



# Chapter 4

## Organisational Development & Performance Management



## Component A: Introduction to the Municipal Personnel

### 4.1 Employee totals, turnover and vacancies

Table / Figure 4.1: Employee Summary as on 30 April 2014

<b>Total number of employees</b>	404
<b>Section 56/57 employees</b>	5
<b>Contract employees</b>	14
<b>Total number of councillors</b>	18
<b>Total number of interns</b>	33

(Source: Workplace Skills Plan: 2014/15)

### Workforce Profile

Table / Figure 4.2: Total Number of Employees in the Municipality as on 30 June 2014

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	4	0	0	1	10	0	0	2	14	0	0	3	17
2 - PROFESSIONALS	9	0	0	1	9	0	0	0	18	0	0	1	19
3 - TECHNICIANS AND TRADE WORKERS	1	0	0	0	23	0	0	2	24	0	0	2	26
4 - COMMUNITY AND PERSONAL SERVICE WORKERS	1	0	0	0	0	0	0	0	1	0	0	0	1
5 - CLERICAL AND ADMINISTRATIVE WORKERS	26	0	0	3	16	0	0	0	42	0	0	3	45
6 - SALES WORKERS	19	0	0	0	44	1	0	0	63	1	0	0	64
7 - MACHINE OPERATORS AND DRIVERS	0	0	0	0	25	0	0	0	25	0	0	0	25
8 - ELEMENTARY WORKERS	38	0	0	0	151	0	0	0	189	0	0	0	189
<b>TOTALS</b>	<b>103</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>288</b>	<b>1</b>	<b>0</b>	<b>7</b>	<b>391</b>	<b>1</b>	<b>0</b>	<b>12</b>	<b>404</b>

(Source: Workplace Skills Plan: 2014/15)

Table / Figure 4.3: Workforce profile by Occupational Category

According to Race and Gender

OCCUPATIONAL CATEGORY	FEMALE								Total	MALE								
	A		C		I		W			A		C		I		W		Total
11 - LEGISLATORS	5	100.00 %	0	0.00 %	0	0.00 %	0	0.00 %	5	10	76.92 %	0	0.00 %	0	0.00 %	3	23.08 %	13
12 - MANAGERS	4	80.00 %	0	0.00 %	0	0.00 %	1	20.00 %	5	10	83.33 %	0	0.00 %	0	0.00 %	2	16.67 %	12
2 - PROFESSIONALS	9	90.00 %	0	0.00 %	0	0.00 %	1	10.00 %	10	9	100.00 %	0	0.00 %	0	0.00 %	0	0.00 %	9
3 - TECHNICIANS AND TRADE WORKERS	1	100.00 %	0	0.00 %	0	0.00 %	0	0.00 %	1	23	92.00 %	0	0.00 %	0	0.00 %	2	8.00 %	25
4 - COMMUNITY AND PERSONAL SERVICE WORKERS	1	100.00 %	0	0.00 %	0	0.00 %	0	0.00 %	1	0	0.00 %	0	0.00 %	0	0.00 %	0	0.00 %	0
5 - CLERICAL AND ADMINISTRATIVE WORKERS	26	89.66 %	0	0.00 %	0	0.00 %	3	10.34 %	29	16	100.00 %	0	0.00 %	0	0.00 %	0	0.00 %	16
6 - SALES WORKERS	19	100.00 %	0	0.00 %	0	0.00 %	0	0.00 %	19	44	97.78 %	1	2.22 %	0	0.00 %	0	0.00 %	45
7 - MACHINE OPERATORS AND DRIVERS	0	0.00 %	0	0.00 %	0	0.00 %	0	0.00 %	0	25	100.00 %	0	0.00 %	0	0.00 %	0	0.00 %	25
8 - ELEMENTARY WORKERS	38	100.00 %	0	0.00 %	0	0.00 %	0	0.00 %	38	151	100.00 %	0	0.00 %	0	0.00 %	0	0.00 %	151
<b>TOTALS</b>	<b>103</b>	<b>95.37 %</b>	<b>0</b>	<b>0.00 %</b>	<b>0</b>	<b>0.00 %</b>	<b>5</b>	<b>4.63 %</b>	<b>108</b>	<b>288</b>	<b>97.30 %</b>	<b>1</b>	<b>0.34 %</b>	<b>0</b>	<b>0.00 %</b>	<b>7</b>	<b>2.36 %</b>	<b>296</b>

(Source: Workplace Skills Plan: 2014/15)

According to Race

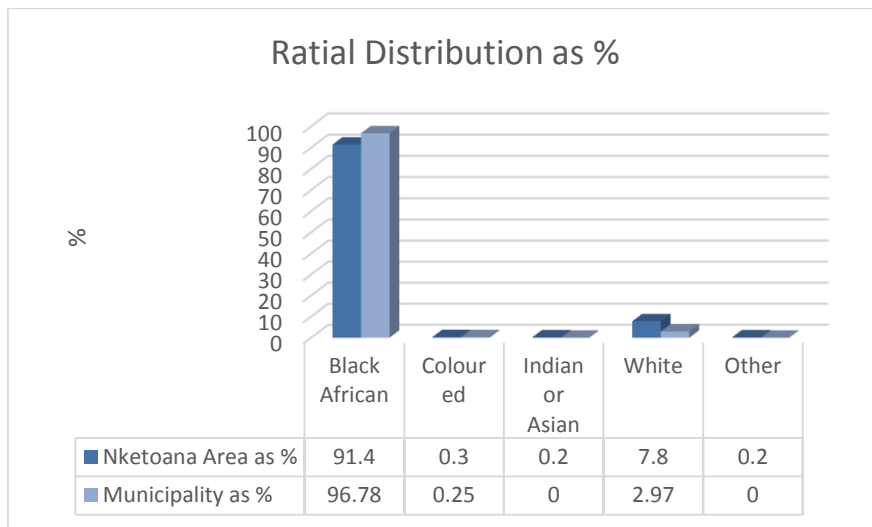
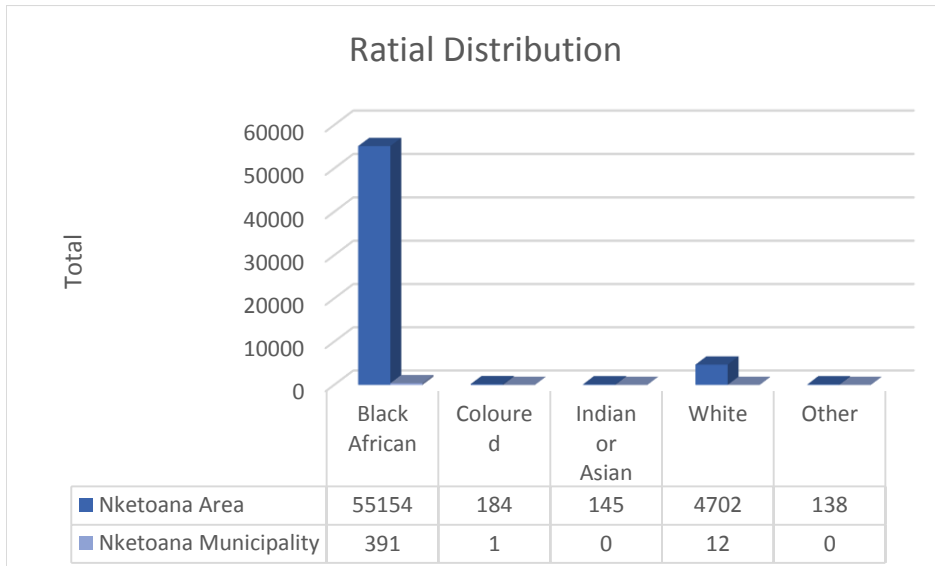
OCCUPATIONAL CATEGORY	TOTAL according to race								Total
	A		C		I		W		
11 - LEGISLATORS	15	83.33 %	0	0.00 %	0	0.00 %	3	16.67 %	18
12 - MANAGERS	14	82.35 %	0	0.00 %	0	0.00 %	3	17.65 %	17
2 - PROFESSIONALS	18	94.74 %	0	0.00 %	0	0.00 %	1	5.26 %	19
3 - TECHNICIANS AND TRADE WORKERS	24	92.31 %	0	0.00 %	0	0.00 %	2	7.69 %	26
4 - COMMUNITY AND PERSONAL SERVICE WORKERS	1	100.00 %	0	0.00 %	0	0.00 %	0	0.00 %	1
5 - CLERICAL AND ADMINISTRATIVE WORKERS	42	93.33 %	0	0.00 %	0	0.00 %	3	6.67 %	45
6 - SALES WORKERS	63	98.44 %	1	1.56 %	0	0.00 %	0	0.00 %	64
7 - MACHINE OPERATORS AND DRIVERS	25	100.00 %	0	0.00 %	0	0.00 %	0	0.00 %	25
8 - ELEMENTARY WORKERS	189	100.00 %	0	0.00 %	0	0.00 %	0	0.00 %	189
<b>TOTALS</b>	<b>391</b>	<b>96.78 %</b>	<b>1</b>	<b>0.25 %</b>	<b>0</b>	<b>0.00 %</b>	<b>12</b>	<b>2.97 %</b>	<b>404</b>

(Source: Workplace Skills Plan: 2014/15)

### 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

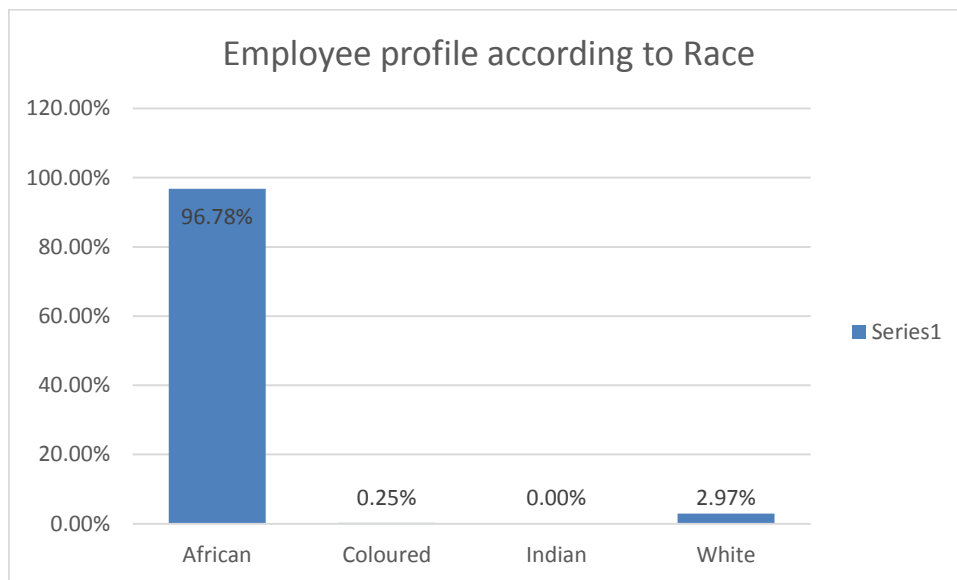


(Source: Source: Workplace Skills Plan: 2014/15)

Table / Figure 4.6: Racial distribution per occupational level [as developed in 2014]

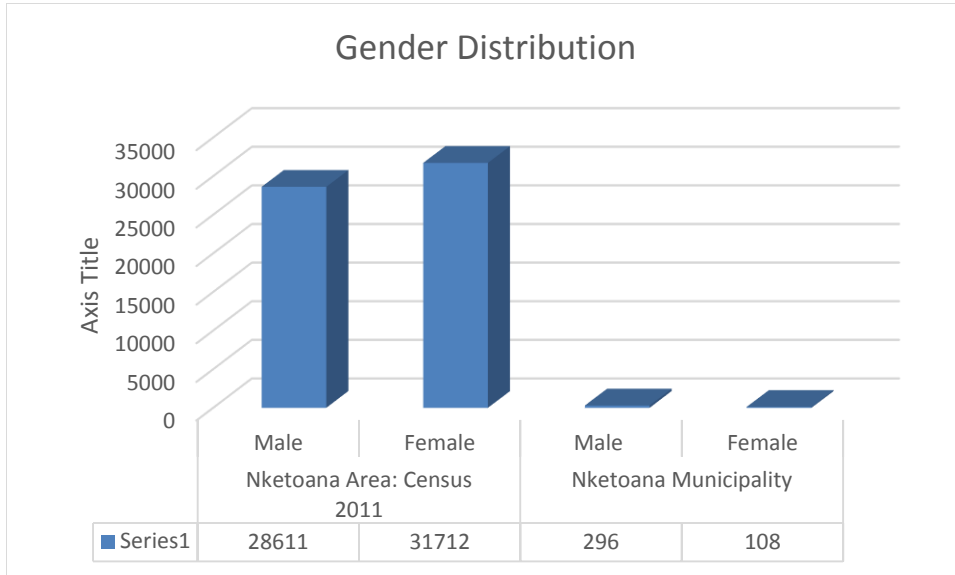
OCCUPATIONAL CATEGORY	TOTAL according to race								Total
	A		C		I		W		
11 - LEGISLATORS	15	83.33%	0	0.00%	0	0.00%	3	16.67%	18
12 - MANAGERS	14	82.35%	0	0.00%	0	0.00%	3	17.65%	17
2 - PROFESSIONALS	18	94.74%	0	0.00%	0	0.00%	1	5.26%	19
3 - TECHNICIANS AND TRADE WORKERS	24	92.31%	0	0.00%	0	0.00%	2	7.69%	26
4 - COMMUNITY AND PERSONAL SERVICE WORKERS	1	100.00%	0	0.00%	0	0.00%	0	0.00%	1
5 - CLERICAL AND ADMINISTRATIVE WORKERS	42	93.33%	0	0.00%	0	0.00%	3	6.67%	45
6 - SALES WORKERS	63	98.44%	1	1.56%	0	0.00%	0	0.00%	64
7 - MACHINE OPERATORS AND DRIVERS	25	100.00%	0	0.00%	0	0.00%	0	0.00%	25
8 - ELEMENTARY WORKERS	189	100.00%	0	0.00%	0	0.00%	0	0.00%	189
<b>TOTALS</b>	<b>391</b>	<b>96.78%</b>	<b>1</b>	<b>0.25%</b>	<b>0</b>	<b>0.00%</b>	<b>12</b>	<b>2.97%</b>	<b>404</b>

(Source: Source: Workplace Skills Plan: 2014/15)



(Source: Source: Workplace Skills Plan: 2014/15)

Table / Figure 4.7: Gender Distribution



Nketoana Area: Census 2011		Nketoana Municipality	
Male	Female	Male	Female
28611	31712	296	108
47.40%	52.60%	73.30%	26.70%

(Source: Source: Workplace Skills Plan: 2014/15)

## 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)

OCCUPATION CODE	OCCUPATION CATEGORY	NEW RECRUITS								TOTAL	AGE PROFILE OF NEW RECRUITS			TOTAL AGE	PWD	NON-SA	NUMBER OF NEW RECRUITS CLASSIFIED AS A NEW LABOUR ENTRANT		AGE PROFILE OF NEW RECRUITS CLASSIFIED AS A NEW LABOUR ENTRANT			TOTAL AGE		
		FEMALE				MALE					35 and below	35 - 55	> 55				F	M	Total	Number graduates	35 and below		35 - 55	> 55
		A	C	I	W	A	C	I	W															
<b>1 - MANAGERS</b>																								
<b>11 - LEGISLATORS</b>																								
SUB-TOTAL : LEGISLATORS		-	0	0	0	0	1	0	0	0	0	1	0	1	0	1	0	0	0	0	0			
<b>12 - MANAGERS</b>																								
SUB-TOTAL : MANAGERS		-	0	0	0	0	2	0	0	0	2	1	1	0	2	0	0	0	0	0	0			
<b>2 - PROFESSIONALS</b>																								
SUB-TOTAL : PROFESSIONALS		-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>3 - TECHNICIANS AND TRADE WORKERS</b>																								
SUB-TOTAL : TECHNICIANS AND TRADE WORKERS		-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>4 - COMMUNITY AND PERSONAL SERVICE WORKERS</b>																								
SUB-TOTAL : COMMUNITY AND PERSONAL SERVICE WORKERS		-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>5 - CLERICAL AND ADMINISTRATIVE WORKERS</b>																								
SUB-TOTAL : CLERICAL AND ADMINISTRATIVE WORKERS		-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>6 - SALES AND SERVICE WORKERS</b>																								
SUB-TOTAL : SALES AND SERVICES WORKERS		-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>7 - MACHINERY OPERATORS AND DRIVERS</b>																								
SUB-TOTAL : MACHINERY OPERATORS AND DRIVERS		-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>8 - ELEMENTARY WORKERS</b>																								
SUB-TOTAL : ELEMENTARY WORKERS		-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>Total</b>			0	0	0	0	3	0	0	0	3	1	2	0	3	0	0	0	0	0	0			

(Source: Source: Workplace Skills Plan: 2014/15)

<b>SUMMARY</b>	
New recruits as a % of total employees	0.7%
Interns as a % of total employees	8.2%

(Source: Workplace Skills Plan: 2014/15)

## 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)

OF CO DE	OCCUPATION CATEGORY			FEMALE				MALE				TOTAL	AGE GROUPS			TOTAL AGE	REASONS FOR LEAVING												TOTAL	PWD							
				A	C	I	W	A	C	I	W		3 5 and below	3 5 - 5 5	> 5 5		RESIG NED		RETI RED		RETR NCHED		MEDI CAL REAS ONS		DISMI SSED		DEA TH			END OF CON TRACT		F	M				
																	F	M	F	M	F	M	F	M	F	M	F	M		F	M			F	M		
<b>1 - MANAGERS</b>																																					
<b>11 - LEGISLATORS</b>																																					
<b>SUB-TOTAL : LEGISLATORS -</b>				0	0	0	0	1	0	0	0	1	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0		
<b>12 - MANAGERS</b>																																					
<b>SUB-TOTAL : MANAGERS -</b>				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>2 - PROFESSIONALS</b>																																					
<b>SUB-TOTAL : PROFESSIONALS -</b>				0	0	0	0	1	0	0	1	2	1	0	1	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0		
<b>3 - TECHNICIANS AND TRADE WORKERS</b>																																					
<b>SUB-TOTAL : TECHNICIANS AND TRADE WORKERS -</b>				0	0	0	0	1	0	0	0	1	0	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	
<b>4 - COMMUNITY AND PERSONAL SERVICE WORKERS</b>																																					
<b>SUB-TOTAL : COMMUNITY AND PERSONAL SERVICE WORKERS -</b>				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>5 - CLERICAL AND ADMINISTRATIVE WORKERS</b>																																					
<b>SUB-TOTAL : CLERICAL AND ADMINISTRATIVE WORKERS -</b>				0	0	0	1	1	0	0	0	2	0	2	0	2	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	2	0	0
<b>6 - SALES AND SERVICE WORKERS</b>																																					
<b>SUB-TOTAL : SALES AND SERVICE WORKERS -</b>				0	0	0	0	0	1	0	0	1	1	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
<b>7 - MACHINERY OPERATORS AND DRIVERS</b>																																					
<b>SUB-TOTAL : MACHINERY OPERATORS AND DRIVERS -</b>				0	0	0	0	1	0	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	
<b>8 - ELEMENTARY WORKERS</b>																																					



OF CO DE	OCCUPATION CATEGORY			FEMALE				MALE				T O T A L	AGE GROUPS			T O T A L A G E	REASONS FOR LEAVING												T O T A L	PWD							
				A	C	I	W	A	C	I	W		3 5 a n d b e l o w	3 5 - 5 5	> 5 5		RESIG NED		RETI RED		RETR NCHED		MEDI CAL REAS ONS		DISMI SSED		DEA TH			END OF CON TRACT		F	M				
																	F	M	F	M	F	M	F	M	F	M	F	M		F	M			F	M		
<b>SUB-TOTAL : ELEMENTARY WORKERS -</b>				0	0	0	0	8	0	0	0	8	0	2	6	8	0	0	0	3	0	0	0	0	0	0	0	0	5	0	0	8	0	0			
<b>Total</b>				0	0	0	1	1	3	1	0	1	1	6	2	6	8	1	6	1	4	0	4	0	0	0	0	0	1	0	6	0	0	1	6	0	0

(Source: Workplace Skills Plan: 2014/15)

<b>SUMMARY</b>	
Employees who left as a % of total employee	3.96%

(Source: Workplace Skills Plan: 2014/15)

## 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 2014/15:
  - 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 2014/15 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			PWD	AGE GROUPS			REASONS FOR LEAVING											TOTAL				
											RESIGNED		RETIRED		RETRAINED		MEDICAL REASONS		DISMISSED		DEATH		CONTRACT TERMINATED						
	A	C	I	W	A	C	I	W	A		C	I	W	< 35	35 - 55	> 55	F	M	F	M	F	M	F	M		F	M	F	M
Road Transport								1																				1	
TOTALS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1

(Source: Workplace Skills Plan: 2013/14)

## Component C: Employment Equity Status

Table / Figure 4.11: Employee profile

TOTAL NUMBER OF COUNCILLORS/EMPLOYEES PER OCCUPATIONAL CATEGORY, POPULATION GROUP, DISABILITY STATUS, AND AGE GROUP

TOTAL NUMBER OF EMPLOYEES:	404	OF THE TOTAL NUMBER OF EMPLOYEES, HOW MANY ARE:	COUNCILLORS	18	SECTION 56 & SECTION 57 EMPLOYEES	5	CONTRACT EMPLOYEES	14
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OF O CO DE	OCCUPATION CATEGORY	FEMALE				MALE				TO TAL	AGE GROUPS			TO TAL	PWD				NO N- SA
		A	C	I	W	A	C	I	W		35 an d bel ow	35- 55	> 5 5		AG E	A	C	I	
<b>1 - MANAGERS</b>																			
<b>11 - LEGISLATORS</b>																			
111 101	Executive Mayor	1								1		1		1					
111 101	Speaker					1				1		1		1					
111 101	Chief Whip					1				1		1		1					
111 101	Member of Mayoral Committee	1				1			1	3		2	1	3					
111 101	Ward Committee/PR Councillor	3				7			2	12	2	8	2	12					
111 301	Traditional Leader (Paid by the Municipality)									0				0					
111 301	Traditional Leader (Paid by The Provincial Dept)									0				0					
<b>SUB-TOTAL : LEGISLATORS -</b>		<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>18</b>	<b>2</b>	<b>13</b>	<b>3</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>12 - MANAGERS</b>																			
111 203	Municipal Manager					1				1		1		1					
111 203	Deputy City Manager	1				2			1	4	2	1	1	4					
111 203	Chief Operating Officer									0				0					
111 204	Spokesperson									0				0					
121 101	Chief Financial Officer					1				1	1			1					
121 102	Payroll Manager									0				0					
121 103	Credit Manager	1							1	2		2		2					
121 104	Internal Audit Manager					1				1		1		1					
121 201	Personnel / Human Resources Manager	1								1		1		1					
121 202	Training and Development Manager									0				0					
121 203	Compensation and Benefits Manager									0				0					
121 204	Recruitment Manager									0				0					
121 205	Employee Wellness Manager									0				0					
121 206	Health and Safety Manager									0				0					
121 301	Policy and Planning Manager				1	1				2		1	1	2					

OF O CO DE	OCCUPATION CATEGORY	FEMALE				MALE				TO TAL	AGE GROUPS			TO TAL	PWD				NO N- SA	
		A	C	I	W	A	C	I	W		35 an d bel ow	35- 55	> 55		AG E	A	C	I		W
121 902	Corporate Services Manager					1				1		1		1						
121 903	Asset Manager									0				0						
121 904	Contract Manager									0				0						
121 905	Project Manager									0				0						1
121 908	Quality Systems Manager									0				0						
122 103	Director of Marketing									0				0						
122 201	Public Relations Manager									0				0						
122 301	Research Manager									0				0						
132 301	Construction Project Manager	1								1		1		1						
132 401	Supply Chain Manager									0				0						
132 405	Fleet Manager					1				1		1		1						
133 101	Chief Information Officer									0				0						
133 102	ICT Project Director									0				0						
133 105	Information Technology Manager									0				0						
133 106	Information Systems Director									0				0						
134 203	Primary Health Organisation Manager									0				0						
134 401	Social Services Manager									0				0						
134 402	Community Development Manager					1				1		1		1						
134 901	Environmental Manager					1				1		1		1						
134 902	Laboratory Manager									0				0						
134 904	Officer Manager									0				0						
134 907	Archives Manager (Committee Manager)									0				0						
134 908	Library Manager									0				0						
134 909	Museum Manager									0				0						
134 912	Commissioned Fire and Rescue Officer									0				0						
143 104	Arts and Culture Manager									0				0						

OF O CO DE	OCCUPATION CATEGORY	FEMALE				MALE				TO TAL	AGE GROUPS			TO TAL	PWD				NO N- SA	
		A	C	I	W	A	C	I	W		35 and below	35- 55	> 55		AG E	A	C	I		W
143 105	Sports Administrator									0				0						
143 901	Facilities Manager									0				0						
143 904	Security Services Manager									0				0						
143 905	Call or Contact Centre Manager									0				0						
143 906	Caravan Park and Camping Ground Manager									0				0						
134 999	Disaster Management Manager									0				0						
<b>SUB-TOTAL : MANAGERS -</b>		<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>17</b>	<b>3</b>	<b>12</b>	<b>2</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>2 - PROFESSIONALS</b>																				
213 301	Conservation Officer									0				0						
213 302	Environmental Officer									0				0						
213 305	Air Quality Technician									0				0						
213 306	Water Quality Technician					1				1		1		1						
213 307	Park Ranger									0				0						
214 201	Civil Engineer									0				0						
214 202	Civil Engineering Technologist									0				0						
215 101	Electrical Engineer					1				1	1			1						
215 102	Electrical Engineering Technologist									0				0						
216 101	Architect									0				0						
216 401	Urban and Regional Planner					1				1	1			1						
216 402	Transport Analyst									0				0						
222 104	Registered Nurse (Community Health)									0				0						
222 116	Nurse Manager									0				0						
226 301	Environmental Health Officer									0				0						
226 302	Safety, Health, Environment and Quality (SHE&Q)				1					1		1		1						
241 101	Accountant (General)	1				1				2		2		2						
241 102	Management Accountant									0				0						

OF O CO DE	OCCUPATION CATEGORY	FEMALE				MALE				TO TAL	AGE GROUPS			TO TAL	PWD				NO N- SA
		A	C	I	W	A	C	I	W		35 an d bel ow	35- 55	> 55		AG E	A	C	I	
241 103	Tax Practitioner/Consultant									0				0					
241 107	Financial Accountant	2								2	2			2					
242 102	Work Study Officer									0				0					
242 202	Policy Analyst/Researcher									0				0					
242 203	Company Secretary									0				0					
224 901	Local Economic Development Officer/Coordinator					1				1	1			1					
224 902	Liaison Officer	2								2	2			2					
242 207	Compliance Officer (Risk Officer)	1								1	1			1					
242 208	Organisational Risk Manager									0				0					
242 211	Internal Auditor					1				1	1			1					
242 302	Skills Development Facilitator/Practitioner									0				0					
242 303	Human Resource Officer	1								1	1			1					
242 304	Industrial Relations Officer									0				0					
242 307	Recreation Officer									0				0					
242 401	Training Officer					1				1	1			1					
243 201	Media Liaison Officer/Communication Coordinator	1								1	1			1					
243 203	Director Public Relations									0				0					
243 204	Protocol Officer									0				0					
251 101	ICT Specialist									0				0					
251 302	Web Developer									0				0					
252 101	Database Administrator									0				0					
252 201	Systems Administrator									0				0					
252 301	Systems Engineer									0				0					
252 902	ICT Support Services Manager									0				0					
261 102	Lawyer									0				0					

OF O CO DE	OCCUPATION CATEGORY	FEMALE				MALE				TO TAL	AGE GROUPS			TO TAL	PWD				NO N- SA
		A	C	I	W	A	C	I	W		35 and below	35- 55	> 55		AG E	A	C	I	
262 102	Gallery or Museum Curator									0				0					
262 201	Librarian	1								1		1		1					
262 202	Records Manager					1				1	1			1					
263 101	Economist									0				0					
263 510	Employee Assistance Practitioner									0				0					
264 301	Interpreter									0				0					
264 302	Translator									0				0					
331 501	Property Valuer									0				0					
341 110	Legal Advisor/Officer									0				0					
399 999	Disaster Management Coordinator/Officer					1				1		1		1					
<b>SUB-TOTAL : PROFESSIONALS -</b>		<b>9</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>9</b>	<b>10</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3 - TECHNICIANS AND TRADE WORKERS</b>																			
311 101	Chemistry Technician									0				0					
311 201	Civil Engineering Technician									0				0					
311 203	Town Planning Technician									0				0					
311 301	Electrical Engineering Technician									0				0					
311 501	Mechanical Engineering Technician									0				0					
311 801	Draughtsperson									0				0					
311 904	Quantity Surveying Technician									0				0					
312 301	Building Construction Supervisor									0				0					
313 201	Water Plant Operator					1 3				13		12	1	13					
313 202	Waste Materials Plant Operator									0				0					
314 101	Microbiology Technician									0				0					
314 102	Environmental Science Technician									0				0					
325 701	Environmental and Occupational Health Inspector									0				0					
335 913	Building Site Inspector									0				0					



OF O CO DE	OCCUPATION CATEGORY	FEMALE				MALE				TO TAL	AGE GROUPS			TO TAL	PWD				NO N- SA
		A	C	I	W	A	C	I	W		35 an d bel ow	35- 55	> 5 5		AG E	A	C	I	
343 101	Photographer									0				0					
351 301	Computer Network Technician	1								1	1			1					
351 302	Geographic Information Systems Specialist/Technician									0				0					
351 401	Website Administrator									0				0					
611 302	Parks Caretaker /Groundskeeper					4				4		4		4					
611 304	Horticulturist									0				0					
641 201	Bricklayer									0				0					
641 301	Stonemason									0				0					
642 601	Plumber (General)					5				5	1	3	1	5					
642 605	Plumbing Inspector									0				0					
653 101	Automotive Motor Mechanic								1	1		1		1					
653 303	Fitter (General)									0				0					
671 101	Electrician (General)					1			1	2	1	1		2					
671 202	Millwright (Electromechanician)									0				0					
671 302	Technical Cable Jointer									0				0					
<b>SUB-TOTAL : TECHNICIANS AND TRADE WORKERS -</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>26</b>	<b>3</b>	<b>21</b>	<b>2</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>4 - COMMUNITY AND PERSONAL SERVICE WORKERS</b>																			
323 102	Ancillary Health Care Worker									0				0					
325 802	Paramedic									0				0					
341 201	Community Development Worker									0				0					
342 201	Sports Development Officer	1								1		1		1					
<b>SUB-TOTAL : COMMUNITY AND PERSONAL SERVICE WORKERS -</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>5 - CLERICAL AND ADMINISTRATIVE WORKERS</b>																			
331 301	Finance Clerk/Administrator	1				1				2	2			2					
332 302	Procurement Clerk									0				0					
333 905	Supply Chain Practitioner	1								1	1			1					

OF O CO DE	OCCUPATION CATEGORY	FEMALE				MALE				TO TAL	AGE GROUPS			TO TAL	PWD				NO N- SA
		A	C	I	W	A	C	I	W		35 and below	35- 55	> 55		AG E	A	C	I	
334 101	Officer Supervisor									0				0					
334 102	Office Administrator	1			1	1				3		2	1	3					
334 201	Legal Secretary									0				0					
334 302	Executive Assistant					2				2		2		2					
335 401	Driver Licensing Examiner/Officer									0				0					
411 101	Administrative Assistant	4				1				5	1	4		5					
412 101	Secretary (General)	5				1				6	3	3		6					
413 101	Typist									0				0					
413 201	Data Capturer	1								1	1			1					
422 206	Call or Contact Centre Agent									0				0					
422 301	Switchboard Operator	1								1		1		1					
422 501	Client Liasion Officer	3			2	2				7	2	4	1	7					
422 601	Receptionist (General)									0				0					
431 101	Accounting Clerk	3				4				7	3	4		7					
431 103	Taxation Clerk									0				0					
431 301	Payroll Clerk	1				1				2	1	1		2					
432 101	Stock/Stores Officer					1				1	1			1					
441 101	Library Assistant	3								3		3		3					
441 501	Records Clerk / Coordinator	1				1				2		2		2					
441 502	Office Machine Operator									0				0					
441 601	Human Resource Clerk	1								1	1			1					
441 602	Skills Development Administrator									0				0					
441 902	Contract Administrator									0				0					
441 903	Programme / Project Coordinator					1				1		1		1					
441 905	Communication Officer / Assistant									0				0					
672 206	Radio Operator									0				0					

OF O CO DE	OCCUPATION CATEGORY	FEMALE				MALE				TO TAL	AGE GROUPS			TO TAL	PWD				NO N- SA
		A	C	I	W	A	C	I	W		35 an d bel ow	35- 55	> 5 5		AG E	A	C	I	
	<b>SUB-TOTAL : CLERICAL AND ADMINISTRATIVE WORKERS -</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45</b>	<b>16</b>	<b>27</b>	<b>2</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>6 - SALES AND SERVICE WORKERS</b>																			
511 301	Gallery / Museum Guide									<b>0</b>				<b>0</b>					
511 302	Tour Guide					<b>1</b>				<b>1</b>		<b>1</b>		<b>1</b>					
515 301	Caretaker	<b>13</b>				<b>39</b>	<b>1</b>			<b>53</b>	<b>11</b>	<b>28</b>	<b>14</b>	<b>53</b>					
516 401	Animal Attendant									<b>0</b>				<b>0</b>					
516 403	Zookeeper/Zoo attendant									<b>0</b>				<b>0</b>					
523 102	Cashier	<b>3</b>				<b>1</b>				<b>4</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>4</b>					
541 101	Fire Fighter					<b>2</b>				<b>2</b>	<b>1</b>	<b>1</b>		<b>2</b>					
541 201	Traffic Officer	<b>3</b>				<b>1</b>				<b>4</b>	<b>2</b>	<b>2</b>		<b>4</b>					
541 202	Police Officer									<b>0</b>				<b>0</b>					
541 401	Security Officer									<b>0</b>				<b>0</b>					
541 901	Lifeguard									<b>0</b>				<b>0</b>					
541 902	Emergency Service and Rescue Official									<b>0</b>				<b>0</b>					
	<b>SUB-TOTAL : SALES AND SERVICE WORKERS -</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>64</b>	<b>15</b>	<b>34</b>	<b>15</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>7 - MACHINERY OPERATORS AND DRIVERS</b>																			
732 101	Driver					<b>25</b>				<b>25</b>	<b>2</b>	<b>14</b>	<b>9</b>	<b>25</b>	<b>1</b>				
732 201	Chauffeur									<b>0</b>				<b>0</b>					
732 203	Emergency Vehicle Driver									<b>0</b>				<b>0</b>					
733 101	Bus Driver									<b>0</b>				<b>0</b>					
733 201	Truck Driver (General)									<b>0</b>				<b>0</b>					
733 209	Road Marker									<b>0</b>				<b>0</b>					
734 201	Earthmoving Plant Operator									<b>0</b>				<b>0</b>					
734 204	Excavator Operator									<b>0</b>				<b>0</b>					
734 205	Grader Operator									<b>0</b>				<b>0</b>					
	<b>SUB-TOTAL : MACHINERY OPERATORS AND DRIVERS -</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>2</b>	<b>14</b>	<b>9</b>	<b>25</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>8 - ELEMENTARY WORKERS</b>																			

OF O CODE	OCCUPATION CATEGORY	FEMALE				MALE				TOTAL	AGE GROUPS			TOTAL AGE	PWD				NO N-SA
		A	C	I	W	A	C	I	W		35 and below	35-55	>55		A	C	I	W	
811 201	General Worker									0				0					
811 203	Tea Attendant									0				0					
811 204	Caretaker/cleaner	2	0							20	2	10	8	20					
812 902	Swimming Pool Cleaner	1								1		1		1					
821 401	Garden Worker									0				0					
831 301	Builders Worker									0				0					
831 302	Drainage, Sewerage and Storm Water Worker	7				7	9			86	9	49	28	86					
831 303	Earthmoving Worker					3				3		1	2	3					
831 304	Plumbers Assistant	1				9				10	1	8	1	10					
861 101	Recycling / Rubbish Collector	9				4	4			53	7	41	5	53					
862 202	Handyperson					2				2		1	1	2					
862 301	Meter Reader					1				1			1	1					
862 918	Electrical / Telecommunications Trades Assistant					9				9	1	7	1	9					
862 919	Mechanics Assistant					4				4	1	2	1	4					
<b>SUB-TOTAL : ELEMENTARY WORKERS</b>		<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>189</b>	<b>21</b>	<b>120</b>	<b>48</b>	<b>189</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>										<b>404</b>	<b>TOTAL</b>			<b>404</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

(Source: Workplace Skills Plan: 2014/15)

Figure / Table 4.12: Summary Employment Data

Total number of black (African, Coloured, Indian) employees	391
Black employees as a % of total employees	96.78%
Total number of women employees	108
Women employees as a % of total employees	26.7%
Total number of employees with disabilities	0
Employees with disabilities as a % of total employees	0%
Total employees over the age of 55	48
Over 55 employees as a % of total employees	11.88

Total employees between the ages of 35 and 55	120
Employees between 35 and 55 as a % of total employees	29.70
Total employees under the age of 35	21
Employees under 35 as a % of total employees	5.2%

(Source: Workplace Skills Plan: 2014/15)

## Qualifications Profile

Table / Figure 4.13: Employee qualification profile

OCCUPATION CODE	OCCUPATION CATEGORY	TOTAL EMPLOYEES	BELOW NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		NQF 9		NQF 10		TOTAL		
			F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M			
<b>1 - MANAGERS</b>																											
<b>11 - LEGISLATORS</b>																											
111101	Executive Mayor	1														1										1	
111101	Speaker	1														1										1	
111101	Chief Whip	1																	1							1	
111101	Member of Mayoral Committee	3										1			1				1								3
111101	Ward Committee/PR Councillor	12							2			3														5	
111301	Traditional Leader (Paid by the Municipality)	0																								0	
111301	Traditional Leader (Paid by The Provincial Dept)	0																								0	
<b>SUB-TOTAL : LEGISLATORS</b>		<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>
<b>12 - MANAGERS</b>																											
111203	Municipal Manager	1																								1	
111203	Deputy City Manager	4											2	1	1											4	
111203	Chief Operating Officer	0																								0	
111204	Spokesperson	0																								0	

OCCUPATION CODE	OCCUPATION CATEGORY	TOTAL EMPLOYEES	BELOW NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		NQF 9		NQF 10		TOTAL
			F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
			121101	Chief Financial Officer	1																1				
121102	Payroll Manager	0																							0
121103	Credit Manager	2									1			1											2
121104	Internal Audit Manager	1												1											1
121201	Personnel / Human Resources Manager	1																1							1
121202	Training and Development Manager	0																							0
121203	Compensation and Benefits Manager	0																							0
121204	Recruitment Manager	0																							0
121205	Employee Wellness Manager	0																							0
121206	Health and Safety Manager	0																							0
121301	Policy and Planning Manager	2													1	1									2
121902	Corporate Services Manager	1																1							1
121903	Asset Manager	0																							0
121904	Contract Manager	0																							0
121905	Project Manager	0																							0
121908	Quality Systems Manager	0																							0
122103	Director of Marketing	0																							0
122201	Public Relations Manager	0																							0
122301	Research Manager	0																							0
132301	Construction Project Manager	1																	1						1
132401	Supply Chain Manager	0																							0

OCCODE	OCCUPATION CATEGORY	TOTAL EMPLOYEES	BELOW NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		NQF 9		NQF 10		TOTAL
			F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
132405	Fleet Manager	1												1											1
133101	Chief Information Officer	0																							0
133102	ICT Project Director	0																							0
133105	Information Technology Manager	0																							0
133106	Information Systems Director	0																							0
134203	Primary Health Organisation Manager	0																							0
134401	Social Services Manager	0																							0
134402	Community Development Manager	1												1											1
134901	Environmental Manager	1														1									1
134902	Laboratory Manager	0																							0
134904	Officer Manager	0																							0
134907	Archives Manager (Committee Manager)	0																							0
134908	Library Manager	0																							0
134909	Museum Manager	0																							0
134912	Commissioned Fire and Rescure Officer	0																							0
143104	Arts and Culture Manager	0																							0
143105	Sports Administrator	0																							0
143901	Facilities Manager	0																							0
143904	Security Services Manager	0																							0
143905	Call or Contact Centre Manager	0																							0
143906	Caravan Park and Camping Ground Manager	0																							0

OCCODE	OCCUPATION CATEGORY	TOTAL EMPLOYEES	BELOW NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		NQF 9		NQF 10		TOTAL	
			F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M		
134999	Disaster Management Manager	0																							0	
<b>SUB-TOTAL : MANAGERS -</b>			<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17</b>
<b>2 - PROFESSIONALS</b>																										
213301	Conservation Officer	0																							0	
213302	Environmental Officer	0																							0	
213305	Air Quality Technician	0																							0	
213306	Water Quality Technician	1																1							1	
213307	Park Ranger	0																							0	
214201	Civil Engineer	0																							0	
214202	Civil Engineering Technologist	0																							0	
215101	Electrical Engineer	1														1									1	
215102	Electrical Engineering Technologist	0																							0	
216101	Architect	0																							0	
216401	Urban and Regional Planner	1														1									1	
216402	Transport Analyst	0																							0	
222104	Registered Nurse (Community Health)	0																							0	
222116	Nurse Manager	0																							0	
226301	Environmental Health Officer	0																							0	
226302	Safety, Health, Environment and Quality	1										1													1	
241101	Accountant (General)	2																1	1						2	
241102	Management Accountant	0																							0	
241103	Tax Practitioner/Consultant	0																							0	



OF O C O D E	OCCUPATION CATEGORY	TOTAL EMPL OYEE S	BELOW NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		NQF 9		NQF 10		TO TA L
			F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
24 11 07	Financial Accountant	2													2										2
24 21 02	Work Study Officer	0																							0
24 22 02	Policy Analyst/Researcher	0																							0
24 22 03	Company Secretary	0																							0
22 49 01	Local Economic Development Officer	1									1														1
22 49 02	Liaison Officer	2										1		1											2
24 22 07	Compliance Officer (Risk Officer)	1												1											1
24 22 08	Organisational Risk Manager	0																							0
24 22 11	Internal Auditor	1															1								1
24 23 02	Skills Development Facilitator/Practitioner	0																							0
24 23 03	Human Resource Officer	1																1							1
24 23 04	Industrial Relations Officer	0																							0
24 23 07	Recreation Officer	0																							0
24 24 01	Training Officer	1																	1						1
24 32 01	Media Liaison Officer	1												1											1
24 32 03	Director Public Relations	0																							0
24 32 04	Protocol Officer	0																							0
25 11 01	ICT Specialist	0																							0
25 13 02	Web Developer	0																							0
25 21 01	Database Administrator	0																							0
25 22 01	Systems Administrator	0																							0

OCCODE	OCCUPATION CATEGORY	TOTAL EMPLOYEES	BELOW NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		NQF 9		NQF 10		TOTAL		
			F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M			
252301	Systems Engineer	0																							0		
252902	ICT Support Services Manager	0																							0		
261102	Lawyer	0																							0		
262102	Gallery or Museum Curator	0																							0		
262201	Librarian	1													1										1		
262202	Records Manager	1														1									1		
263101	Economist	0																							0		
263510	Employee Assistance Practitioner	0																							0		
264301	Interpreter	0																							0		
264302	Translator	0																							0		
331501	Property Valuer	0																							0		
341110	Legal Advisor/Officer	0																							0		
399999	Disaster Management Coordinator/Officer	1												1											1		
<b>SUB-TOTAL : PROFESSIONALS -</b>		<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>		
<b>3 - TECHNICIANS AND TRADE WORKERS</b>																											
311101	Chemistry Technician	0																							0		
311201	Civil Engineering Technician	0																							0		
311203	Town Planning Technician	0																							0		
311301	Electrical Engineering Technician	0																							0		
311501	Mechanical Engineering Technician	0																							0		
311801	Draughtsperson	0																							0		
311904	Quantity Surveying Technician	0																							0		

OF O CO DE	OCCUPATION CATEGORY	TOTAL EMPL OYEE S	BELOW NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		NQF 9		NQF 10		TO TA L
			F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
31 23 01	Building Construction Supervisor	0																							0
31 32 01	Water Plant Operator	13		2		3				4		4													13
31 32 02	Waste Materials Plant Operator	0																							0
31 41 01	Microbiology Technician	0																							0
31 41 02	Environmental Science Technician	0																							0
32 57 01	Environmental & Occupational Health Inspector	0																							0
33 59 13	Building Site Inspector	0																							0
34 31 01	Photographer	0																							0
35 13 01	Computer Network Technician	1																1							1
35 13 02	Geographic Information Systems Specialist/Technician	0																							0
35 14 01	Website Administrator	0																							0
61 13 02	Parks Caretaker /Groundskeeper	4								1		2					1								4
61 13 04	Horticulturist	0																							0
64 12 01	Bricklayer	0																							0
64 13 01	Stonemason	0																							0
64 26 01	Plumber (General)	5								1		4													5
64 26 05	Plumbing Inspector	0																							0
65 31 01	Automotive Motor Mechanic	1										1													1
65 33 03	Fitter (General)	0																							0
67 11 01	Electrician (General)	2										2													2
67 12 02	Millwright (Electromechanician)	0																							0

OCCUPATION CODE	OCCUPATION CATEGORY	TOTAL EMPLOYEES	BELOW NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		NQF 9		NQF 10		TOTAL	
			F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M		
671302	Technical Cable Joints	0																							0	
<b>SUB-TOTAL : TECHNICIANS AND TRADE WORKERS -</b>		26	0	2	0	3	0	0	0	6	0	1	3	0	0	0	1	1	0	0	0	0	0	0	0	26
<b>4 - COMMUNITY AND PERSONAL SERVICE WORKERS</b>																										
323102	Ancillary Health Care Worker	0																							0	
325802	Paramedic	0																							0	
341201	Community Development Worker	0																							0	
342201	Sports Development Officer	1											1												1	
<b>SUB-TOTAL : COMMUNITY AND PERSONAL SERVICE WORKERS</b>		1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
<b>5 - CLERICAL AND ADMINISTRATIVE WORKERS</b>																										
331301	Finance Clerk/Administrator	2													1			1							2	
332302	Procurement Clerk	0																							0	
333905	Supply Chain Practitioner	1										1													1	
334101	Officer Supervisor	0																							0	
334102	Office Administrator	3								1	1						1								3	
334201	Legal Secretary	0																							0	
334302	Executive Assistant	2									2														2	
335401	Driver Licensing Examiner/Officer	0																							0	
411101	Administrative Assistant	5							1		3	1													5	
412101	Secretary (General)	6									2		3	1											6	
413101	Typist	0																							0	
413201	Data Capturer	1										1													1	
422206	Call or Contact Centre Agent	0																							0	

OCCODE	OCCUPATION CATEGORY	TOTAL EMPLOYEES	BELOW NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		NQF 9		NQF 10		TOTAL		
			F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M			
422301	Switchboard Operator	1									1														1		
422501	Client Liasion Officer	7									3	1	1	1			1								7		
422601	Receptionist (General)	0																							0		
431101	Accounting Clerk	7									2	1	1	1		2									7		
431103	Taxation Clerk	0																							0		
431301	Payroll Clerk	2											1	1											2		
432101	Stock/Stores Officer	1														1									1		
441101	Library Assistant	3									3														3		
441501	Records Clerk / Coordinator	2									1					1									2		
441502	Office Machine Operator	0																							0		
441601	Human Resource Clerk	1							1																1		
441602	Skills Development Administrator	0																							0		
441902	Contract Administrator	0																							0		
441903	Programme / Project Coordinator	1														1									1		
441905	Communication Officer / Assistant	0																							0		
672206	Radio Operator	0																							0		
<b>SUB-TOTAL : CLERICAL AND ADMINISTRATIVE WORKERS -</b>		<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>6</b>	<b>8</b>	<b>4</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45</b>		
<b>6 - SALES AND SERVICE WORKERS</b>																											
511301	Gallery / Museum Guide	0																								0	
511302	Tour Guide	1														1										1	
515301	Caretaker	53	2	5	7	1	1	0	4	2	6	2	5												53		
516401	Animal Attendant	0																							0		

OF O CO DE	OCCUPATION CATEGORY	TOTAL EMPL OYEE S	BELOW NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		NQF 9		NQF 10		TO TA L		
			F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M			
51 64 03	Zookeeper/Zoo attendant	0																							0		
52 31 02	Cashier	4							1	1		2													4		
54 11 01	Fire Fighter	2											2												2		
54 12 01	Traffic Officer	4										3	1												4		
54 12 02	Police Officer	0																							0		
54 14 01	Security Officer	0																							0		
54 19 01	Lifeguard	0																							0		
54 19 02	Emergency Service and Rescue Official	0																							0		
<b>SUB-TOTAL : SALES AND SERVICE WORKERS -</b>		<b>64</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>64</b>		
<b>7 - MACHINERY OPERATORS AND DRIVERS</b>																											
73 21 01	Driver	25		8		7		4		2		4													25		
73 22 01	Chauffeur	0																							0		
73 22 03	Emergency Vehicle Driver	0																							0		
73 31 01	Bus Driver	0																							0		
73 32 01	Truck Driver (General)	0																							0		
73 32 09	Road Marker	0																							0		
73 42 01	Earthmoving Plant Operator	0																							0		
73 42 04	Excavator Operator	0																							0		
73 42 05	Grader Operator	0																							0		
<b>SUB-TOTAL : MACHINERY OPERATORS AND DRIVERS -</b>		<b>25</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>		
<b>8 - ELEMENTARY WORKERS</b>																											
81 12 01	General Worker	0																							0		
81 12 03	Tea Attendant	0																							0		

OCCUPATION CODE	OCCUPATION CATEGORY	TOTAL EMPLOYEES	BELOW NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		NQF 9		NQF 10		TOTAL
			F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
811204	Caretaker/cleaner	20			10		6		2		2														20
812902	Swimming Pool Cleaner	1									1														1
821401	Garden Worker	0																							0
831301	Builders Worker	0																							0
831302	Drainage, Sewerage and Storm Water Worker	86		7	2	4	3		1	8		9													86
831303	Earthmoving Worker	3						1		1		1													3
831304	Plumbers Assistant	10				6			1	2		1													10
861101	Recycling / Rubbish Collector	53	4	6	9		1	8	3	1	4	1	7												53
862202	Handyperson	2								2															2
862301	Meter Reader	1									1														1
862918	Electrical / Telecommunications Trades Assistant	9				7				2															9
862919	Mechanics Assistant	4				2		1				1													4
<b>SUB-TOTAL : ELEMENTARY WORKERS -</b>		<b>189</b>	<b>4</b>	<b>13</b>	<b>21</b>	<b>58</b>	<b>24</b>	<b>21</b>	<b>5</b>	<b>19</b>	<b>4</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>189</b>
<b>TOTAL</b>		<b>404</b>	<b>6</b>	<b>28</b>	<b>88</b>	<b>78</b>	<b>38</b>	<b>25</b>	<b>14</b>	<b>34</b>	<b>24</b>	<b>53</b>	<b>16</b>	<b>12</b>	<b>9</b>	<b>7</b>	<b>6</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>397</b>

(Source: Workplace Skills Plan: 2014/15)

Figure / Table 4.14: Summary Employee Qualification Profile Data

EMPLOYEE QUALIFICATION PROFILE	
Total number of employees with an NQF Level 1 and below qualification	140
Employees with an NQF Level 1 and below qualification as a % of total employees	34.65%
Total number of employees with an NQF Level 2, 3 or 4 qualification	185
Employees with an NQF Level 2, 3 or 4 qualification as a % of total employees	45.79%

Total number of employees with an NQF Level 5 or above qualification	72
Employees with an NQF Level 5 or above qualification as a % of total employees	17.82%
Total employees who are Managers and Professionals with an NQF Level 6 or above qualification	16
Employees who are Managers and Professionals with an NQF Level 6 or above qualification as a % of total employees in those categories	57.14%
Total employees who are Technicians and Trade Workers with an NQF Level 5 or above qualification	2
Employees who are Technicians and Trade Workers with an NQF Level 5 or above qualification as a % of total employees in those categories	7.69%

(Source: Workplace Skills Plan: 2014/15)

## Component D: Capacitating the Municipal Workforce

Table / Figure 4.15: Training for Municipal Employees during 2014/14

G1: NUMBER OF BENEFICIARIES WHO COMPLETED PIVOTAL PROGRAMMES BY TYPE OF LEARNING INTERVENTION AS AT 30 APRIL 2014- EMPLOYED										
TYPE OF PIVOTAL LEARNING PROGRAMMES	NUMBER OF BENEFICIARIES									TOTAL
	Legislators	Managers	Professionals	Technicians and Trade Workers	Community and Personal Services Workers	Clerical and Administrative Workers	Sales and Service Workers	Machinery Operators and Drivers	Elementary Workers	
Professional										0
Vocational										0
Technical										0
Academic Learning	1	2	2	2	1	2	1			11
<b>TOTAL</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>11</b>



<b>G3: NUMBER OF BENEFICIARIES WHO COMPLETED PIVOTAL PROGRAMMES BY TYPE OF LEARNING INTERVENTION AS AT 30 APRIL 2014 - UNEMPLOYED</b>										
TYPE OF PIVOTAL LEARNING PROGRAMMES	NUMBER OF BENEFICIARIES									TOTAL
	Legislators	Managers	Professionals	Technicians and Trade Workers	Community and Personal Services Workers	Clerical and Administrative Workers	Sales and Service Workers	Machinery Operators and Drivers	Elementary Workers	
Professional										0
Vocational				3						3
Technical										0
Academic Learning										0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>

<b>G4: PIVOTAL PROGRAMMES BY NQF LEVEL AS AT 30 APRIL 2014 - UNEMPLOYED</b>											
TYPE OF PIVOTAL LEARNING PROGRAMMES	NQF LEVEL OF LEARNING INTERVENTIONS										TOTAL
	1	2	3	4	5	6	7	8	9	10	3
Professional											0
Vocational				3							3
Technical											0
Academic Learning											0

(Source: Workplace Skills Plan: 2014/15)

## SKILLS DEVELOPMENT SUMMARY

TOTAL PAYROLL AMOUNT AS AT 30 APRIL 2014:	R52,619,307.00
TOTAL LEVY PAYMENT AS AT 30 APRIL 2014:	R526,193.07

## E2. TRAINING BUDGET EXPENDITURE

NOTE:	1. The SALGA HRD conference resolution (10-13 March 2003) which encourages municipalities to budget and spend on training more than the 1% stipulated in legislation.
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2. The Municipal Systems Act (Section 55) also places the responsibility on municipalities to budget for skills development of their staff.
3. The amounts below are subject to verification by the LGSETA, and therefore they should be completed by the CFO.

	PLANNED TRAINING BUDGET		ACTUAL EXPENDITURE	
	01 JULY 2013 - 30 APRIL 2014		01 JULY 2013 - 30 APRIL 2014	
FUNDING SOURCE	EMPLOYED	UNEMPLOYED	EMPLOYED	UNEMPLOYED
Mandatory Grant Funds				
Outstanding Mandatory Grant funds from previous year:				
Discretionary Grant funds (2):				
Additional funding (Municipal/entity, donor funds, other government funds etc)	R 900,000.00	R 500,000.00	R 848,509.95	R 130,635.73
<b>TOTAL AMOUNT ON TRAINING:</b>	<b>R 900,000.00</b>	<b>R 500,000.00</b>	<b>R 848,509.95</b>	<b>R 130,635.73</b>

**(1) Committed Expenditure:** Where a contract has been concluded with a Training Provider for a programme that runs over to the next financial year, but has not been paid out.

**(2) Discretionary Grant:** The estimated amount for the Discretionary Grant can be based on the following per learner:

Learning Intervention	Amount for 18.1	Amount for 18.2
Bursaries	R45,000.00	R45,000.00
Skills Programme	R 5,000.00	R 5,000.00
Learnership - Non-technical training (120 credits)	R 16,000.00	R 30,000.00
Learnership - Technical Training (121+ Credits)	Up to R30000,00	R 30,000.00
Apprenticeship/Artisan Development	R 46,500.00	R 46,500.00
Internship	R 0.00	R 46,000.00
Work Integrated Learning	R 0.00	R1 500,00 per month
AET	R 5,000.00	R 5,000.00

(Source: Workplace Skills Plan: 2014/15)

## 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 2015

#### Notes to the Annual Financial Statements

Figures in Rand	2015	2014
<b>31. Employee related costs</b>		
Basic	48 212 499	44 048 615
Bonus	3 498 890	3 263 459
Medical aid - company contributions	2 097 075	2 208 898
UIF	477 512	441 921
WCA	146 852	175 696
SDL	755 743	575 910
Leave pay and bonus provision	195 232	1 287 901
SALGA contributions	33 819	30 211
Defined contribution plans	267 000	1 274 995
Travel, car, accommodation, subsistence and other allowances	2 422 581	2 237 871
Overtime payments	4 476 539	3 203 466
Acting allowances	473 715	369 130
Housing benefits and allowances	406 791	250 740
Pension	8 488 641	7 544 944
Standby allowances	1 437 284	1 019 682
Telephone and other allowances	732 442	714 417
	<b>74 122 615</b>	<b>68 647 856</b>

The leave pay and bonus provision amounting to R 195 232 (2014: R 1 287 901) comprises of the movements in the leave and bonus provisions year on year. Please refer to note 16 for more detail on these provisions.

#### Remuneration of Executive Directors

##### Remuneration of Municipal Manager

Annual remuneration	776 065	766 081
Car allowance	-	201 801
Bonus	-	63 667
Other allowances	280 200	68 530
Contributions to UIF, medical and pension funds	33 300	112 659
	<b>1 089 565</b>	<b>1 212 738</b>

##### Remuneration of Acting Chief Financial Officer

Annual remuneration	279 789	261 998
Acting allowance	89 340	111 315
Bonus	-	27 073
Other allowances	-	134 521
Contributions to UIF, medical and pension funds	101 204	92 270
	<b>470 333</b>	<b>627 177</b>

##### Remuneration of Chief Financial Officer

Annual remuneration	579 347	386 231
Bonus	-	14 556
Other allowances	109 950	156 701
Contributions to UIF, medical and pension funds	14 578	6 086
	<b>703 875</b>	<b>563 574</b>

##### Remuneration of Director - Corporate Services

Annual remuneration	730 826	714 950
Bonus	-	42 000
Other allowances	66 229	63 596
Backpay	-	22 344
Contributions to UIF, medical and pension funds	4 256	10 104
	<b>801 311</b>	<b>852 994</b>

## Nketoana Local Municipality

Annual Financial Statements for the year ended 30 June 2015

### Notes to the Annual Financial Statements

Figures in Rand	2015	2014
<b>31. Employee related costs (continued)</b>		
<b>Remuneration of Director - Technical Services</b>		
Annual remuneration	593 550	605 134
Car allowance	-	194 313
Bonus	-	44 000
Other allowances	268 905	48 000
	<b>862 455</b>	<b>891 447</b>
<b>Remuneration of Director - Community Services</b>		
Annual remuneration	687 626	711 259
Car allowance	-	76 887
Bonus	-	24 000
Other allowances	104 430	34 400
Contributions to UIF, medical and pension funds	1 785	-
	<b>793 841</b>	<b>846 546</b>
<b>32. Remuneration of councillors</b>		
Salaries	4 934 816	3 882 265
UIF and other contributions	497 886	343 263
Bonuses	31 485	20 380
Car and other allowances	1 212 806	1 133 306
	<b>6 676 993</b>	<b>5 379 214</b>
<b>In-kind benefits</b>		
The Mayor and Speaker are full-time. Each is provided with an office and secretarial support at the cost of the Council.		
The Mayor and Speaker have the use of Council owned vehicles for official duties.		
The Mayor and Speaker have the use of Council owned laptops and tablets.		
Councillor remuneration is in line with the upper limits that is Gazetted by the Department of Cooperative Governance and the framework envisaged in section 219 of the Constitution.		
Mayor	697 698	709 735
Executive Committee	1 362 972	1 289 934
Councillors	3 079 506	2 806 332
Speaker	578 333	573 214
	<b>5 718 509</b>	<b>5 379 215</b>
<b>33. Depreciation and amortisation</b>		
Property, plant and equipment	67 403 808	64 051 907
Investment property	146 667	146 590
Intangible assets	21 826	12 298
	<b>67 572 301</b>	<b>64 210 795</b>
<b>34. Finance costs</b>		
Non-current borrowings	850 152	1 032 569
Trade and other payables	6 572 762	1 885 225
Other interest paid	341 034	-
	<b>7 763 948</b>	<b>2 917 794</b>