

MOPANI DISTRICT MUNICIPALITY



CORPORATE SHARED SERVICES

ORGANISATIOAL DESIGN / STAFF ESTABLISHMENT POLICY

VERSION 01

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Abbreviations	Definitions
MDM	Mopani District Municipality
EM	Refers to the Executive Mayor
MMC	Members of the May oral's Committee
EA	Executive Authority, refers to the member of the Executive Council.
MM	Municipal Manager
SMS	Senior Management Services
HRM	Human Resource Management
OD	Organisational Development
POB's	Public Office Bearer.

1. PREAMBLE

The Mopani District Municipality intends to determine its staff establishment necessary to perform its functions, and to implement its staff demand planning.

2. Purpose

Mopani District Municipality is committed to ensure that comprehensive and systematic process aimed at improving the overall effectiveness of the organisation of the policy provide a standard framework for staff establishment in the Municipality.

3. Scope of Application

This policy applies to all staff members of the Municipality, including senior managers.

4. Legislative Framework

This policy has been drafted within the following legislative framework:

- Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996)
- Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Employment Equity, 1998 (Act No. 55 of 1998)
- Skills Development Act, (Act No. 97 of 1998)
- Local Government: Regulations on appointment and conditions of employment of senior managers, 2014
- Local Government: Municipal Staff Regulations, 2021
- Local Government: Guidelines for the Implementation of the Municipal Staff Regulations, 2021

5. DEFINITIONS

All terminology used in this policy shall bear the same meaning as in the regulations or applicable legislation, or as defined and / or explained in the Glossary of Terminology in the Human Resources Policies Manual.

6. PROBLEM STATEMENT

- 6.1 The policy provides a framework in which Organisational Design is applied to address organisational effectiveness needs in a manner that will assist in the attainment of MDM's vision, mission and strategic objectives.

7. POLICY PROVISIONS

7.1 Determination of staff establishment

7.1.1 Municipality shall establish separate departments within its administrative and financial capacity, at least:

- (a) Provision of integrated infrastructure planning and development
- (b) to provide municipal public works and basic services to communities;
- (c) to provide community services;
- (d) to manage the municipality's finances; and
- (e) to provide corporate support services.
- (f) Provision of bulk water and sanitation services

7.1.2 The municipality shall apply the organisation design metrics with the four key dimensions of the organisation design as set out in the table below when determining the staff establishment.

Dimension	Category A	Category B	Category C
Structural layers	<ul style="list-style-type: none"> • Six to Seven (6-7) layers 	<ul style="list-style-type: none"> • Five to Seven (5-7) layers. 	<ul style="list-style-type: none"> • Five to Six (5-6) layers.
Structural shape	<ul style="list-style-type: none"> • Strategic: 0.2 - 1% • Managerial/ Specialist: 1 - 20% • Operational: 80 - 90% 	<ul style="list-style-type: none"> • Strategic: 1% • Managerial/ Specialist: 1% - 15% • Operational: 85% - 95% 	<ul style="list-style-type: none"> • Strategic: 1% • Managerial: 5% - 15% • Specialist: 30% - 55% • Operational: 15% - 30%
Span of control	<ul style="list-style-type: none"> • Municipal Manager: 7 - 8 • Directors: 6 - 7 • Divisional Managers: 5 - 6 • Managers: 5 - 6 • Supervisors: 9 - 15 	<ul style="list-style-type: none"> • Municipal Manager: 6 - 8 • Directors: 5 - 7 • Divisional Managers: 5 - 6 • Managers: 5 - 6 • Supervisors: 9 - 15 	<ul style="list-style-type: none"> • Municipal Manager: 6 - 8 • Directors: 5 - 6 • Divisional Managers: 4 - 5 • Managers: 4 - 5 • Supervisors: 9 - 12
Core to support staff member ratio	<ul style="list-style-type: none"> • Core to support staff member ratio of 80:20 • The ratio is based on actual headcount and not number of roles 		

- 7.1.3 The number of posts on the approved staff establishment of the offices of the political office bearers shall be provided as per Annexure W under Chapter 4, and in line with the category, size and affordability of municipality, including approval by council of the municipality.
- 7.1.4 Unless specified, personal security of **POBs** is subject to a threat and risk analysis conducted by the South African Police Service
- 7.1.5 Municipality shall deviate from the thresholds proclaimed by the Minister, and in consultation with the MEC responsible for local government, after careful consideration of the following factors
- (a) The unique and important matters related to the category or type of the municipality.
 - (b) The changes in the duties and scope of functions of the municipality.
 - (c) The gross income, the area of jurisdiction and the nature of the settlement within the municipality.
 - (d) The financial capacity of the municipality.
 - (e) The need for the promotion of equality and uniform norms and standards.

7.2 Triggers for the review of the staff establishment

The Municipality shall review the staff establishment/ organisational structure by following, or when one or more of the following occur:

- 7.2.1 Regulations on staff establishment proclaimed by the Minister.
- 7.2.2 Matters listed in Part B of Schedule 4 to the Constitution and Part B of Schedule 5 to the Constitution.
- 7.2.3 Chapter 5 of the Municipal Structures Act.
- 7.2.4 Municipality's strategic objectives including its core and support functions, within 12 months of one of the following:
- (a) the promulgation of Regulations on staff establishment by the Minister;
 - (b) the election of a new municipal council;
 - (c) the adoption of a new integrated development plan (IDP) of the municipality as contemplated in section 25 of the Municipal Systems Act;
 - (d) material changes to the functions of the Municipality; and
 - (e) the determination of new municipal boundaries.

7.3 Core process for determining staff establishment

The Municipality shall follow the following core process when reviewing its staff establishment:

- 7.3.1 Conduct a diagnosis that involve an analysis of the staff establishment and service delivery model's alignment to the legislative and political mandates, congruence with regulatory framework, supporting of the IDP and SDBIP, envisaged changes and their financial implications, and risks and mitigation thereof;
- 7.3.2 Develop or review the service delivery model to ensure that it reflects the Municipality's mandate and meets its obligations to the community;
- 7.3.3 Review the organisational design principles to set parameters (guardrails) for organisational design choices;
- 7.3.4 Review levels of work (strategic, operational, transactional) to guide staff on where they should focus their energies;
- 7.3.5 Review the span of control (the number of direct reporting lines);
- 7.3.6 Review the macro structure, being the top three levels in the Municipality, and which involves the disaggregation of each service or cluster of services identified in the service delivery model into roles by determining various components of economic development services (e.g., electricity, water, roads, refuse removal) and human resources management (e.g., talent management, staff member relations, human resources information management
- 7.3.7 Review key processes that underpin each of the services in the service delivery model (e.g., policies on services, and streamlining of processes), and the micro structure that covers work study investigation to determine headcount for each service or product;
- 7.3.8 Determine a balance between operational (line, core, direct) and support (ancillary, indirect) functions, aiming for a direct: indirect (core: support) ratio of 3 : 1;
- 7.3.9 Develop an implementation plan and a change management plan to support any change;
- 7.3.10 Consult the staff establishment with recognised trade unions within the local labour Mandate and service delivery priorities for the Municipality and how the proposed staff establishment addresses these;
- 7.3.11 Submit a report and proposed staff establishment to Council for approval within 30 days of reviewal. The report shall cover the following:
 - a) Outline of the process followed in drafting the staff establishment
 - b) Mandate and service delivery priorities for the Municipality and how the proposed staff establishment addresses these;
 - c) Summary of the proposed posts that will -
 - i. materially change;
 - ii. change to a limited or non-material degree;

iii. be abolished; and

iv. not be affected by the changes.

- d. Motivation of any proposed changes, including an analysis of the strengths, weaknesses and limitations of the current establishment;
- e. Details of the financial implications of the changes, including but not limited to the outcomes of job evaluation processes, staff remuneration costs, costs for the relocation of staff, if any, and costs of new facilities and equipment, if any;
- f. Outline of the non-financial implications of the changes, including the impact on existing staff and key stakeholders within the Municipality;
- g. Proposed project plan that specifies the timeframes within which the implementation will take place; and
- h. Outline of the stakeholder and change management requirements.

7.3.12 Approval of staff establishment by Council, with or without amendments.

7.3.13 Municipal Manager shall, within 14 days of the municipal council approving the staff establishment, submit to the MEC a copy of the -

- a) staff establishment;
- b) council resolution; and
- c) reports informing the staff establishment, if any.

7.3.14 The municipal council shall adopt the municipality's staff establishment after consideration of the MEC's comments, or without MEC's comments if not received within one month of submission to the MEC

7.3.15 The Executive mayor shall, within 30 days of the municipal council adopting the staff establishment, submit to the MEC -

- (a)** the council resolution adopting the staff establishment;
- (b)** the reports informing the staff establishment, if any; and
- (c)** the reasons for rejecting the MEC's submissions, if any.
- (d)** a copy of the adopted staff establishment;

7.4 Roles and responsibilities

- 7.4.1 The Municipal Manager or his / her delegated assignee(s) accept overall responsibility for the implementation and monitoring of the policy.
- 7.4.2 The financial implications related to implementing this policy shall be qualified and quantified by Human Resource Management in consultation with the Chief Financial Officer.

8. POLICY CONTROL

8.1 Administration of the policy

- a) The Municipal Manager in consultation with the head of Corporate Shared Services is responsible for ensuring the implementation of the staff establishment / organizational design policy in the Municipality.
- b) The responsibility to implement this policy liaise with Municipal Manager of the Mopani District Municipality unless delegated.

8.2 Policy Monitoring and Evaluation

- a) This policy shall be implemented and effective once recommended by the Local Labour Forum and approved by Council.
- b) Non-compliance to the stipulations contained in this policy shall be regarded as breach of Code of Conduct, which shall be dealt with in terms of the Code of Conduct.
- c) Head of Corporate Services shall carry out the monitoring and evaluation of the policy's implementation

8.3 Policy Audit

i) periodic audits will be conducted by Corporate Shared Services: HRM to ensure appropriate application and compliance with the policy. All queries related to the policy should be addressed to the Head of Corporate Shared Services.

8.4 Policy Review

i) The organisational design / staff establishment policy will be reviewed every after five years or as and it becomes necessary.

8.5 Policy Amendments

i) No amendment (s) may be made to any section of this policy without such amendment (s) first being consulted with the recognised employee organisations and duly approved and signed by the Accounting Officer.

8.6 Policy Default

i) Disciplinary measures will be applied to any official who fails to comply with the policy.

8.7 Repeal

This policy repeal all the previous policies once it is approved.

8.8 Policy Communication

This policy shall be communicated to all employees of the municipality.

8.9 Policy Approval

i) The authority and adoption of the policy shall be the responsibility of the Municipal Manager and Council.



Municipal Manager

Date: 2023/07/01

Policy / Council Resolution number	Approved date: <u>2023/07/01</u>
Municipal Council 	