

Chapter
4

Organisational Development Performance



Chapter 4 – Organisational Development Performance

Component A: Introduction to the Municipal Personnel

4.1 Employee totals, turnover and vacancies

Table / Figure 4.1: Employee Summary as on 30 June 2013

Total number of employees	398
Section 56/57 employees	4
Contract employees	7
Total number of councillors	17
Total number of interns	27

(Source: Workplace Skills Plan: 2013/14)

Workforce Profile

Table / Figure 4.2: Total Number of Employees in the Municipality as on 30 June 2013

OCCUPATIONAL CATEGORY	FEMALE				MALE				TOTAL				TOTAL
	A	C	I	W	A	C	I	W	A	C	I	W	
11 - LEGISLATORS	5	0	0	0	10	0	0	3	15	0	0	3	18
12 - MANAGERS	3	0	0	0	11	0	0	2	14	0	0	2	16
2 - PROFESSIONALS	8	0	0	2	5	0	0	0	13	0	0	2	15
3 - TECHNICIANS AND TRADE WORKERS	0	0	0	0	26	0	0	2	26	0	0	2	28
4 - COMMUNITY AND PERSONAL SERVICE WORKERS	3	0	0	0	6	1	0	0	9	1	0	0	10
5 - CLERICAL AND ADMINISTRATIVE WORKERS	26	0	0	4	15	0	0	0	41	0	0	4	45
6 - SALES WORKERS	4	0	0	0	0	0	0	0	4	0	0	0	4
7 - MACHINE OPERATORS AND DRIVERS	0	0	0	0	43	0	0	1	43	0	0	1	44
8 - ELEMENTARY WORKERS	50	0	0	0	168	0	0	0	218	0	0	0	218
TOTALS	99	0	0	6	284	1	0	8	383	1	0	14	398

(Source: Workplace Skills Plan: 2013/14)

Table / Figure 4.3: Workforce profile by Occupational Category

Occupational Category	African		Coloured		Indian		White		Total
	No	%	No	%	No	%	No	%	
Legislators, senior officials and managers	31	83.78%	0	0.00%	0	0.00%	6	16.21%	37
Professionals	5	100.00%	0	0.00%	0	0.00%	0	0.00%	5
Technicians and associate trades	28	84.84%	0	0.00%	0	0.00%	5	15.15%	33
Clerks	27	96.42%	0	0.00%	0	0.00%	1	3.57%	28
Service and sales workers	8	88.88%	1	11.11%	0	0.00%	0	0.00%	9
Skilled agricultural and fishery workers	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Craft and related trades workers	4	100.00%	0	0.00%	0	0.00%	0	0.00%	4
Plant and machine operators assemblers	43	97.72%	0	0.00%	0	0.00%	1	2.27%	44
Elementary occupations	230	99.13%	1	0.43%	0	0.00%	1	0.43%	232
Total	376	661.89%	2	11.54%	0	0.00%	14	37.63%	392

(Source: Employment Equity Report: 2013-2018)

Table / Figure 4.4: Workforce profile by Occupational level [as developed in 2013]

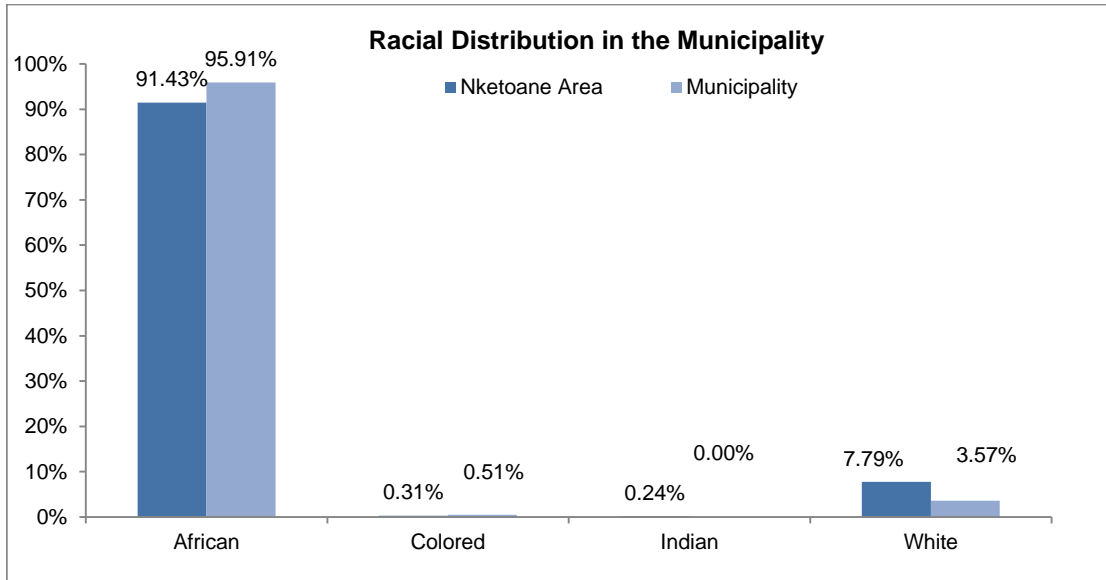
Occupational Level	African		Coloured		Indian		White		Total
	No	%	No	%	No	%	No	%	
Top Management	15	83.33%	0	0.00%	0	0.00%	3	16.66%	18
Senior Management	16	84.21%	0	0.00%	0	0.00%	3	15.78%	19
Professionally qualified	5	100.00%	0	0.00%	0	0.00%	0	0.00%	5
Skilled technical and academically qualified workers	36	85.71%	1	2.38%	0	0.00%	5	11.90%	42
Semi-skilled	74	97.36%	0	0.00%	0	0.00%	2	2.63%	76
Unskilled and defined decision making	230	99.13%	1	0.43%	0	0.00%	1	0.43%	232
Total	376	549.75%	2	2.81%	0	0.00%	14	47.4%	392

(Source: Employment Equity Report: 2013-2018)

3.3.1 Racial Distribution

The Council racial distribution versus the Nketoane area’s racial profile is shown in the chart below.

Table / Figure 4.5: Racial Distribution



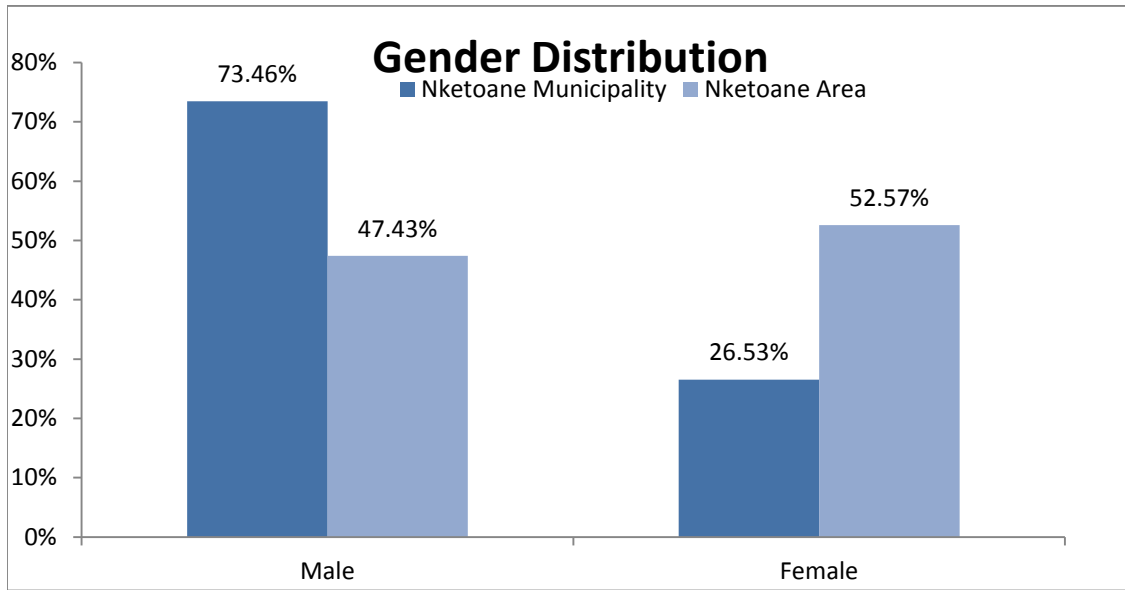
(Source: Employment Equity Report: 2013-2018)

Table / Figure 4.6: Racial distribution per occupational level [as developed in 2013]

Occupational Category	African	Coloured	Indian	White
	%	%	%	%
Legislators, senior officials and managers	83.78%	0.00%	0.00%	16.21%
Professionals	100.00%	0.00%	0.00%	0.00%
Technicians and associate trades	84.84%	0.00%	0.00%	15.15%
Clerks	96.42%	0.00%	0.00%	3.57%
Service and sales workers	88.88%	11.11%	0.00%	0.00%
Skilled agricultural and fishery workers	0.00%	0.00%	0.00%	0.00%
Craft and related trades workers	100.00%	0.00%	0.00%	0.00%
Plant and machine operators and assemblers	97.13%	0.00%	0.00%	2.27%
Elementary occupations	99.13%	99.13%	0.00%	0.43%
Total	750.18%	110.24%	0.00%	37.63%

(Source: Employment Equity Report: 2013-2018)

Table / Figure 4.7: Gender Distribution



(Source: Employment Equity Report: 2013-2018)

Workforce Movement

Recruitment

Figure / Table 4.8: Recruitment of staff

Total number of new recruits, including people with disabilities: (Note: A=Africans, C=Coloureds, I=Indians and W= Whites)

EMPLOYEE MOVEMENTS FOR THE PERIOD: 01 July 2012 - 30 June 2013																
C3. NEW EMPLOYEE RECRUITS																
EMPLOYMENT SECTION	FEMALE				MALE				TOTAL				PW D	AGE GROUPS		
	A	C	I	W	A	C	I	W	A	C	I	W		<35	35-55	>55
Community and Social Services									0	0	0	0				
Finance	1				1				2	0	0	0		2		
Administration	2				4				6	0	0	0		3	3	
Electricity					2				2	0	0	0		2		
Environmental Protection									0	0	0	0				
Health									0	0	0	0				
Public Safety									0	0	0	0				

EMPLOYEE MOVEMENTS FOR THE PERIOD: 01 July 2012 - 30 June 2013																
C3. NEW EMPLOYEE RECRUITS																
EMPLOYMENT SECTION	FEMALE				MALE				TOTAL				PWD	AGE GROUPS		
	A	C	I	W	A	C	I	W	A	C	I	W		<35	35-55	>55
Road Transport					1				1	0	0	0			1	
Sport and Recreation	4				7				11	0	0	0		2	9	
Waste Management	3				8				11	0	0	0		2	9	
Waste Water Management	1				14				15	0	0	0		2	13	
Water and Sanitation									0	0	0	0				
TOTALS	11	0	0	0	37	0	0	0	48	0	0	0	0	13	35	0

(Source: Workplace Skills Plan: 2013/14)

C4. NEW LABOUR MARKET ENTRANTS																
EMPLOYMENT SECTION	FEMALE				MALE				TOTAL				PWD	AGE GROUPS		
	A	C	I	W	A	C	I	W	A	C	I	W		<35	35-55	>55
Community and Social Services	2								2	0	0	0		2		
Finance									0	0	0	0				
Administration									0	0	0	0				
Electricity					2				2	0	0	0		2		
Environmental Protection									0	0	0	0				
Health									0	0	0	0				
Public Safety									0	0	0	0				
Road Transport									0	0	0	0				
Sport and Recreation									0	0	0	0				
Waste Management									0	0	0	0				
Waste Water Management									0	0	0	0				
Water and Sanitation	5				10				15	0	0	0		15		
TOTALS	7	0	0	0	12	0	0	0	19	0	0	0	0	19	0	0

(Source: Workplace Skills Plan: 2013/14)

C6. NUMBER OF INTERNS GIVEN STRUCTURED WORK EXPERIENCE															
EMPLOYMENT SECTION	MALE				FEMALE				TOTAL				PWD	TOTAL	
	A	C	I	W	A	C	I	W	A	C	I	W			
Community and Social Services									0	0	0	0		0	
Finance	2				1				3	0	0	0		3	
Administration	1				2				3	0	0	0		3	
Electricity	6								6	0	0	0		6	
Environmental Protection									0	0	0	0		0	
Health									0	0	0	0		0	
Public Safety									0	0	0	0		0	
Road Transport									0	0	0	0		0	
Sport and Recreation									0	0	0	0		0	
Waste Management									0	0	0	0		0	
Waste Water Management	2				1				3	0	0	0		3	
Water	8				4				12	0	0	0		12	
TOTALS	19	0	0	0	8	0	0	0	27	0	0	0	0	27	

(Source: Workplace Skills Plan: 2013/14)

SUMMARY	
New recruits as a % of total employees	12.06%
New labour market entrants as a % of total employees	4.77%
Interns as a % of total employees	6.78%

(Source: Workplace Skills Plan: 2013/14)

Termination

Figure / Table 4.9: Termination of services

Total number of terminations in each occupational level, including people with disabilities. (Note: A=Africans, C=Coloureds, I= Indians and W= Whites)

C5. EMPLOYEES WHO LEFT THE MUNICIPALITY																															
EMPLOYMENT SECTION	FEMALE				MALE				TOTAL				P W D	AGE GROUPS		REASONS FOR LEAVING														TOTAL	
	RESIGNED		RETIRED		RETERENCHED		MEDICAL REASONS		DISMISSED		DEATH			CONTRACT TERMINATED		< 35	35 - 55	F	M	F	M	F	M	F	M	F	M	F	M		
	A	C	I	W	A	C	I	W	A	C	I	W		F	M																F
Community and Social Services									0	0	0	0																	0		
Finance					1				1	0	0	0		1														1	1		
Administration									0	0	0	0																	0		
Electricity									0	0	0	0																	0		
Environmental Protection									0	0	0	0																	0		
Health									0	0	0	0																	0		
Public Safety									0	0	0	0																	0		
Road Transport					1				1	0	0	0			1												1		1		
Sport and Recreation									0	0	0	0																	0		
Waste Management					3				3	0	0	0		2	1			1									2		3		
Waste Water Management					2				2	0	0	0			2			1								1			2		
Water and Sanitation								1	0	0	0	1		1			1												1		
TOTALS	0	0	0	0	7	0	0	1	7	0	0	1	0	1	3	4	0	1	0	2	0	0	0	0	0	1	0	3	0	1	8

(Source: Workplace Skills Plan: 2013/14)

SUMMARY	
Employees who left as a % of total employee	2.01%

(Source: Workplace Skills Plan: 2013/14)

Component B: Managing the Municipal Workforce

The following are key objectives and indicators of the municipality's efforts to manage its workforce:

- Annual review of the organizational structure
- The filling of key vacancies. The following key vacancies were filled during 2013/14:
 - Chief Financial Officer
- Annual review of the HR Strategy

4.2 Policies

Status of policies

Key Policy Developments during 2013/14 Financial Year (Policies revised and new policies developed)

- Occupational Health & Safety Policy.
- Incapacity due to Illness/Injury Policy.
- Induction Policy.
- HIV/Life Threatening Diseases Policy.
- Sexual, Racial & Ethnic Harassment Policy.
- Attendance & Punctuality Policy.
- Policy on Career Opportunities, Succession Planning, Rapid Progression and Promotion

Policies that were in place during 2013/14 which are still applicable:

- Recruitment policy(Revise)
- Retention of Skilled Personnel
- Land disposal policy
- Travelling allowance
- Induction policy
- Training and development/Study policy
- Leave Encashment Policy
- Housing Help/Assistance
- Standby, Shift Allowance policy
- Occupation Health and Safety
- Contract workers

- Laptop policy
- Telephone usage policy
- Cellular phone policy
- Catering policy
- Retirement policy
- Retention of Skilled personnel
- Councilors Funeral policy
- Probation policy
- Training and development policy
- Recruitment policy
- Employee Funeral policy
- Establishment and Functionality of Ward committees
- Records Management Policy
- Recruitment policy(Revise)
- Retention of Skilled Personnel
- Land disposal policy
- Travelling allowance
- Induction policy
- Training and development/Study policy
- Leave Encashment Policy
- Housing Help/Assistance
- Standby, Shift Allowance policy
- Occupation Health and Safety

4.3 Monitoring and Evaluation

Disciplinary Action

Figure / Table 4.10: Disciplinary action

C5. EMPLOYEES WHO LEFT THE MUNICIPALITY																														
EMPLOYMENT SECTION	FEMALE				MALE				TOTAL				P W D	AGE GROUPS			REASONS FOR LEAVING												TOTAL	
	A C I W		A C I W		A C I W		A C I W		< 35	35 - 55	> 55	RESIGNED		RETIRED		RETR ENCHED		MED ICAL REA SON S		DIS MISS ED		DE AT H		CON TRAC T TER MINA TED						
	A	C	I	W	A	C	I	W	A	C	I	W					F	M	F	M	F	M	F	M	F	M	F	M		
Road Transport					1				1	0	0	0											1							1
TOTALS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1

(Source: Workplace Skills Plan: 2013/14)

Component C: Employment Equity Status

Table / Figure 4.11: Employee profile

C2. TOTAL NUMBER OF EMPLOYEES PER OCCUPATIONAL CATEGORY, POPULATION GROUP, DISABILITY STATUS AND AGE GROUP.																		
OCCUPATION CATEGORY		FEMALE				MALE				TOTAL				P W D	AGE GROUPS			
		A	C	I	W	A	C	I	W	A	C	I	W		< 3 5	35- 55	> 5 5	
1 – MANAGERS																		
11 – LEGISLATORS																		
	(Executive) Mayor	1								1	0	0	0			1		
	Councillors	4				1			3	1	4	0	0	3	1	2	12	3
	Traditional Leaders									0	0	0	0					
SUB-TOTAL : LEGISLATORS -		5	0	0	0	1	0	0	3	1	5	0	0	3	1	2	13	3
12 – MANAGERS																		
1112	Municipal Manager					1				1	0	0	0			1		
1211	Finance Managers	1				1			1	2	0	0	1			3		
1212	Human Resources Managers	1								1	0	0	0			1		
1219	Corporate Services Manager					3				3	0	0	0		2	1		
1222	Advertising, Marketing and Sales Managers / Manager - Public Relations					1				1	0	0	0			1		
1323	Construction Managers / Manager - Technical Services	1				2			1	3	0	0	1		2	1	1	
1324	Supply and Distribution Managers					1				1	0	0	0		1			
134901	Manager - Environmental Health					2				2	0	0	0			2		
134912	Commissioned Fire and Rescue Officers									0	0	0	0					
143104	Manager - Arts and Culture									0	0	0	0					
143105	Sports Administrator									0	0	0	0					
SUB-TOTAL : MANAGERS -		3	0	0	0	1	0	0	2	1	4	0	0	2	0	5	10	1
2 - PROFESSIONALS																		
234	Natural and Physical Science Professionals									0	0	0	0					
2142	Civil Engineers and Technologists, and Quantity Surveyors									0	0	0	0					
2161	Architects and Landscape Architects									0	0	0	0					
2164	Urban and Regional Planner					1				1	0	0	0		1			
2221	Nurse Managers / Registered Nurses									0	0	0	0					
2263	Occupational and Environment Health Professional					1				0	0	0	1			1		
2411	Accountants	1				1				2	0	0	0			2		

C2. TOTAL NUMBER OF EMPLOYEES PER OCCUPATIONAL CATEGORY, POPULATION GROUP, DISABILITY STATUS AND AGE GROUP.																	
OCCUPATION CATEGORY		FEMALE				MALE				TOTAL				P W D	AGE GROUPS		
		A	C	I	W	A	C	I	W	A	C	I	W		< 3 5	35- 55	> 5 5
2421	Management and Organisational Analysts	1			1				1	0	0	1		1		1	
2422	Auditors, Company Secretaries and Corporate Treasurers	1				1			2	0	0	0		2			
2423	Human Resource Professionals	1							1	0	0	0		1			
2423	Training and Development Professionals					1			1	0	0	0			1		
2522	Database and Systems Administrators and ICT Security Specialists	1							1	0	0	0		1			
2621	Information and Organisational Professionals								0	0	0	0					
2622	Librarian	1							1	0	0	0			1		
3315	Land, Property and Assests Economist and Valuers								0	0	0	0					
224704	Organisational Risk Manager								0	0	0	0					
224902	Liaison Officer / Community Liaison Officers	2							2	0	0	0		2			
224905	Economic Development Facilitator / LED Officer					1			1	0	0	0			1		
SUB-TOTAL : PROFESSIONALS -		8	0	0	2	5	0	0	0	13	0	0	2	0	8	6	1
3 - TECHNICIANS AND TRADE WORKERS																	
3112	Civil Engineering Draftspersons and Technicians								0	0	0	0					
3123	Architectural, Building and Surveying Technicians								0	0	0	0					
6113	Gardeners, Greens Keepers and Nurserypersons					3			3	0	0	0		1	2		
6426	Plumbers					4			4	0	0	0		1	3		
6531	Motor Mechanics					4		1	4	0	0	1		1	3	1	
6533	Metal Fitters and Machinists								0	0	0	0					
6711	Electricians					1		1	1	0	0	1		1	1		
6713	Electrical Distribution Trades Workers					9			9	0	0	0		1	7	1	
311901	Waste Water Treatment Officer / Technician					5			5	0	0	0			4	1	
SUB-TOTAL : TECHNICIANS AND TRADE WORKERS -		0	0	0	0	26	0	0	26	0	0	2	0	5	20	3	
4 - COMMUNITY AND PERSONAL SERVICE WORKERS																	
4117	Social Services Support Workers								0	0	0	0					
4514	Gallery, Museum and Tour Guides					1			1	0	0	0		1			
5411	Fire and Rescue Workers					3			3	0	0	0		2	1		
5412	Police, Detectives and Traffic Officers	3				2	1		5	1	0	0		4	2		
5414	Security Officers								0	0	0	0					
323102	Community Health Workers								0	0	0	0					
SUB-TOTAL : COMMUNITY AND PERSONAL SERVICE WORKERS -		3	0	0	0	6	1	0	9	1	0	0	0	7	3	0	
5 - CLERICAL AND ADMINISTRATIVE WORKERS																	

C2. TOTAL NUMBER OF EMPLOYEES PER OCCUPATIONAL CATEGORY, POPULATION GROUP, DISABILITY STATUS AND AGE GROUP.																	
OCCUPATION CATEGORY		FEMALE				MALE				TOTAL				P W D	AGE GROUPS		
		A	C	I	W	A	C	I	W	A	C	I	W		< 35	35-55	> 55
3323	Purchasing and Supply Logistics Administrators	1								1	0	0	0		1		
3341	Office Administrators	1			1	1				2	0	0	1			3	
4419	Contract, Program and Project Administrators									0	0	0	0				
3343	Personal Assistants	5			1	2				7	0	0	1		2	6	
3354	Inspectors and Regulatory Officers					1				1	0	0	0			1	
4111	General Clerks									0	0	0	0				
4132	Keyboard Operators / Data Capturer									0	0	0	0				
4226	Receptionists	3			2	1				4	0	0	2		2	3	1
4311	Accounting Clerks	5				4				9	0	0	0		3	6	
4313	Payroll Clerk	1				1				2	0	0	0		2		
4411	Library Assistants	3								3	0	0	0			3	
4415	Filing and Registry Clerks	5				2				7	0	0	0		2	5	
4416	Human Resource Clerks	1								1	0	0	0		1		
5244	Call or Contact Centre Operators	1								1	0	0	0		1		
5999	Other Miscellaneous Clerical and Administrative Workers					3				3	0	0	0		1	2	
SUB-TOTAL : CLERICAL AND ADMINISTRATIVE WORKERS -		26	0	0	4	15	0	0	0	41	0	0	4	0	15	29	1
6 - SALES WORKERS																	
5231	Checkout Operators and Office Cashiers	4								4	0	0	0		1	2	1
SUB-TOTAL : SALES WORKERS -		4	0	0	0	0	0	0	0	4	0	0	0	0	1	2	1
7 - MACHINERY OPERATORS AND DRIVERS																	
313201	Water Plan Operators					1			1	1	0	0	1			13	2
7322	Automobile Drivers					2				2	0	0	0		1	18	7
7332	Truck Drivers									0	0	0	0				
7341	Agricultural and Forestry Plant Operators									0	0	0	0				
7342	Earthmoving Plant Operators					3				3	0	0	0			1	2
SUB-TOTAL : MACHINERY OPERATORS AND DRIVERS -		0	0	0	0	4	0	0	1	4	0	0	1	0	1	32	1
8 - ELEMENTARY WORKERS																	
8112	Commercial Cleaners									0	0	0	0				
8129	Miscellaneous Cleaners	2				2				2	0	0	0		5	15	7
8313	Building and Plumbing Workers	1				1				1	0	0	0		1	9	1
8214	Garden and Nursery Workers	1				3				5	0	0	0		1	30	1
8622	Handypersons	3				5				5	4	0	0		5	39	1
8611	Recycling and Rubbish Collectors	1				5				5	1	0	0		1	35	5

C2. TOTAL NUMBER OF EMPLOYEES PER OCCUPATIONAL CATEGORY, POPULATION GROUP, DISABILITY STATUS AND AGE GROUP.																	
OCCUPATION CATEGORY		FEMALE				MALE				TOTAL				P W D	AGE GROUPS		
		A	C	I	W	A	C	I	W	A	C	I	W		< 3 5	35- 55	> 5 5
8629	Other Miscellaneous Workers	3				2				2	0	0	0		2	15	8
SUB-TOTAL : ELEMENTARY WORKERS -		5	0	0	0	1	0	0	0	2	1	0	0	0	3	14	4
WARD COMMITTEE MEMBERS		4				4								1	3	37	1
		3				5								4	4	1	4

(Source: Workplace Skills Plan:
2013/14)

Figure / Table 4.12: Summary Employment Data

Total number of black (African, Coloured, Indian) employees	384
Black employees as a % of total employees	96.48%
Total number of women employees	105
Women employees as a % of total employees	26.38%
Total number of employees with disabilities	1
Employees with disabilities as a % of total employees	0.25%
Total employees over the age of 55	61
Over 55 employees as a % of total employees	15.33%
Total employees between the ages of 35 and 55	258
Employees between 35 and 55 as a % of total employees	64.82%
Total employees under the age of 35	77
Employees under 35 as a % of total employees	19.35%

(Source: Workplace Skills Plan: 2013/14)

Table / Figure 4.13: Employee qualification profile

SECTION D: QUALIFICATIONS PROFILE																													
OCCUPATION CATEGORY		Bel	NQ		NQ		NQ		NQ		NQ		NQ		NQ		NQ		NQ		UNK		TOT						
		ow	F 1	F 1	F 2	F 2	F 3	F 3	F 4	F 4	F 5	F 5	F 6	F 6	F 7	F 7	F 8	F 8	F 9	F 9	F 10	F 10	N	N	AL				
		F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M				
1 - MANAGERS																													
11 - LEGISLATORS																													
	(Executive) Mayor																								1	0			
	Councillors							1		1	3	2	2		2		2									4	9		
	Traditional Leaders																										0	0	
SUB-TOTAL : LEGISLATORS -		0	0	0	0	0	0	1	0	1	3	2	2	0	2	0	2	0	0	0	0	0	0	0	0	0	4	9	
12 - MANAGERS																													
11	12	Municipal Manager																									0	1	
12	11	Finance Managers													1	2												1	2
12	12	Human Resources Managers															1											1	0
12	19	Corporate Services Manager															1		2									0	3
12	22	Advertising, Marketing and Sales Managers / Manager - Public Relations																										0	1
13	23	Construction Managers / Manager - Technical Services																										1	3
13	24	Supply and Distribution Managers																										0	1
13	01	Manager - Environmental Health																										0	2
13	12	Commissioned Fire and Rescure Officer																										0	0
14	04	Manager - Arts and Culture																										0	0
14	05	Sports Administrator																										0	0
SUB-TOTAL : MANAGERS -		0	0	0	0	0	0	0	0	0	0	0	0	1	1	8	2	4	0	0	0	0	0	0	0	0	0	3	13
2 - PROFESSIONALS																													
23	4	Natural and Physical Science Professionals																										0	0
21	42	Civil Engineers and Technologists, and Quantity Surveyors																										0	0
21	61	Architects and Landscape Architects																										0	0

SECTION D: QUALIFICATIONS PROFILE

OCCUPATION CATEGORY		Bel ow NQ F 1		NQ F 1		NQ F 2		NQ F 3		NQ F 4		NQ F 5		NQ F 6		NQ F 7		NQ F 8		NQ F 9		NQ F 10		UNK NOW N		TOT AL		
		F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
21 64	Urban and Regional Planner														1												0	1
22 21	Nurse Managers / Registered Nurses																										0	0
22 63	Occupational and Environment Health Professional									1																	1	0
24 11	Accountants															1	1										1	1
24 21	Management and Organisational Analysts												1		1												2	0
24 22	Auditors, Company Secretaries and Corporate Treasurers												1			1											1	1
24 23	Human Resource Professionals															1											1	0
24 23	Training and Development Professionals																	1									0	1
25 22	Database and Systems Administrators and ICT Security Specialists															1											1	0
26 21	Information and Organisational Professionals																										0	0
26 22	Librarian									1																	1	0
33 15	Land, Property and Assests Economist and Valuers																										0	0
22 47 04	Organisational Risk Manager																										0	0
22 49 02	Liaison Officer / Community Liaison Officers													2													2	0
22 49 05	Economic Development Facilitator / LED Officer									1																	0	1
SUB-TOTAL : PROFESSIONALS -		0	0	0	0	0	0	0	0	2	1	0	0	4	1	4	3	0	0	0	0	0	0	0	0	0	1	5
3 - TECHNICIANS AND TRADE WORKERS																												
31 12	Civil Engineering Draftspersons and Technicians																										0	0
31 23	Architectural, Building and Surveying Technicians																										0	0
61 13	Gardeners, Greens Keepers and Nurserypersons									1		1		1													0	3
64 26	Plumbers				1					3																	0	4
65 31	Motor Mechanics				2		1			2																	0	5
65 33	Metal Fitters and Machinists																										0	0

SECTION D: QUALIFICATIONS PROFILE

OCCUPATION CATEGORY		Bel	NQ		NQ		NQ		NQ		NQ		NQ		NQ		NQ		UNKN		TOT								
		ow	F 1		F 2		F 3		F 4		F 5		F 6		F 7		F 8		F 9		F 10		N		AL				
		NQ	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M			
67 11	Electricians																									0	2		
67 13	Electrical Distribution Trades Workers				7				2																		0	9	
31 19 01	Waste Water Treatment Officer / Technician																										0	0	
SUB-TOTAL : TECHNICIANS AND TRADE WORKERS -		0	0	0	1	0	1	0	2	0	6	0	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	2	3
4 - COMMUNITY AND PERSONAL SERVICE WORKERS																													
41 17	Social Services Support Workers																											0	0
45 14	Gallery, Museum and Tour Guides																											0	1
54 11	Fire and Rescue Workers																											0	3
54 12	Police, Detectives and Traffic Officers																											3	3
54 14	Security Officers																											0	0
32 31 02	Community Health Workers																											0	0
SUB-TOTAL : COMMUNITY AND PERSONAL SERVICE WORKERS -		0	0	0	0	0	0	0	0	0	2	0	0	3	5	0	0	0	0	0	0	0	0	0	0	0	0	3	7
5 - CLERICAL AND ADMINISTRATIVE WORKERS																													
33 23	Purchasing and Supply Logistics Administrators																											1	0
33 41	Office Administrators																											2	1
44 19	Contract, Program and Project Administrators																											0	0
33 43	Personal Assistants																											5	2
33 54	Inspectors and Regulatory Officers																											0	1
41 11	General Clerks																											0	0
41 32	Keyboard Operators / Data Capturer																											0	0
42 26	Receptionists																											5	1
43 11	Accounting Clerks																											5	4
43 13	Payroll Clerk																											1	1
44 11	Library Assistants																											3	0
44 15	Filing and Registry Clerks																											5	2
44 16	Human Resource Clerks																											1	0
52 44	Call or Contact Centre Operators																											1	0

SECTION D: QUALIFICATIONS PROFILE

OCCUPATION CATEGORY		Bel	NQ		NQ		NQ		NQ		NQ		NQ		NQ		NQ		UNK		TOT								
		ow	F 1		F 2		F 3		F 4		F 5		F 6		F 7		F 8		F 9		F 10		NOW		AL				
		NQ	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M			
59 99	Other Miscellaneous Clerical and Administrative Workers											2			1										0	3			
SUB-TOTAL : CLERICAL AND ADMINISTRATIVE WORKERS -		0	0	0	0	0	0	3	1	1	1	5	7	2	6	5	2	2	0	0	0	0	0	0	0	2	1		
6 - SALES WORKERS																													
52 31	Checkout Operators and Office Cashiers						1			2		1														3	1		
SUB-TOTAL : SALES WORKERS -		0	0	0	0	0	1	0	0	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	1	
7 - MACHINERY OPERATORS AND DRIVERS																													
31 32 01	Water Plan Operators				3				4		4															0	1		
73 22	Automobile Drivers				7				2		4															0	1		
73 32	Truck Drivers																									0	0		
73 41	Agricultural and Forestry Plant Operators																									0	0		
73 42	Earthmoving Plant Operators																									0	0		
SUB-TOTAL : MACHINERY OPERATORS AND DRIVERS -		0	0	0	1	0	0	0	6	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	4
8 - ELEMENTARY WORKERS																													
81 12	Commercial Cleaners																									0	0		
81 29	Miscellaneous Cleaners																									0	0		
83 13	Building and Plumbing Workers																									0	0		
82 14	Garden and Nursery Workers			7	1	1	4	2	6	2	5															2	2		
86 22	Handypersons			2	2	3	2	1	6		1															3	3		
86 11	Recycling and Rubbish Collectors			1		1	0	3	1	4	1	7														1	1		
86 29	Other Miscellaneous Workers																									0	0		
SUB-TOTAL : ELEMENTARY WORKERS -		0	0	1	3	2	4	5	4	1	3	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	4	6	
WARD COMMITTEE MEMBERS																										0	0		

(Source: Workplace Skills Plan: 2013/14)

Figure / Table 4.14: Summary Employee Qualification Profile Data

EMPLOYEE QUALIFICATION PROFILE	
Total number of employees with an NQF Level 1 and below qualification	63
Employees with an NQF Level 1 and below qualification as a % of total employees	15.83%
Total number of employees with an NQF Level 2, 3 or 4 qualification	121
Employees with an NQF Level 2, 3 or 4 qualification as a % of total employees	30.40%
Total number of employees with an NQF Level 5 or above qualification	73
Employees with an NQF Level 5 or above qualification as a % of total employees	18.34%
Total employees who are Managers and Professionals with an NQF Level 6 or above qualification	31
Employees who are Managers and Professionals with an NQF Level 6 or above qualification as a % of total employees in those categories	100.00%
Total employees who are Technicians and Trade Workers with an NQF Level 5 or above qualification	4
Employees who are Technicians and Trade Workers with an NQF Level 5 or above qualification as a % of total employees in that categories	14.29%

(Source: Workplace Skills Plan: 2013/14)

Component D: Capacitating the Municipal Workforce

Table / Figure 4.15: Training for Municipal Employees during 2013/14

TOTAL NUMBER OF EMPLOYEES WHO RECEIVED TRAINING:

OCCUPATIONAL CATEGORY	FEMALE				MALE				TOTAL				TOTAL	% OF TOTAL EMPLOYEES
	A	C	I	W	A	C	I	W	A	C	I	W		
11 - LEGISLATORS	2				3			1	5	0	0	1	6	33.33%
12 - MANAGERS	3			1	7			2	10	0	0	3	13	81.25%
2 - PROFESSIONALS	4			1	4				8	0	0	1	9	60.00%
3 - TECHNICIANS AND TRADE WORKERS					19				19	0	0	0	19	67.86%
4 - COMMUNITY AND PERSONAL SERVICE WORKERS	1				6				7	0	0	0	7	70.00%
5 - CLERICAL AND ADMINISTRATIVE WORKERS	1 3			1	10				23	0	0	1	24	53.33%
6 - SALES WORKERS									0	0	0	0	0	0.00%
7 - MACHINE OPERATORS AND DRIVERS	3				26				29	0	0	0	29	65.91%
8 - ELEMENTARY WORKERS	1 5				50			1	65	0	0	1	66	30.28%
TOTALS	4 1	0	0	3	12 5	0	0	4	16 6	0	0	7	173	43.47%

(Source: Workplace Skills Plan: 2013/14)

EXECUTIVE SUMMARY - ANNUAL TRAINING REPORT: 01 July 2013- 30 June 2014

TOTAL ANTICIPATED PAYROLL:	R 57,709,000.00	
TOTAL ACTUAL PAYROLL:	R 51,207,600.00	
VARIANCE IN PAYROLL:	R 6,501,400.00	
TOTAL ANTICIPATED LEVY AMOUNT:	R 577,090.00	
TOTAL ACTUAL LEVY AMOUNT:	R 512,076.00	
VARIANCE IN LEVY AMOUNT:	R 65,014.00	
	EMPLOYED	UNEMPLOYED
TOTAL ANTICIPATED TRAINING EXPENDITURE:	R 1,697,362.41	R 105,000.00
TOTAL ACTUAL TRAINING EXPENDITURE:	R 1,337,682.55	R 381,670.00
VARIANCE IN TRAINING EXPENDITURE	R 359,679.86	-R 276,670.00
TOTAL ANTICIPATED TRAINING EXPENDITURE - PIVOTAL:	R 64,000.00	R 0.00
TOTAL ACTUAL TRAINING EXPENDITURE - PIVOTAL:	R 0.00	R 0.00
VARIANCE IN TRAINING EXPENDITURE - PIVOTAL:	R 64,000.00	R 0.00

(Source: Workplace Skills Plan: 2013/14)

Component E: Managing the Workforce Expenditure

Disclosure of Staff Remuneration

Figure / Table 4.16: Disclosure of staff remuneration

Nketoana Local Municipality

Annual Financial Statements for the year ended 30 June, 2014

Notes to the Annual Financial Statements

Figures in Rand	2014	2013
30. Personnel (continued)		
Remuneration of Municipal Manager		
Annual Remuneration	730,964	785,047
Car Allowance	201,801	140,000
Acting allowance	-	34,326
Bonus	63,667	-
Telephone Allowance	16,000	-
Housing Allowance	48,000	-
Subsistence allowance	4,530	-
Back pay	35,117	-
Contributions to UIF, Medical and Pension Funds	112,659	41,158
	1,212,738	1,000,531

The remuneration of staff is within the upper limits of the SALGA Bargaining Council determinations.

Remuneration of Acting Chief Financial Officer

Annual Remuneration	261,998	565,169
Acting allowance	111,315	27,829
Bonus	27,073	-
Telephone Allowance	4,512	-
Subsistence allowance	6,608	-
Travelling allowance	123,401	77,000
Contributions to UIF, Medical and Pension Funds	92,270	1,373
	627,177	671,371

Remuneration of Chief Financial Officer

Remuneration	386,231	-
Annual bonus	14,556	-
Telephone Allowance	12,000	-
Housing allowance	48,000	-
Travelling allowance	94,901	-
Subsistence allowance	1,800	-
Contributions to UIF, Medical and Pension Funds	6,086	-
	563,574	-

Nketoana Local Municipality

Annual Financial Statements for the year ended 30 June, 2014

Notes to the Annual Financial Statements

Figures in Rand	2014	2013
Remuneration of Director: Corporate Services		
Annual Remuneration	714,950	683,200
Annual bonus	42,000	42,000
Telephone allowance	14,400	14,400
Housing allowance	12,000	12,000
Travel allowance	36,248	32,400
Subsistence	948	-
Backpay	22,344	-
Contributions to UIF, Medical and Pension Funds	10,104	-
	852,994	784,000
Remuneration of Director: Technical Services		
Annual Remuneration	605,134	508,000
Car Allowance	194,313	180,000
Bonuses	44,000	48,000
Housing Allowance	24,000	24,000
Telephone	24,000	24,000
	891,447	784,000
Remuneration of Director: Community Services		
Annual Remuneration	711,259	656,800
Car Allowance	76,887	72,000
Bonuses	24,000	24,000
Housing Allowance	24,000	24,000
Telephone Allowance	10,400	7,200
	846,546	784,000
31. Remuneration of councillors		
Mayor	709,735	673,035
Executive Committee	1,289,934	1,165,694
Councillors	2,806,332	2,523,877
Speaker	573,214	561,897
	5,379,215	4,924,503