluate the adequacy and effectiveness of internal controls, and
   information systems
3. Evaluate the effectiveness of processes of governance to assure
   operations
4. Review financial statements and performance information reports
5. Implement internal audit strategy and approved annual operational plan
6. Provide secretariat services to the Audit Committee
7. Facilitate forensic investigation services

1 Chief Audit Executive T17
2 Senior Internal Auditor T13
2 Internal Auditor T11
2 Assistant Internal Auditor T9

DIRECTORATE: PLANNING AND DEVELOPMENT

PURPOSE: To manage planning and development services

FUNCTIONS:
1. Provide building control services
2. Provide spatial planning and land use management services
3. Provide economic development services
4. Render environmental management services
5. Provide integrated development planning and public participation services

1   Director: Planning and Development S56
1   Executive Secretary T9

DIRECTORATE: ENGINEERING SERVICES

PURPOSE: To manage engineering services

FUNCTIONS:
1. Manage project management services
2. Manage water and sanitation services, and fleet services
3. Manage electrical and energy services
4. Manage roads, transport, and storm water services

1   Director: Engineering Services S56
1   Executive Secretary T9

DIRECTORATE: COMMUNITY SERVICES

PURPOSE: To manage community services

FUNCTIONS:
1. Manage and maintain community facilities
2. Render integrated waste management services
3. Provide community social support services
4. Render library and information services
5. Render integrated human settlement services

1   Director: Community Services S56
1   Executive Secretary T9

DIRECTORATE: PUBLIC SAFETY

PURPOSE: To manage public safety services

FUNCTIONS:
1. Render traffic services
2. Render fire and rescue services
3. Render law enforcement services
4. Render disaster and customer relations management services

1   Director: Public Safety S56

DIRECTORATE: FINANCIAL SERVICES

PURPOSE: To manage financial services

FUNCTIONS:
1. Manage budgeting and reporting services
2. Manage assets and liability management services
3. Manage annual financial statements, treasury operations, and
   accounting services
4. Manage revenue management services
5. Manage expenditure management services
6. Manage supply chain management services

1   Director [Chief Financial Officer] S56
1   Executive Secretary T9

DIRECTORATE: CORPORATE SERVICES

PURPOSE: To manage corporate services

FUNCTIONS:
1. Manage legal services and property management support
2. Manage corporate administration support services
3. Manage information and communication technology services
4. Manage human resources services support
5. render executive and administrative support to the Executive Mayor
6. Render executive and administrative support to the Deputy Executive
   Mayor
7. Render administrative and executive support to the Speaker

1   Director: Corporate Services S56
1   Executive Secretary T9

DIVISION: GOVERNANCE & COMPLIANCE, STAKEHOLDER MANAGEMENT AND COMMUNICATION

DIVISION: GOVERNANCE & COMPLIANCE, STAKEHOLDER MANAGEMENT AND COMMUNICATION

PURPOSE: To provide governance and compliance, stakeholder management and communication services

FUNCTIONS:
1. Provide risk management services
2. Provide stakeholder management and communication services
3. Provide performance monitoring, evaluation and advisory services

1   Senior Manager T18

SECTION: RISK MANAGEMENT

PURPOSE: To provide risk management services

FUNCTIONS:
1. Develop and implement risk management framework
2. Identify and assess threats to business continuity, facilitate recovery and risk mitigation plans
3. Facilitate internal and external audit services and contracts
4. Assume role of ethics champion, facilitate financial disclosures, gift register, and approvals for paid work outside of the municipality
5. Manage compliance to legislation and conventions, and ensure development and updating of internal policies, standards, procedures, tools / systems, and user training / awareness
6. Facilitate implementation of fraud and corruption prevention strategies

1   Chief Risk Officer T14
1   Risk Management & Compliance Assistant T11

SECTION: PERFORMANCE MANAGEMENT

PURPOSE: To provide performance monitoring, evaluation and advisory services

FUNCTIONS:
1. Conduct institutional performance assessment and evaluation of the implementation of policies, programmes and systems
2. Coordinate and compile institutional performance and strategic reports
3. Assess Municipality's effectiveness and efficiency in supporting the attainment of service delivery objectives
4. Facilitate the implementation of productivity measurement framework

1   Officer: Organisational Performanace Management T11

SECTION: STAKEHOLDER MANAGEMENT & MARKETING

PURPOSE: To provide stakeholder management and communication services

FUNCTIONS:
1. Render stakeholder management and engagement services
2. Render marketing and events management services
3. Render communications and media relations services
4. Co-ordinate District Development Model (DDM) activities
5. Provide research, policy, and intergovernmental relations services

1   Chief Officer T13 (STT)
1   Senior Offier T12
1   Officer T10

DIRECTORATE: PLANNING AND DEVELOPMENT

DIRECTORATE: PLANNING AND DEVELOPMENT

PURPOSE: To manage planning and development services

FUNCTIONS:
1. Provide building control services
2. Provide spatial planning and land use management services
3. Provide economic development services
4. Render environmental management services
5. Provide integrated development planning and public participation services

1 Director: Planning and Development S56
1 Executive Secretary T9

SECTION: BUILDING CONTROL

PURPOSE: To provide building control services

FUNCTIONS:
1. Render building plans services and inspections
2. Render building maintenance services

1 Manager: Building Control T17 (STT)
1 Principal Clerk T7
2 Building Control Officer T12
2 Senior Building Inspector T11
4 Building Inspector T10
1 Professional Officer: Building Maintenance T12
1 Handyman: Building Maintenance T6
2 General Assistant: Building Maintenance T3

SECTION: TOWN PLANNING

PURPOSE: To provide spatial planning and land use management services

FUNCTIONS:
1. Provide spatial planning and land use management services

1 Manager: Town Planning T17
1 Senior Clerk: Administrative Support T6
2 Town Planner: Land Use Management T14
2 Assistant Town Planner: Land Use Management T11
1 Spatial Planner: Spatial Planning & Projects T14
1 Senior GIS Technician T12

DIVISION: IDP & PUBLIC PARTICIPATION

PURPOSE: To provide integrated development planning and public participations services

FUNCTIONS:
1. Provide integrated development planning coordination
2. Provide public participation coordination

1 Mansger: IDP & Public Participation
1 Clerk: IDP T6
1 Officer: Public Participation
3 Public Participation Clerk

SECTION: ECONOMIC DEVELOPMENT

PURPOSE: To provide economic development services

FUNCTIONS:
1. Provide economic development services

1 Manager: Economic Development T16
1 Economic Development Officer: SMMEs & Small Contractor Development T11 (STT)
1 Economic Development Officer: Informal Trading & Township Tourism / Development T11 (STT)
1 Assistant Economic Development Officer: Informal Trading & Township Tourism / Development T9 (STT)
1 Economic Development Officer: Agriculture / E|PWP / Job Creation T11 (STT)
2 Data Capturer: Agriculture / E|PWP / Job Creation T6 (STT)

SECTION: ENVIRONMENTAL MANAGEMENT

PURPOSE: To render environmental management services

FUNCTIONS:
1. Render environmental management services

1 Manager: Environmental Management Services T15 (STT)
1 Environmental Officer: Coastal Management & Biodiversity T14 (STT)
1 Environmental Officer: Integrated Environmental Management & Resource Protection T14 (STT)

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DIRECTORATE: ENGINEERING SERVICES

DIRECTORATE: ENGINEERING SERVICES

PURPOSE: To manage engineering services

FUNCTIONS:
1. Manage project management services
2. Manage water and sanitation services, and fleet services
3. Manage electrical and energy services
4. Manage roads, transport, and storm water services

1   Director: Engineering Services S56
1   Executive Secretary T9

DIVISION: PROJECT MANAGEMENT UNIT

PURPOSE: To provide project management services

FUNCTIONS:
1. Facilitate infrastructure portfolio planning
2. Create, manage, and fulfil infrastructure contracts (procurement planning)
3. Package planning and definition (project organisation, setup, standards)
4. Facilitate design development and design documentation
5. Facilitate site activities and works handover
6. Facilitate projects closure i.t.o archiving information, updating portfolio, package completion
7. Conduct periodic in-use evaluation of infrastructure
8. Provide a project management information service

1   Manager T17 (STT)
1   Project Engineer: Bulk Services [Private Developments] T14
1   Project Engineer: Bulk Service Developments T14
1   Draughtsman (GIS): Drawing Office T11
1   Administrator: Project Administration Support T9

DIVISION: WATER & WASTE WATER AND FLEET MANAGEMENT SERVICES

PURPOSE: To manage water and sanitation, and fleet services

FUNCTIONS:
1. Render water quality monitoring, and technical consumption management and loss control services
2. Render water treatment, waste water treatment, and desalination
3. Render water and waste water reticulation and maintenance
4. Render maintenance services to water and waste water pump stations and treatment works
5. Render fleet management services

1   Manager: Water & Waste Water and Fleet Management Services T18 (STT)
1   Administrator T9

DIVISION: ELECTRICAL & ENERGY

PURPOSE: To manage electrical and energy services

FUNCTIONS:
1. Render electricity technical consumption management services
2. Provide small scale embedded generation / augmentation and renewable energy services
3. Render infrastructure projects services
4. Render planning for small projects
5. Render specialised services
6. Render electricity distribution and maintenance services

1   Manager: Electricity & Energy T17
1   Clerk (Data Capturer) T7

DIVISION: ROADS, TRANSPORT & STORM WATER

PURPOSE: To manage roads, transport, and storm water services

FUNCTIONS:
1. Provide road, transport, and storm water engineering support
2. Render roads maintenance
3. Render roads infrastructure maintenance
4. Render storm water drainage maintenance

1   Manager: Roads, Transport & Storm Water T17
1   Clerk T6

DIVISION: WATER & WASTE WATER AND FLEET MANAGEMENT SERVICES

DIVISION: WATER & WASTE WATER AND FLEET MANAGEMENT SERVICES

PURPOSE: To manage water and sanitation, and fleet services

FUNCTIONS:
1. Render water quality monitoring, and technical consumption management and loss control services
2. Render water treatment, waste water treatment, and desalination
3. Render water and waste water reticulation and maintenance
4. Render maintenance services to water and waste water pump stations and treatment works
5. Render fleet management services

1 Manager: Water & Waste Water and Fleet Management Services T18 (STT)
1 Administrator T9

SECTION: LABORATORY SERVICES, DEMAND & LOSS CONTROL

PURPOSE: To render water quality monitoring, and technical consumption management and loss control services

FUNCTIONS:
1. Render water quality monitoring
2. Render technical consumption management and loss control

1 Senior Superintendent T12 (STT)
1 Officer: Laboratory Services T11
1 Loss Control Officer T11
2 Artisan: Plumber T10
2 Artisan Assistant T5
4 General Assistant T3

SECTION: WATER & WASTE WATER PURIFICATION OPERATIONS

PURPOSE: To render water treatment, waste water treatment, and desalination

FUNCTIONS:
1. Render water treatment service
2. Render waste water treatment service
3. Render desalination service

1 Senior Superintendent T12 (STT)

SECTION: FLEET MANAGEMENT

PURPOSE: To render fleet management services

FUNCTIONS:
1. Render fleet management services

1 Superintendent T12
1 Administrator: Administration Support T5 (STT)
1 Artisan (Diesel Mechanic) T10
1 Artisan Assistant (Diesel Mechanic) T5
1 Artisan (Auto Electrician) T10
1 Artisan Assistant (Auto Electrician) T5
1 Artisan (Petrol Mechanic) T10
1 Artisan Assistant (Petrol Mechanic) T5

SECTION: WATER & WASTE WATER RETICULATION OPERATIONS

PURPOSE: To render water and waste water reticulation and maintenance

FUNCTIONS:
1. Render water reticulation and maintenance
2. Render waste water reticulation and maintenance

1 Senior Superintendent T12 (STT)
2 Driver / Plant Operator [TLB, Tipper Truck] T6 (STT)

SUB-SECTION: WATER RETICULATION

PURPOSE: To render water reticulation and maintenance

FUNCTIONS:
1. Render water reticulation and maintenance

1 Senior Artisan (Plumber) T11
4 Artisan (Plumber) T10
4 Artisan Assistant T6
12 General Assistant T4

SUB-SECTION: WASTE WATER RETICULATION

PURPOSE: To render waste water reticulation and maintenance

FUNCTIONS:
1. Render waste water reticulation and maintenance

1 Senior Artisan (Drainlayer) T10 (STT)
2 Artisan (Plumber): Reticulation Maintenance T10 (STT)
2 Artisan Assistant: Reticulation Maintenance T5 (STT)
6 General Assistant: Reticulation Maintenance T4
2 Driver: Blockage / Jetting T7
10 General Assistant: Blockage / Jetting T4
2 Driver / Operator: Sewerage Removal T7
4 General Assistant: Sewerage Removal T3

SECTION: WATER SERVICES MECHANICAL AND ELECTRICAL MAINTENANCE

PURPOSE: To render maintenance services to water and waste water pump stations and treatment works

FUNCTIONS:
1. Render electrical maintenance
2. Render mechanical maintenance

1 Senior Superintendent T12 (STT)

SUB-SECTION: ELECTRICAL MAINTENANCE

PURPOSE: To render electrical maintenance

FUNCTIONS:
1. Render electrical maintenance

1 Senior Electrician T11
2 Electrician T10
2 Electrical Assistant T5

SUB-SECTION: MECHANICAL MAINTENANCE

PURPOSE: To render mechanical maintenance

FUNCTIONS:
1. Render mechanical maintenance

1 Senior Artisan (Fitter) T11
2 Artisan (Fitter) T10
2 Artisan Assistant (Fitter Assistant) T5

SECTION: WATER & WASTE WATER PURIFICATION OPERATIONS

PURPOSE: To render water treatment, waste water treatment, and desalination

FUNCTIONS:
1. Render water treatment service
2. Render waste water treatment service
3. Render desalination service

1   Senior Superintendent T12 (STT)

SUB-SECTION: WATER PURIFICATION

PURPOSE: To render water purification at Plettenberg Bay Purification Plant

FUNCTIONS:
1. Render water purification at Plettenberg Bay Purification Plant

1   Foreman T11 (STT)
4   Process Controller Class IV T10
4   Process Controller Class III T8
4   Process Controller Assistant T5
7   General Worker T4

SUB-SECTION: WATER PURIFICATION AND DESALINATION

PURPOSE: To render water purifcation and desalination

FUNCTIONS:
1. Render water purifcation and desalination

1   Foreman T11 (STT)
3   Process Controller Class III [Kurland Plant] T8
3   Process Controller Assistant [Kurland Plant] T5
2   Process Controller Class III [Natures Valley Plant] T8
2   Process Controller Assistant [Natures Valley Plant] T5
2   Process Controller Assistant [Water Purification & Desalination] T5

SUB-SECTION: WASTE WATER PURIFICATION

PURPOSE: To render waste water treatment

FUNCTIONS:
1. Render waste water treatment

1   Foreman T11 (STT)
4   Process Controller Class III [Gansevallei Plant] T8
4   Process Controller Assistant [Gansevallei Plant] T5
1   General Worker [Gansevallei Plant] T4
2   Process Controller Class III [Kurland Plant] T8
4   Process Controller Assistant [Kurland Plant] T5
1   General Worker T4

DIVISION: ELECTRICAL & ENERGY

DIVISION: ELECTRICAL & ENERGY

PURPOSE: To manage electrical and energy services

FUNCTIONS:
1. Render electricity technical consumption management services
2. Provide small scale embedded generation / augmentation and renewable energy services
3. Render infrastructure projects services
4. Render planning for small projects
5. Render specialised services
6. Render electricity distribution and maintenance services

1   Manager: Electricity & Energy T17
1   Clerk (Data Capturer) T7

SECTION: REVENUE PROTECTION

PURPOSE: To render electricity technical consumption management services

FUNCTIONS:
1. Render electricity consumption protection
2. Render electricity meter reading

1   Demand & Loss Control Officer T13
2   Electrician: Audit / Inspections T10
2   Electrical Assistant: Audit / Inspections T5
1   Senior Electrician: Metering T11
2   Electrician: Metering T10
2   Electrical Assistant: Metering T5

SECTION: SSEG / AUGMENTATION & RENEWABLE ENERGY

PURPOSE: To provide small scale embedded generation / augmentation and renewable energy services

FUNCTIONS:
1. Provide small scale embedded generation / augmentation and renewable energy services

1   Engineering Technician T13 (STT)

SECTION: INFRASTRUCTURE PROJECTS

PURPOSE: To render infrastructure projects services

FUNCTIONS:
1. Render infrastructure projects services

1   Technician T13 (STT)

SECTION: PLANNING (SMALL PROJECTS)

PURPOSE: To render planning for small projects

FUNCTIONS:
1. Render planning for small projects

1   Superintendent T12 (STT)

SECTION: SPECIALISED SERVICES

PURPOSE: To render specialised services

FUNCTIONS:
1. Render specialised services

1   Technician T13 (STT)

SECTION: DISTRIBUTION

PURPOSE: To render electricity distribution and maintenance services

FUNCTIONS:
1. Render electricity distribution and maintenance services

1   Superintendent T12 (STT)
5   Senior Electrician: Maintenance T11
2   Electrician: Maintenance T10
7   Electrical Assistant: Maintenance T5
2   Assistant Electrician: Streetlight Maintenance T8
2   Electrical Assistant: Streetlight Maintenance T5
1   Driver / Operator: Site Clearing, Trenching & Transport T7
6   General assistant: Site Clearing, Trenching & Transport T3

DIVISION: ROADS, TRANSPORT & STORM WATER

DIVISION: ROADS, TRANSPORT & STORM WATER

PURPOSE: To manage roads, transport, and storm water services

FUNCTIONS:
1. Provide road, transport, and storm water engineering support
2. Render roads maintenance
3. Render roads infrastructure maintenance
4. Render storm water drainage maintenance

1	**Manager: Roads, Transport & Storm Water T17**
1	**Clerk T6**

SECTION: ROAD INFRASTRUCTURE MAINTENANCE

PURPOSE: To render roads infrastructure maintenance

FUNCTIONS:
1. Render roads infrastructure maintenance

1	**Senior Foreman T11 (STT)**
1	**Artisan T9 (STT)**
2	**Handyman T5**
3	**General Assistant T3**

SECTION: ROADS MAINTENANCE

PURPOSE: To render roads maintenance

FUNCTIONS:
1. Render roads maintenance

1	**Superintendent T12 (STT)**
2	**Operational Supervisor T7 (STT)**
2	**Light Equipment Operator T6 (STT)**
2	**Driver Grade 3 T6 (STT)**
12	**General Assistant T3**

SECTION: STORM WATER MAINTENANCE

PURPOSE: To render storm water drainange maintenance

FUNCTIONS:
1. Render storm water drainage maintenance

1	**Senior Foreman T11 (STT)**
1	**Driver / Operator (Truck / TLB) T6 (STT)**
1	**Mechanical Plant Operator T6 (STT)**
4	**General Assistant T3**

DIRECTORATE: COMMUNITY SERVICES

DIRECTORATE: COMMUNITY SERVICES

PURPOSE: To manage community services

FUNCTIONS:
1. Manage and maintain community facilities
2. Render integrated waste management services
3. Provide community social support services
4. Render library and information services
5. Render integrated human settlement services

1	**Director: Community Services S56**
1	**Executive Secretary T9**

DIVISION: COMMUNITY FACILITIES MANAGEMENT

PURPOSE: To manage and maintain community facilities

FUNCTIONS:
1. Render community facilities management services in areas South and East
2. Render beach control services
3. Render facilities management services in community halls and sport fields
4. Render ommunity building facilities maintenance

1	**Manager: Community Facilities Management & Maintenance T16**
1	**Clerk: Administrative Support T6**

DIVISION: COMMUNITY SOCIAL SUPPORT SERVICES

PURPOSE: To provide community social support services

FUNCTIONS:
1. Provide community social support services

1	**Manager: Community Social Support Services T15 (STT)**
1	**Officer: Sports & Youth Development T11**
1	**Clerk: Sports Development T5 (STT)**
1	**Officer: ECD and NPO Coordination T9 (STT)**
1	**Officer: Social Support T9 (STT)**

DIVISION: INTEGRATED WASTE MANAGEMENT

PURPOSE: To render integrated waste management services

FUNCTIONS:
1. Render waste collection services
2. Render waste facilities management and transfer station services

1	**Manager: Integrated Waste Management T16**
1	**Administration Clerk: Waste Information T6**

DIVISION: LIBRARY & INFORMATION SERVICES

PURPOSE: To render library and information services

FUNCTIONS:
1. Render library and information services

1	**Manager: Library & Information Services T15**
6	**Branch Librarian T11**
5	**Senior Library Assistant T7**
11	**Library Assistant T6**
3	**Library Aid T4**
1	**IT Admin Support Clerk T7**
2	**ICT Cadet T6**

DIVISION: INTEGRATED HUMAN SETTLEMENT

PURPOSE: To render integrated human settlement services

FUNCTIONS:
1. Render integrated human settlement services

1	**Manager: Integrated Human Settlement T16**
1	**Clerk T6**
1	**Administrative Officer: Human Settlement Grant Administration T10**
3	**Community Liaison Officer T9**
1	**Project Engineer T11 (STT)**

DIVISION: COMMUNITY FACILITIES MANAGEMENT

DIVISION: COMMUNITY FACILITIES MANAGEMENT

PURPOSE: To manage and maintain community facilities

FUNCTIONS:
1. Render community facilities management services in areas South and East
2. Render beach control services
3. Render facilities management services in community halls and sport fields
4. Render ommunity building facilities maintenance

1   Manager: Community Facilities Management & Maintenance T16
1   Clerk: Administrative Support T6

SECTION: AREA SOUTH

PURPOSE: To render community facilities management services in Area: South

FUNCTIONS:
1. Render community facilities management services in Area: South

1   Superintendent T12 (STT)
1   Supervisor: Parks & Recreational Facilities T7
6   Machine Operator (Small Equipment, Brush Cutters): Parks & Recreational Facilities T4
2   Tractor Driver: Parks & Recreational Facilities T5
12 General Worker: Parks & Recreational Facilities T3
1   Supervisor: Cemetery Maintenance T7
3   Machine Operator (Small Equipment): Cemetery Maintenance T4
5   General Worker: Cemetery Maintenance T3

SECTION: BEACH CONTROL

PURPOSE: To render beach control services

FUNCTIONS:
1. Render beach control services

1   Superintendent T12
1   Beach Controller T10
7   Flagman: Launching T6
1   Senior Lifeguard: Life Saver Operations T7 (STT)
8   Lifeguard: Life Saver Operations T6 (STT)
1   Foreman: Beachfront Operations T10
2   Opertor: Brush / Grass Cutting T7
2   General Worker: Brush / Grass Cutting T3
1   Supervisor: Beaches T7
10 General Worker: Beaches T3

SECTION: COMMUNITY BUILDING FACILITIES MAINTENANCE

PURPOSE: To render community building facilities maintenance

FUNCTIONS:
1. Render ommunity building facilities maintenance

1   Officer: Community Facilities Maintenance T10 (STT)
3   Handyman: Building Maintenance T5 (STT)
3   General Assistant T3

SECTION: AREA EAST (NV)

PURPOSE: To render community facilities management services in Area: East (NV)

FUNCTIONS:
1. Render community facilities management services in Area: East (NV)

1   Superintendent T12 (STT)
1   Tractor Driver: Parks & Recreational Facilities T5
6   General Worker: Parks & Recreational Facilities T3
1   Supervisor: Sport Field & Cemetery Maintenance T7
1   Machine Operator (Small Equipment): Sport Field & Cemetery Maintenance T4
3   General Worker: Sport Field & Cemetery Maintenance T3

SECTION: COMMUNITY FACILITIES & SERVICE CENTRES MAINTENANCE

PURPOSE: To render facilities management services in community halls and sport fields

FUNCTIONS:
1. Render facilities management services in community halls and sport fields

1   Superintendent T13
7   Caretaker: Community Hall / Centre and Sport Field T6
7   General Worker: Community Hall / Centre and Sport Field T3
1   Supervisor: Community Halls Maintenance T7 (STT)
3   General Assistant: Community Halls Maintenance T3

DIVISION: INTEGRATED WASTE MANAGEMENT

DIVISION: INTEGRATED WASTE MANAGEMENT

PURPOSE: To render integrated waste management services

FUNCTIONS:
1. Render waste collection services
2. Render waste facilities management and transfer station services

1   Manager: Integrated Waste Management T16
1   Administration Clerk: Waste Information T6

SECTION: WASTE COLLECTION SERVICES

PURPOSE: To render waste collection services

FUNCTIONS:
1. Render waste collection services

1   Senior Officer: Waste Collection Services T11
1   Foreman: Waste Collection T10
10 Supervisor: Waste Collection T7
40 General Assistant: Waste Collection T4
1   Foreman: Street Sweeping & Public Spaces T8
3 Team Leader: Street Sweeping & Public Spaces T7
15 General Assistant: Street Sweeping & Public Spaces T3

SECTION: WASTE FACILITIES MANAGEMENT & TRANSFER STATION

PURPOSE: To render waste facilities management and transfer station services

FUNCTIONS:
1. Render waste facilities management and transfer station services

2   Foreman T8
2   Driver / Operator (Digger / Loader) T6
2   Weighbridge / Waste Classification Operator T6
1   Driver (Tipper Truck) T6
1   Driver (Skip Truck) T6
2   Operator (Skip Truck) T4
1   Machine Operator (Chipping) T4
2   General Worker: Chipping T3
2   Driver: Heavy Vehicle (Petro SA Drop Off) T7
2   Operator (Petro SA Drop Off) T4
2   Transfer Station Operator T7
1   Caretaker (Ganze Vallei Waste Drop-Off Facility) T5
2   General Worker (Ganze Vallei Waste Drop-Off Facility) T3
6   General Worker (Green & Bulky Waste / Waste Separation) T3

DIRECTORATE: PUBLIC SAFETY

DIRECTORATE: PUBLIC SAFETY
PURPOSE: To manage public safety services

FUNCTIONS:
1. Render traffic services
2. Render fire and rescue services
3. Render law enforcement services
4. Render disaster and customer relations management services
1   Director: Public Safety S56

SECTION: TRAFFIC MANAGEMENT SERVICES
PURPOSE: To render traffic services

FUNCTIONS:
1. Render traffic operations and control services
2. Render traffic support services
1   Chief: Traffic Management Services T15

SECTION: FIRE & RESCUE SERVICES
PURPOSE: To render fire and rescue services

FUNCTIONS:
1. Render fire and rescue services
1   Chief: Fire & Rescue T15
4   Senior Firefighter T10
28 Firefighter T8

SECTION: LAW ENFORCEMENT SERVICES
PURPOSE: To render law enforcement services

FUNCTIONS:
1. Render law enforcement services
1   Chief: Law Enforcement Services T15
3   Senior Law Enforcement Officer T12
6   Inspector: Law Enforcement T9
24 Law Enforcement Officer T7

SECTION: DISASTER AND CUSTOMER RELATIONS MANAGEMENT
PURPOSE: To render disaster and customer relations management services

FUNCTIONS:
1. Render customer relations management services
2. Render disaster management co-ordination services
1   Manager: Disaster & Customer Relations Management T15 (STT)

SUB-SECTION: CUSTOMER RELATIONS MANAGEMENT
PURPOSE: To render customer relations management services

FUNCTIONS:
1. Render customer relations management services
1   Chief Clerk: Customer Relations, Emergency & Surveillance Monitoring T9 (STT)
1   Switchboard Operator T6
12 Call Centre Operator: Emergency & Customer CAre Control Room T6
1   Relief Clerk: Emergency & Customer Care Control Room T6 (STT)

SECTION: DISASTER MANAGEMENT
PURPOSE: To render disaster management co-ordination services

FUNCTIONS:
1. Render disaster management co-ordination services
1   Coordinator: Disaster Management T11
2   Disaster Management Officer T10

SECTION: TRAFFIC MANAGEMENT SERVICES

SECTION: TRAFFIC MANAGEMENT SERVICES

PURPOSE: To render traffic services

FUNCTIONS:
1. Render traffic operations and control services
2. Render traffic support services

1   Chief: Traffic Management Services T15

SUB-SECTION: OPERATIONAL SERVICES

PURPOSE: To render traffic operations and control services

FUNCTIONS:
1. Render traffic enforcement operations

1   Superintendent: Traffic Services T12 (STT)
2   Assistant Superintendent: Traffic Control Services T11
10 Traffic Officer: Traffic Control Services T10

SUB-SECTION: SUPPORT SERVICES

PURPOSE: To render traffic support services

FUNCTIONS:
1. Render motor vehicle registration and licensing services
2. Render drivers' license testing services
3. Render road markings and traffic signs maintenance

1   Superintendent T13

UNIT: MOTOR VEHICLE REGISTRATION & LICENSING

PURPOSE: To render motor vehicle registration and licensing services

FUNCTIONS:
1. Render motor vehicle registration and licensing services

1   Licensing Officer T11
3   Clerk: eNaTIS T6
1   Clerk: Enquiries & Filing T5

UNIT: MAINTENANCE: ROAD MARKING & TRAFFIC SIGNS

PURPOSE: To render road markings and traffic signs maintenance

FUNCTIONS:
1. Render road markings and traffic signs maintenance

1   Assistant Superintendent T11
2   Special Workman T7
6   General Assistant T4

UNIT: DRIVERS' LICENSE TESTING STATION

PURPOSE: To render drivers' license testing services

FUNCTIONS:
1. Render drivers' license testing services

1   Senior Examiner: Drivers' Licenses T11 (STT)
3   Examiner: Drivers' Licenses T10 (STT)
1   Operator: Live Enrolment Unit (LEU) T6 (STT)
1   Clerk: eNaTIS T6

DIRECTORATE: FINANCIAL SERVICES

DIRECTORATE: FINANCIAL SERVICES

PURPOSE: To manage financial services

FUNCTIONS:
1. Manage budgeting and reporting services
2. Manage assets and liability management services
3. Manage annual financial statements, treasury operations, and accounting services
4. Manage revenue management services
5. Manage expenditure management services
6. Manage supply chain management services

1 Director [Chief Financial Officer] S56
1 Executive Secretary T9

DIVISION: BUDGETING & REPORTING

PURPOSE: To manage budgeting and reporting services

FUNCTIONS:
1. Provide planning and budgeting services
2. Provide financial performance analytics and reporting

1 Manager: Budget & Reporting T16
1 Accountant: Operational & Employee / Salary Budget T12
1 Accountant: Capital Budget, Costing & Tarrifs T12

DIVISION: ASSETS & LIABILITY MANAGEMENT

PURPOSE: To render assets and liability management services

FUNCTIONS:
1. Render asset and liability management services

1 Manager: Assets & Liability Management T16
1 Accountant: Moveable Assets T12
1 Accountant: Immovable Assets T12

DIVISION: AFS, TREASURY & ACCOUNTING

PURPOSE: To provide annual financial statements, treasury operations, and accounting services

FUNCTIONS:
1. Render general ledger management services
2. Render reporting and tax services
3. Provide treasury operations services

1 Manager: AFS, Treasury & Accounting T16
1 Accountant: AFS, Treasury & Accounting T12

DIVISION: REVENUE SERVICES

PURPOSE: To provide revenue management services

FUNCTIONS:
1. Render billing and customer queries (water & electricity)
2. Render indigents and credit control services
3. Render property valuations, rates and taxes
4. Render revenue enhancement services

1 Manager: Revenue Management T16
1 Senior Clerk T7

DIVISION: EXPENDITURE SERVICES

PURPOSE: To provide expenditure management services

FUNCTIONS:
1. Render creditors and grant funding administration
2. Render payroll management services

1 Manager: Expenditure Services T16

SECTION: CREDITORS & GRANT FUNDING ADMINISTRATION

PURPOSE: To render creditors and grant funding administration

FUNCTIONS:
1. Render creditors and grant funding administration

1 Accountant T12 (STT)
1 Chief Clerk T10 (STT)
3 Principal Clerk T7

SECTION: PAYROLL

PURPOSE: To render payroll management services

FUNCTIONS:
1. Render payroll management services

1 Accountant T12
1 Chief Clerk T10 (STT)
2 Principal Clerk T7

DIVISION: SUPPLY CHAIN MANAGEMENT

PURPOSE: To render supply chain management services

FUNCTIONS:
1. Render demand, acquisition and bids management services
2. Render logistics management services

1 Manager: Supply Chain Management T16
1 SCM Clerk: Administrative Support T6

SECTION: ACQUISITION, DEMAND & BIDS MANAGEMENT

PURPOSE: To render demand, acquisition and bids management services

FUNCTIONS:
1. Render demand, acquisition and bids management services

2 Senior SCM Practitioner T13 (STT)
1 SCM Practitioner T11 (STT)
4 Buyer T10

SECTION: CONTRACTS & LOGISTICS MANAGEMENT

PURPOSE: To render logistics management services

FUNCTIONS:
1. Render logistics management services

1 Senior SCM Practitioner T13 (STT)
1 SCM Practitioner: Contract Management T10 (STT)
1 SCM Practitioner: Logistics T10 (STT)
1 Senior Clerk: Logistics T7
1 Clerk: Logistics T6

DIVISION: REVENUE SERVICES

DIVISION: REVENUE SERVICES

PURPOSE: To provide revenue management services

FUNCTIONS:
1. Render billing and customer queries (water & electricity)
2. Render indigents and credit control services
3. Render property valuations, rates and taxes
4. Render revenue enhancement services

1   Manager: Revenue Management T16
1   Senior Clerk T7

SECTION: SERVICES

PURPOSE: To render billing services and customer queries (water & electricity)

FUNCTIONS:
1. Render billing services and customer queries (water & electricity)

1   Accountant T12
1   Principal Clerk: Customer Services [Water & Electricity] T10
2   Senior Clerk: Service Charges T6
1   Senior Meter Reader T7
6   Meter reader T5
1   Revenue Controller: Sundries T10 (STT)
1   Clerk: Sundries T5 (STT)
1   Revenue Controller: Receipting & Debtors T10
5   Cashier: Receipting & Debtors T5

SECTION:INDIGENTS & CREDIT CONTROL

PURPOSE: To render indigents and credit control services

FUNCTIONS:
1. Render indigents and credit control services

1   Accountant T12
1   Administrator: Credit Control T9
1   Senior Clerk: Credit Control T6
2   Clerk: Credit Control T5
1   Senior Clerk: Indigents T6
2   Clerk: Indigents T5

SECTION: PROPERTY VALUATIONS, RATES AND TAXES

PURPOSE: To render property valuations, rates and taxes

FUNCTIONS:
1. Render property valuations, rates and taxes

1   Accountant T12
1   Principal Clerk: Property Valuations T7
1   Senior Clerk: Property Valuations T6

SECTION: REVENUE ENHANCEMENT

PURPOSE: To render revenue enhancement services

FUNCTIONS:
1. Render revenue enhancement services associated with verification and provision of information

1   Accountant T12
1   Senior Clerk: Revenue Enhancement T6
1   Clerk: Revenue Enhancement T5

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DIRECTORATE: CORPORATE SERVICES

DIRECTORATE: CORPORATE SERVICES

PURPOSE: To manage corporate services

FUNCTIONS:
1. Manage legal services and property management support
2. Manage corporate administration support services
3. Manage information and communication technology services
4. Manage human resources services support
5. render executive and administrative support to the Executive Mayor
6. Render executive and administrative support to the Deputy Executive Mayor
7. Render administrative and executive support to the Speaker

1   Director: Corporate Services S56
1   Executive Secretary T9

SECTION: LEGAL SERVICES AND PROPERTY MANAGEMENT

PURPOSE: To provide legal services and property management support

FUNCTIONS:
1. Manage litigation and litigation support
2. Draft and vet contracts / service level agreements
3. Draft legislation, proclamations, notices, and legal instruments
4. Provide legal opinion, advise and implications of legislation
5. Manage requests made in terms of PAIA, POPIA
6. Provide legal advise for compliance to national, continental and international conventions
7. Render general and supplier contract management support services
8. Provide property management services

1   Manager T17
2   Legal Advisor T13
1   Principal Clerk: Administration T9

DIVISION: ADMINISTRATION

PURPOSE: To render corporate administration support services

FUNCTIONS:
1. Render committee and councillor support services
2. Render registry services
3. Render front office and auxiliary services

1   Manager: Administration T15

DIVISION: INFORMATION & COMMUNICATIONS TECHNOLOGY

PURPOSE: To manage information and communication technology services

FUNCTIONS:
1. Render business systems services
2. Render IT governance, risk, compliance and security services
3. Render networks and telecoms services
4. Render enterprise architecture and support services

1   Manager: Information & Communications Technology T16

DIVISION: HUMAN RESOURCES MANAGEMENT

PURPOSE: To provide human resources services support

FUNCTIONS:
1. Render recruitment and selection support services
2. Render skills development and employment equity support services
3. Render individual performance management support service
4. Render employee relations and wellness services
5. Render human resources administration and benefits administration
6. Render organisational development and job profiling support services
7. Render occupational health and safety support services

1   Manager: Human Resources Management T17 (STT)

SECTION: OFFICE OF THE EXECUTIVE MAYOR

PURPOSE: To render executive and administrative support to the Executive Mayor

FUNCTIONS:
1. Render executive and administrative support to the Executive Mayor

1   Manager T14
1   Executive Secretary T9

SECTION: OFFICE OF THE DEPUTY EXECUTIVE MAYOR

PURPOSE: To render executive and administrative support to the Deputy Executive Mayor

FUNCTIONS:
1. Render executive and administrative support to the Deputy Executive Mayor

1   Manager T14
1   Personal Assistant T9

SECTION: OFFICE OF THE SPEAKER

PURPOSE: To render administrative and executive support to the Speaker

FUNCTIONS:
1. Render administrative and executive support to the Speaker

1   Manager T14
1   Personal Assistant T9

DIVISION: ADMINISTRATION

DIVISION: ADMINISTRATION

PURPOSE: To render corporate administration support services

FUNCTIONS:

1. Render committee and councillor support services
2. Render registry services
3. Render front office and auxiliary services

1   Manager: Administration T15

SECTION: COMMITTEE SERVICES & COUNCILLOR SUPPORT

PURPOSE: To render committee and councillor support services

FUNCTIONS:

1. Render committee and councillor support services

1   Head T12 (STT)
2   Committee Clerk T6
1   MPAC Committee Clerk T6 (STT)
1   Executive Secretary T8

SECTION: REGISTRY

PURPOSE: To render registry services

FUNCTIONS:

1. Render registry services

1   Registry Head T11
2   Filing Clerk: Retention and Disposal T6
1   Messenger Services T6

SECTION: FRONT OFFICE & AUXILIARY SERVICES

PURPOSE: To render front office and auxiliary services

FUNCTIONS:

1. Render front office and auxiliary services

1   Principal Clerk T7 (STT)
1   Receptionist T5 (STT)
10 Cleaner / General Assistant T3

DIVISION: INFORMATION & COMMUNICATIONS TECHNOLOGY

DIVISION: INFORMATION & COMMUNICATIONS TECHNOLOGY

PURPOSE: To manage information and communication technology services

FUNCTIONS:
1. Render business systems services
2. Render IT governance, risk, compliance and security services
3. Render networks and telecoms services
4. Render enterprise architecture and support services

1   Manager: Information & Communications Technology T16

SECTION: BUSINESS SYSTEMS

PURPOSE: To render business systems services

FUNCTIONS:
1. Render business systems services

1   ICT Business Analyst T13
1   GIS Systems Engineer T11 (STT)
1   Senior Systems Engineer T12
1   Assistant: Systems Administration T10

SECTION: GOVERNANCE, RISK, COMPLIANCE & SECURITY

PURPOSE: To render IT governance, risk, compliance and security services

FUNCTIONS:
1. Render render IT governance, risk, compliance and security services

1   Senior IT Risk, Compliance, Governance & Security Analyst T11
1   Senior Clerk: Administrative Support T6 (STT)

SECTION: NETWORKS & TELECOMS

PURPOSE: To render networks and telecoms services

FUNCTIONS:
1. Render networks and telecoms services

1   Senior Network Engineer T12
1   Junior Network Engineer T9

SECTION: ENTERPRISE SUPPORT

PURPOSE: To render enterprise architecture and support services

FUNCTIONS:
1. Render enterprise architecture and support services

1   Enterprise Engineer / Architect T13
2   IT Technician: Desktop T11
1   IT Technician: 1st Line Support T11 (STT)

DIVISION: HUMAN RESOURCES

DIVISION: HUMAN RESOURCES MANAGEMENT

PURPOSE: To provide human resources services support

FUNCTIONS:
1. Render recruitment and selection support services
2. Render skills development and employment equity support services
3. Render individual performance management support service
4. Render employee relations and wellness services
5. Render human resources administration and benefits administration
6. Render organisational development and job profiling support services
7. Render occupational health and safety support services

1   Manager: Human Resources Management T17 (STT)

SECTION: RECRUITMENT & SELECTION

PURPOSE: To render recruitment and selection support services

FUNCTIONS:
1. Render recruitment and selection support services

1   HR Officer T11 (STT)
1   Principal Clerk T7

SECTION: SKILLS DEVELOPMENT & EMPLOYMENT EQUITY

PURPOSE: To render skills development and employment equity support services

FUNCTIONS:
1. Render skills development and employment equity support services

1   HR Officer T11 (STT)
1   Principal Clerk T7

SECTION: INDIVIDUAL PEFORMANCE MANAGEMENT

PURPOSE: To render individual performance management support service

FUNCTIONS:
1. Render individual performance management support service

1   Assistant HR Officer T10 (STT)
1   Principal Clerk T7 (STT)

SECTION: EMPLOYEE RELATIONS & EMPLOYEE WELLNESS

PURPOSE: To render employee relations and wellness support services

FUNCTIONS:
1. Render employee relations and wellness services

1   Senior HR Officer T13 (STT)
2   HR Officer: Employment Relations T11
1   HR Officer: Employee Wellness T11 (STT)

SECTION: ADMINISTRATION & BENEFITS

PURPOSE: To render human resources administration and benefits administration

FUNCTIONS:
1. Render human resources administration and benefits administration

1   HR Officer T11 (STT)
2   Principal Clerk T7

SECTION: ORGANISATIONAL DEVELOPMENT & JOB PROFILING

PURPOSE: To render organisational development and job profiling support services

FUNCTIONS:
1. Render organisational development and job profiling support services

1   HR Officer T11 (STT)
1   Principal Clerk T7 (STT)

SECTION: OCCUPATIONAL HEALTH & SAFETY

PURPOSE: To render occupational health and safety support services

FUNCTIONS:
1. Render occupational health and safety support services

1   HR Officer T11 (STT)

IMPLEMENTATION PLAN FOR THE REVISED ORGANISATIONAL STRUCTURE

Version: 01
Date: 08 February 2024

Change Control Summary

Date	Action	Responsible
08 February 2024	Originator	
	Checked by	

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1   INTRODUCTION

The Bitou Local Municipality (Bitou LM) embarked on a review of the organisational structure after having operated on the current organisational structure from <mark>31 August 2023</mark>. It is expected that the review will promote the efficient, economic, and effective use of resources to improve the functioning of the municipality. The intention of this will be to maximize efficiencies and coherence across the municipality's operations, eliminate any duplication of functions, both vertically and horizontally and to ensure continuity in the municipality's service delivery value chain.

The municipality is currently operating on an organisational structure that is not aligned to the organisation design metrics as promulgated in the Local Government: Municipal Staff Regulations, 2021. Other factors that necessitated the review include the fact that refined service delivery model (SDM) and a functional operating model (FOM) to implement the strategy and IDP demand the alignment of the organisational structure to implement these Models.

The Bitou LM used its internal to review the organisational structure.

An implementation plan is developed to guide the implementation of the organisational structure, and to be part of the documentation submitted to the <mark>Minister (MEC) of Local Government</mark> – Western Cape Provincial Government to give concurrence as required by the Local Government: Municipal Systems Act 2003, and the Local Government: Municipal Staff Regulations of 2021.

1.1   Purpose

The purpose of this Implementation Plan is to provide guidelines for the implementation of salient features of the organisational review process in the Bitou LM.

1.2   Organisational Structure Review Overview

The review of the organisational structure culminated into a business case for obtaining concurrence from the <mark>Minister (MEC) of Local Government</mark> – Western Cape Provincial Government, covering the following:

-   Diagnostic Report
-   Current Organisational Structure (dd August 2023)
-   Functional Operating Model (FOM) & Service Delivery Model (SDM)
-   Revised Organisational Structure (dd February 2024)
-   Headcount & Organisation Design (OD) Metrics for the Revised Organisational Structure
-   Human Resources Plan
-   Costing of Staff Establishment over the MTREF period
-   Implementation Plan

1.3   Description of salient features

Salient features of the review of the organisational structure are intended at the following:

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1.3.1 Diagnostic Report outlines the procedure and process of drafting the revised organisational structure / staff establishment.

1.3.2 Functional Operating Model & Service Delivery Model describe how the Bitou LM will deliver on its mandate through services that are outlined in its Integrated Development Plan. It outlines the Bitou LM's mandated services in a capabilities map, and its operating mode in the functional operating model.

1.3.3 Revised Organisational structure & post levels / grades: Revised organisational structure defines the purpose and functions of each business unit, and the corresponding headcount to carry out the functions. This would ensure there is no duplication of roles among business units, and that the mandate of the Bitou LM is adequately covered and is in alignment with the explicit elucidation of purposes and functions for each business unit. The post levels / grades confirm, where carried out, job grading of posts on the organisational structure to ensure that there is internal pay equity (i.e., work of equal value is remunerated equally).

1.3.4 Headcount & Organisation Design (OD) metrics: Headcount is stated at municipal, directorate, and position type levels. Calculated OD metrics demonstrate how the municipality is making strides to align to the legislated / regulated OD metrics for local government.

1.3.5 Human Resources Plan indicates priorities and strategies that inform the activities and operational plans for the HR component.

1.3.6 Costing of Staff Establishment over the MTREF provides the funding outlay for the revised organisational structure over the medium term – 2024/25 to 2026/7.

1.3.7 Implementation Plan (this document) describes the implementation process, migration, and placement plan as well as the implementation schedule.

1.4 Assumptions and Constraints

The following assumptions and constraints apply for this implementation plan:

1.4.1 The Municipal Manager would clearly and formally designate a person / team that will be accountable for leading the implementation.

1.4.2 The designated person / team would identify and engage one spokesperson from each Directorate who has the respect and power to get people's attention. These spokespersons will be the communicators and translators for key implementation, change management and messaging activities to and from the Directorates.

1.4.3 The designated person / team would launch the official transition from Council resolutions to implementation and set expectations with a multimedia message from the Municipal Manager and Executive Mayor.

1.4.4 The Bitou LM would expect reasonable compliance from employees on requests to implement Council resolutions. In other words, the Municipal Manager and managers should not have to constantly handhold, gently cajole and endlessly persuade employees to operate in a different and ultimately improved way stated in the Council resolutions.

1.4.5 Employees would expect from the Bitou LM and Municipal Manager reasonable compliance in the form of fair warning. That is, they will receive accurate and timely information, be able to attend forums for discussions, demonstrations, and presentations, get timely and thorough training on any new ways and skills required to do work competently.

1.4.6 Scheduling of implementation activities would be mindful of the transactional and statutory activities that must continue as usual during the transition into the revised situation.

1.4.7 Fixed start and end dates would be set for the implementation period to sustain momentum.

1.4.8 Adequate budget allocations are made to implement salient features of the Council resolutions, whether at once or in phases over one or several financial years.

1.4.9 Strategies, systems, policies, delegations, and plans that are in conflict or not aligned to the Council resolutions and the regulatory framework (namely the Local Government: Municipal Staff Regulations, 2021) would be updated, reviewed, or replaced.

2   PROJECT REFERENCES

The following documentation serve as references to this implementation plan:

2.1   Bitou LM - Current Approved Organisational Structure – August 2023

2.2   Revised Situation Documentation:

- Diagnostic Report
- Functional Operating Model (FOM) & Service Delivery Model (SDM)
- Revised Organisational Structure (dd February 2024)
- Headcount & Organisation Design (OD) Metrics for the Revised Organisational Structure
- Human Resources Plan
- Costing of Staff Establishment over the MTREF period

3   MANAGEMENT OVERVIEW

3.1   Description of Implementation

The review of the organisational structure produced, and seeks the implementation of, the items listed under paragraph 1.3 above.

3.2   Points of Contact

The following contacts are critical for implementation:

Role	Name	Contact Number
Implementation Sponsor	Municipal Manager	
Implementation Programme Manager	Director: Corporate Services	
Implementation Project Manager	Manager: Human Resource Management	

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Role	Name	Contact Number
Workplace Implementation Representative: Post Grading	HR Officer: Organisational Development & Job Profiling	
Workplace Implementation Representative: Organisational Structure	HR Officer: Organisational Development & Job Profiling	
Workplace Implementation Representative: Staff Migration	Manager: Human Resource Management & Directors	

3.3   Major Tasks of the Implementation Project Manager

The following are generic tasks assigned to the Implementation Project Manager:

3.3.1 Provide overall planning and coordination for the implementation

3.3.2 Provide all needed technical assistance and training for employees, where required

3.3.3 Ensure that all documents applicable to implementation are available when needed

3.3.4 Schedule all special systems alignments and processing required for implementation

3.3.5 Perform workplace surveys before implementation, where necessary

3.3.6 Ensure that all prerequisites have been fulfilled before the implementation date

3.3.7 Provide personnel for implementation support

4   IMPLEMENTATION SUPPORT

4.1   Engage Leadership Commitment

The Municipal Manager shall strategically align implementation of activities as a tool to advance the overall mission of the Bitou LM. This is to promote buy-in with all employees, and to reduce chances that efforts are perceived as added burden, or just one more initiative.

4.2   Implementation Team

The Municipal Manager shall create an implementation team that includes senior level and key staff from each Directorate (and regionalised workstations where warranted), and the employee unions, charged with developing, planning for, and overseeing implementation of the Council resolutions on the revised organisational structure.

4.3   Communications Plan

The Municipal Manager shall develop a communication plan for ongoing and intentional communication of clearly defined messages to build and maintain awareness of and support for implementation.

4.4   Risk Assessment

The Implementation Team shall carry out a risk assessment that involves identifying all potential risks of implementation and communicating them to the Municipal Manager and Executive Mayor. This shall be done as follows:

4.4.1 Brainstorm all potential risks that might decrease the probability of successful completion of implementation.

4.4.2 Identify activities that need to occur to mitigate risk and ensure that a contingency plan is in place.

4.4.3 Make sure that the Municipal Manager and Executive Mayor are kept up to date about the risks identified and how they will impact the implementation.

4.4.4 Examine what might derail any team members when trying to implement the Council resolutions on the revised organisational structure, such as costs, other organisational changes, competing projects, new technology, and resource availability.

4.5   Performance Monitoring and Evaluation

4.5.1 The Implementation Team shall make sure work is on track and on schedule according to the plan. When tasks are late or assigned resources are insufficient, the team can shift work around or free up resources by making changes to the Implementation Plan.

4.5.2 The Implementation Project Manager and the team shall inspect the accomplished work to ensure that it is aligned with the Council resolutions on the revised organisational structure, and that changes are sustained. Dashboards present a great picture to assist with success measurement. These dashboards shall include charts and graphs, as necessary.

4.5.3 The team shall begin with assessing implementation of Council resolutions on the revised organisational structure and individual work structures and workflows, monitoring desired and undesired consequences, and tracking new innovative ways of working.

4.5.4 It is also important that implementation of some Council resolutions on the revised organisational structure are carried out over an appropriate length of time, as it may well take a year for benefits and consequences to emerge. Following implementation impact over the long term can further help identify when some practices and systems have become obsolete and when there is a need for new solutions.

5   IMPLEMENTATION REQUIREMENTS

5.1   Requirements

Information on Council resolutions on the revised organisational structure and the exact, desired end-result of implementation shall be explicitly elucidated in the communication media available to the implementation team.

5.2   Implementation details

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The implementation team shall develop Directorate / workplace-specific sub-implementation schedules where warranted, still falling within the broader schedule of the main implementation plan. These sub-implementation schedules shall also identify sub-teams, and specific activities that would be carried out at such levels.

5.3 Decisions' terms of reference

The implementation team shall develop terms of reference to guide decision making related to implementation of Council resolutions on the revised organisational structure, covering such matters as, among others:

- Start and end dates
- Team member selection criteria at sub-team levels
- Resource allocation and commitment guidelines
- Review of resolutions
- Seeking outside help

5.4 Post Implementation Verification

The implementation team shall, as a continuation of monitoring and evaluation, review the implementation against the Council resolutions on the revised organisational structure and schedule, and decide if it was successful. The review shall, if implementation is found unsuccessful, develop an action item list to rectify any noted discrepancies. The action item list shall come with descriptions of remedial action/s suggested.

6   STAFF MIGRATION AND PLACEMENT PLAN

6.1 Migration and Placement of a serving employee

Migration or placement of a serving employee shall be by assignment, or re-assignment, or redeployment of an employee to a new or different job. Placement in this regard includes promotion, transfer, secondment, or demotion of a serving employee. Therefore, migration or placement is arising out of a decision or process of promotion, transfer, demotion, secondment, or restructuring. In cases where demotion occurs because of the review of the organisational structure after confirmation of job grading, the affected incumbents shall not suffer financial consequences.

6.2 Placement of a new employee

6.2.1 Placement of a new employee starts with the advertising and invitation of applications from candidates for a specific post, containing job descriptions and job specifications in detail.

6.2.2 When a candidate has been selected through the relevant recruitment and selection policy, that candidate is appointed and duly placed in a position that was advertised earlier.

6.3 Principles of migration and placement

In migration and placement, the Bitou LM shall apply these principles:

6.3.1 Employees / candidates shall be placed on the job according to the requirements of the job. The job shall not be adjusted according to the qualifications or requirements of the employee / candidate. Job first, employee / candidate next, shall be the principle of migration and placement.

6.3.2 The job shall be offered to the employee / candidate according to his / her qualification. This shall neither be higher nor extremely lower than the qualification. To fill the job with employees / candidates who have at least the minimum required qualifications ensures making the best possible use of their talents, given available job constraints.

6.3.3 Placement slot shall be ready before the joining date of the selected candidate.

6.3.4 The employee shall undergo orientation and / or induction, i.e., be made conversant with the working conditions prevailing in the Bitou LM or a particular business unit and all things relating to the job. He / she shall also be made aware of the code of conduct and possible sanctions for misconduct.

6.3.5 Migration or placement in the initial period may be temporary as changes are likely to occur after the completion of placement, training, or probation. The employee may be later transferred to the job where he / she can do better, provided prior planning for that possibility was worked out explicitly with Human Resources Management and the affected business units when the migration or placement process (either for serving employee or new employee) was started.

6.3.6 While introducing the job to the newly migrated or placed employee, an effort shall be made to develop a sense of loyalty and co-operation in him / her so that he / she may realise his / her responsibility better towards the job and the Bitou LM.

6.4   Migration and Placement pitfalls to avoid

6.4.1 The Bitou LM shall not use placement practices that look at the individual candidate but at the job.

6.4.2 For *independent jobs*, i.e., where activities of one employee have little bearing on the activities of the other employees, each employee shall duly be evaluated between his / her capabilities and the interests and those required on the job.

6.4.3 For *sequential jobs*, i.e., where job activities of the employee are dependent on activities of fellow employees such as in the matrix operation, migration or placement shall ensure that each employee is evaluated on their capabilities and the interests and those of the related jobs in sequence.

6.4.4 For *pooled jobs*, i.e., where the jobs have a high degree of interdependence among activities and the final output is the result of contributions of all employees, each employee is evaluated on their capabilities and the interests of the team required to deliver the expected outputs.

6.5   Broad assessment-classification guideline for employee migration and placement

- Collect details of the employee
- Construct his / her profile (qualifications and person specifications)

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- Assign the individual to specific job after further counselling and assessment

6.6 Migration and Placement due to organisational restructuring

The Bitou LM has reviewed its organisational structure. This review has, among others, financial and geographical redeployment implications, and may as well involve intra and inter-Directorate or regional transfers, and temporary or even permanent redundancy. The migration and placement of employees following the review shall:

- Avoid disruption of effective and efficient delivery of services.
- Not be used as a punitive measure against employees; and
- Not be used to promote or demote employees.

6.6.1 Place existing employees first

a. Every attempt shall be made to migrate and place existing employees into posts created in the reviewed organisational structure on a permanent basis.

b. If no placement in terms of the agreed criteria can be made, the Bitou LM shall advertise the post and fill it with the most suitable internal or external candidate.

c. New or posts with major changes shall be advertised and filled using the recruitment and selection policy.

6.6.2 Migrate and Place employees on a close match basis

a. Employees are to be placed in the reviewed organisational structure on a close match basis. This means that an existing employee's profile *(i.e., qualifications, experience)* shall be matched against the *job description* of the new / reviewed post on organisational structure, not the post designation.

b. Where more existing employees are a close match to fewer posts, the Bitou LM's Employment Equity Policy and Plan shall be applied.

c. If employees remain tight at this point, and no near matches exist in other posts, employees shall be migrated and placed based on additional criteria to be devised by the Placement Committee and agreed-upon in the Local Labour Forum. Such criteria may include, but not limited to, *Last in First out, or First in First out*.

6.6.3 Placement Committee

a. A Placement Committee shall be created as a sub-committee of the Local Labour Forum, consisting of equal numbers of management and employee unions, with a minimum of four (4) members and a maximum of eight (8) members.

b. The Placement Committee shall be responsible for:

- Deliberating and reaching consensus on the migration and placement of employees into posts in new organisational structures, and objections.

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- Determining *additional criteria* for placement in cases where there are more employees than funded positions.

6.6.4 Placement Appeals Committee

a. A Placement Appeals Committee shall be created as a sub-committee of the Local Labour Forum, consisting of equal numbers of management and employee union, with a minimum of four (4) members and a maximum of eight (8) members. All these members shall be different from those who will be serving in the Placement Committee.

b. The Placement Appeals Committee shall be responsible for:

- Dealing with objections emanating from the migration and placement of employees into posts in the new organisational structure.

- Providing final recommendations on the objections.

- Determining *additional process and procedure to follow* beyond the appeals process (i.e., in a case where the appeals process fails to resolve the objections). The Committee may recommend that the normal municipal grievance procedure be followed in this regard.

6.6.5 Classification of Posts and Placement Procedure

Classification of posts and respective placement procedure shall be as follows:

a. **Unchanged Posts**

These are posts with no changes in job descriptions and / or geographical location. Current incumbents shall get automatic placements in such posts.

b. **Minor Changed Posts**

These are posts involving minor changes to the job descriptions, with no material effect on the level of responsibility. They may also involve a mere change in title without a change in duties listed in the job description. The current incumbents in this regard get placement preference, but with a strong emphasis on the acquisition of skills within twelve (12) months if such skills are required because of the minor changes in the job descriptions.

c. **Major Changed Posts**

These are posts that have undergone major changes to their job descriptions and responsibilities. These posts shall be advertised and filled as new through the recruitment and selection policy.

d. **New Posts**

These are posts that carry duties and responsibilities that did not exist in any form in the Bitou LM. The posts shall be advertised and filled through the recruitment and selection policy.

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6.6.6 Changes in salary grade and service benefits due to placement

a. Employees whom the placement criteria place them higher than their current placement shall be entitled to salary and service benefits aligned to the post grading or job description of the new placement, and subject to collective agreements governing the salary and service benefits.

b. Employees whose service conditions / benefits they currently enjoy or use change *(i.e., reduce or they cease to qualify to enjoy or use them, e.g., travelling allowance)* due to new placement shall, from the start date of the new placement, not have an interruption in service benefits, unless that service condition / benefit is materially changed by legislation and / or collective agreement.

6.6.7 Geographical implications of migration and placement

a. Migration and placements that result in geographical redeployment of employees shall be carried out based on the following:

- The duties attached to such post and functions are to be delivered in another geographical area.

- The duties attached to such post and functions are reduced and / or combined with another to rationalise resources for efficiency savings or impact.

- The duties attached to such post and functions are abolished or no more necessary in that geographical area.

b. Where it is necessary to geographically redeploy only part of a business unit, the selection of employees for redeployment in each of the affected job categories shall be carried out as follows:

- Call for volunteers from employees within each job category.

- If too many of the affected employees volunteer to be redeployed, the selection shall be done based on *First Up, First Opportunity*.

- If only a few of the affected employees volunteer to be redeployed, the selection shall be done based on *Last In, First Up*, where the employees with the shortest service in the job category concerned shall be selected for redeployment.

c. In the event a similar post is advertised and earmarked for filling at the previous geographic location within a period of twelve (12) months from date of redeployment, any redeployed employee shall receive preference when they apply for transfer to the similar post.

d. In the case of an employee accepting geographical redeployment and resettling to a place of residence closer to the new place of work, the Bitou LM shall cover the resettlement costs in line with the policy on resettlement / relocation.

e. In the case of an employee who is redeployed but does not move his / her place of residence, the payment of the difference in the usual commuting costs may be negotiated with the Bitou LM, either by amendment of the travelling policy or other form of benefit in lieu of commuting costs. Such negotiated arrangement shall be incorporated in the relevant policy after consultation within the Local Labour Forum.

6.6.8 Redundancy

After all placement options have been applied, and after all deliberations and consensus or no consensus have been reached, and after all objections have been addressed, excess employees shall be declared redundant, and their services terminated as per policy on dismissal due to operational requirements.

6.6.9 Publication of placement decisions

a. All decisions whether by consensus, or by Bitou LM resolution in the case of no consensus, shall be communicated to employees through a publication in a communique specifically issued for this purpose and displayed on the intranet page or general notice boards located at places agreed to within the Local Labour Forum.

b. All employees shall be notified on the outcome of the placement process by way of personalised letters, with copies to their personal files.

7   IMPLEMENTATION SCHEDULE

No.	Main activity	Task list	Indicative Duration in days	Responsible	Accountable	To be Consulted	Briefing	Deliverable /s (Milestone)
1.	Executive Mayor briefing	1. Brief Executive Mayor on proposed implementation schedule	1	Municipal Manager	Municipal Manager	Executive Mayor	n/a	Municipal Manager signs off implementation schedule
2.	Executive Management briefing	1. Brief Directors on proposed implementation schedule	1	Municipal Manager	Municipal Manager	n/a	n/a	Executive Management on board implementation
3.	LLF briefing	1. Brief LLF on proposed implementation schedule	1	LLF Chairperson	LLF Chairperson	LLF	n/a	LLF on board implementation
4.	Implement plan organisation	1. Establish implementation and reporting framework 2. Present Implementation Plan to Implementation Team 3. Establish sub-implementation teams 4. Conduct interviews to implementation schedule, consolidate 5. Sign off Implementation Schedule	5	1. Dir: Corporate Services 2. Manager: HRM 3. Manager: HRM 4. Manager: HRM 5. Dir: Corporate Services	Manager: HRM	Executive Management	Directors LLF	1. Implementation Team established 2. Detailed Implementation Schedule signed off
5.	Implement Revised Organisational Structure	1. Capture staff establishment on system 2. Set up / update post structure per business unit 3. Capture and quality assure remuneration alignments	2	1. Manager: HRM 2. CD: Manager: HRM 3. Manager: HRM	Manager: HRM	Executive Management	Directors LLF	Updated Staff Establishment captured on system
6.	Migrate and Place Staff	1. Migrate employees into revised structure, following policy 2. Fine-tune placement of employees	10	1. Manager: HRM 2. Manager: HRM	Manager: HRM	Executive Management	Directors LLF	Migration & Placement, plus Report, signed-off by the Municipal Manager

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No.	Main activity	Task list	Indicative Duration in days	Responsible	Accountable	To be Consulted	Briefing	Deliverable /s (Milestone)
7.	Implement revised / aligned Job Descriptions	1. Assign revised job description to each post 2. Facilitate orientation / retraining / training of employees on changed / new roles / skills sets	90	1. Manager: HRM 2. Directors / Regional Heads	Manager: HRM	Executive Management	Directors LLF	1. Revised / aligned Job Descriptions issued to all Employees 2. Employees orientated / re-trained / trained
8.	Carry out continuous process improvement	1. Conduct annual reviews of business process 2. Remove non-value adding activities from business processes 3. Add new business processes from new roles 4. Calculate Full-Time Equivalents for improved business processes 5. Update headcount for organisational structure	Continuous	1. Managers / Regional Heads 2. Managers / Regional Heads 3. Manager: HRM 4. Manager: HRM 5. Manager: HRM	Manager: HRM	Directors	Municipal Manager	1. Improved Business Processes 2. Updated Headcount, signed-off

Job Titles	Office of the Municipal Manager	Planning and Development	Engineering Services	Community Services	Public Safety	Financial Services	Corporate Services	TOTALS
Accountant (various)						11		11
Administrator			3	1		1		5
Artisan			20					20
Artisan Assistant			28					28
Artisan Electrician			2					2
Assistant Internal Auditor	2							2
Assistant Officer		1					1	2
Assistant Superintendent (Various)					3			3
Assistant Town Planner		2						2
Assistant: Systems Administration							1	1
Beach Controller				1				1
Branch Librarian				6				6
Building Control Officer		2						2
Building Inspector		4						4
Buyer						4		4
Call Center Operator					12			12
Caretaker				8				8
Cashier (Various)						5		5
Chief Audit Executive	1							1
Chief Clerk (various)					1	2		3
Chief Fire & Rescue					1			1

Job Titles	Office of the Municipal Manager	Planning and Development	Engineering Services	Community Services	Public Safety	Financial Services	Corporate Services	TOTALS
Chief Law Enforcement Services					1			1
Chief Officer (Various)	1							1
Chief Risk Officer	1							1
Chief Traffic Management Services					1			1
Cleaner / General Assistant							10	10
Clerk (Various)		4	2	4	6	8	2	26
Coordinator: Disaster Management					1			1
Data Capturer		2						2
Director		1	1	1	1	1	1	6
Disaster Management Officer					2			2
Draughtsman			1					1
Driver / Operator (various)			13	14				27
Engineering Technician / Technician			3					3
Entreprise Engineer / Architect							1	1
Examiner (Drivers' Licenses					3			3
Executive Secretary	1	1	1	1		1	3	8
Firefighter					28			28
Flagman				7				7
Foreman (Various)			3	5				8
General Assistant (Various)		2	61	61	6			130
General Worker (Various)			8	55				63

Job Titles	Office of the Municipal Manager	Planning and Development	Engineering Services	Community Services	Public Safety	Financial Services	Corporate Services	TOTALS
GIS Systems Engineer							1	1
Handyman (Various)		1	2	3				6
Head: Committee Services & Councillor Support							1	1
ICT Business Analyst							1	1
ICT Cadet				1				1
Inspector: Law Enforcement					6			6
Internal Auditor	2							2
IT Technician (Various)							3	3
Junior Network Engineer							1	1
Law Enforcement Officer					24			24
Legal Advisor							2	2
Library Aid				3				3
Library Assistant				11				11
Licensing Officer					1			1
Lifeguard				8				8
Machine Operator [Small Equipment; Brush Cutters; Chipping)				13				13
Manager		5	4	5	1	6	7	28
Messenger Services							1	1
Meter Reader						6		6
MPAC / Committee Clerk							3	3
Municipal Manager	1							1

Job Titles	Office of the Municipal Manager	Planning and Development	Engineering Services	Community Services	Public Safety	Financial Services	Corporate Services	TOTALS
Officer (various)	1	6	3	8			8	**26**
Operator: LEU [Live Enrolment Unit]					1			**1**
Personal Assistant							2	**2**
Principal Clerk (various)		1				7	8	**16**
Process Controller Assistant			19					**19**
Process Controller Class IV			4					**4**
Process Controller III			15					**15**
Professional Officer (Various)		1						**1**
Project Engineer			2	1				**3**
Receptionist							1	**1**
Registry Head							1	**1**
Revenue Controller						2		**2**
Risk Management & Compliance Assistant	1							**1**
SCM Practitioner						3		**3**
Senior Artisan (various)			10					**10**
Senior Building Inspector		2						**2**
Senior Clerk (Various)		1				8	1	**10**
Senior Examiner: Drivers' Licenses					1			**1**
Senior Firefighter					4			**4**
Senior Foreman			2					**2**
Senior GIS Technician		1						**1**
Senior Internal Auditor	2							**2**
Senior IT Risk, Compliance & Security Analyst							1	**1**
Senior Law Enforcement Officer					3			**3**

Job Titles	Office of the Municipal Manager	Planning and Development	Engineering Services	Community Services	Public Safety	Financial Services	Corporate Services	TOTALS
Senior Library Assistant				5				**5**
Senior Life Guard				1				**1**
Senior Manager	1							**1**
Senior Meter Reader						1		**1**
Senior Network Engineer							1	**1**
Senior Officer (various)	1			1			1	**3**
Senior SCM Practitioner						3		**3**
Senior Superintendent			4					**4**
Senior Systems Engineer							1	**1**
Spatial Planner		1						**1**
Special Workman					2			**2**
Superintendent (Various)			4	4	2			**10**
Supervisor (Various)			2	15				**17**
Switchboard Operator					1			**1**
Team Leader				3				**3**
Town Planner		2						**2**
Tractor Driver				3				**3**
Traffic Officer					10			**10**
TOTALS	**15**	**40**	**217**	**249**	**122**	**69**	**64**	**776**

Job Titles	Office of the Municipal Manager	Planning and Development	Engineering Services	Community Services	Public Safety	Financial Services	Corporate Services	TOTALS
Employee Ratio	Structural shape				Span of Control			
81 : 19	Strategic:			1.0%	Municipal Manager:			8
	Managerial / Specialist:			11.0%	Director:			4-7
	Operational:			88.0%	(Divisional) Manager:			3-7
	Structural Layers				Chief / Senior / Superintendent (Manager):			3-7
	7				Supervisor:			3-12