



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF LOCAL GOVERNMENT & HOUSING

Reference : LH 8/1/2/3
Enquiry : Schoeman C

TO : HEAD OF DEPARTMENT
FROM : SBU: OT
DATE : 16 OCTOBER 2009
SUBJECT : RESULTS OF THE ORGANISATIONAL ASSESSMENT SURVEY IN
THE DEPARTMENT

1. Purpose

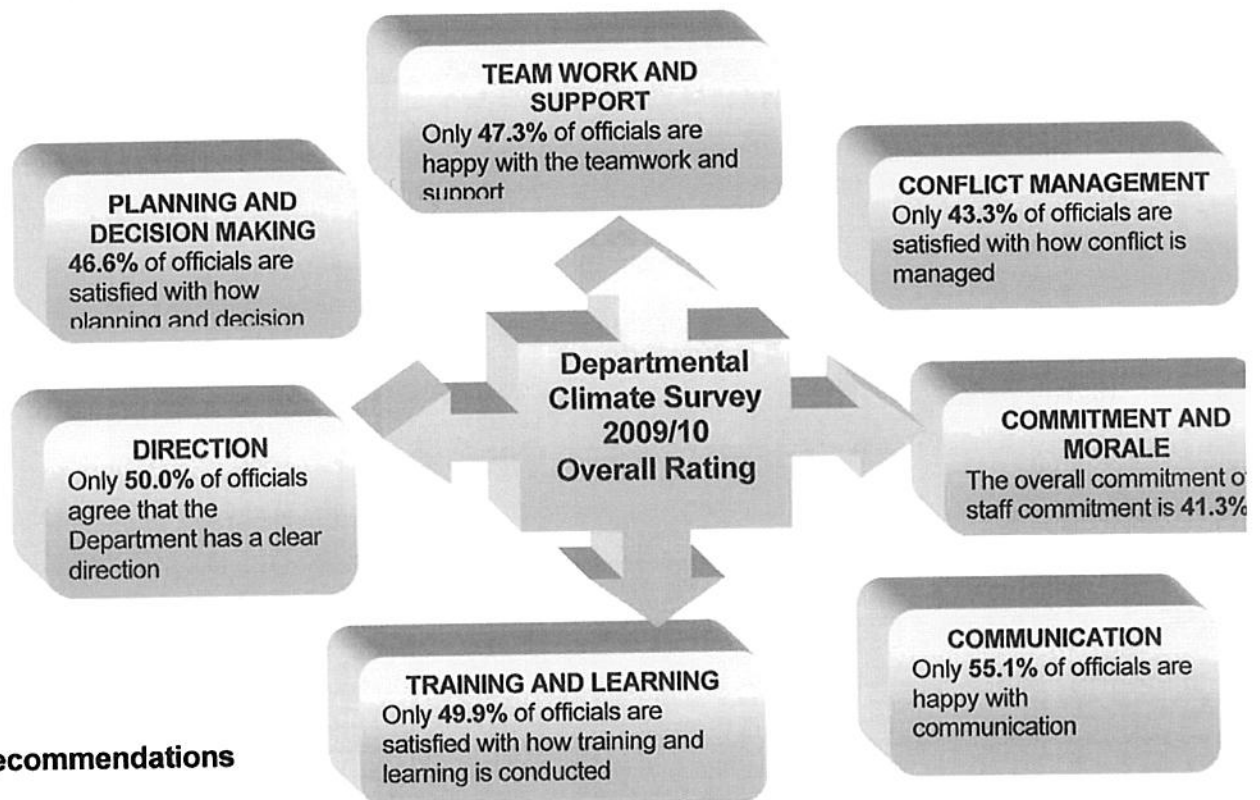
To request the HOD to grant approval to publish and present the results of the Organisational Survey conducted during the period of August 2009 in the Department to the entire staff.

2. Background

- 2.1 The survey was distributed to the entire staff of 736 but only 183 responses were received and analyzed electronically.
- 2.2 The responses were categorized into three occupational classes' viz. *(i) Senior Management Services; (ii) Middle Management Services and (iii) Lower Level. (See attached detail report)*
- 2.3 In line with the Batho Pele Principle (5): Information – it is prudent to give feedback to the participants and also allow constructive debates around the salient facts emanating from the survey.
- 2.4 On a yearly basis the Organisational Transformation SBU conducts an Organisational survey to *inter-alia* pin-point strengths and areas of concern in the Department.

3. Findings

Figure 1 below represents the overall rating of all the analysed responses. See attached report for details.



4. Recommendations

In view of the findings above, the following recommendations are made;

1. That all middle management officials be part of their Sub-Departmental planning.
2. That the department conducts regular workshops to conscientise staff members on issues relating to conflict management, direction, planning and decision making.
3. That the SBU: HRD assess the capacity of officials after undergoing training.
4. That the department organizes team building sessions for all officials to enhance team work and support as it will reduce conflicts.
5. That Process Improvement and Change Management division facilitates or be part of team buildings that are to be conducted within the department.
6. That regular SBU, division and section meetings be encouraged to enhance communication in the Department.
7. That a feedback session be held to present findings contained in this report to the management Team, the managers and all officials in the department. This is based on the fact that officials were promised feedback during the survey to obtain their cooperation in this and future surveys.


SENIOR MANAGER:
ORGANISATIONAL TRANSFORMATION

2009.10.12.
DATE

The recommendations are supported
for approval.


GENERAL MANAGER:
STRATEGIC HRM

2009/10/16th
DATE

COMMENTS

It is hereby recommended that the HOD approves
that the recommendations in Paragraph 4 be
implemented.


SENIOR GENERAL MANAGER:
SHARED SERVICES

22/10/09.
DATE

APPROVAL/DISAPPROVAL

Noted


HEAD OF DEPARTMENT
LOCAL GOVERNMENT AND HOUSING

05/11/09
DATE



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF LOCAL GOVERNMENT & HOUSING

ORGANISATIONAL SURVEY REPORT

2009/10

1. BACKGROUND

1.1 On a yearly basis the Organisational Transformation SBU conducts an Organisational survey to inter-alia pin-point strengths, weaknesses and areas of concern in the department.

1.2 This is in line with white paper on human resource management which says that the performance assessment process will help identify strength, weakness and the interventions which are needed to deal with these, including employee future training needs and other developmental interventions such as counseling, coaching, teambuilding, workshops, etc.

1.2 The division has again conducted an Organisational assessment survey for 2009/2010 using the same dimensions/topics that were used to collect the information in the 2008/2009 survey. The primary objectives of the survey are to:

- Determine improvement on the previous (2008/09) survey results and match them against the strategic goals of the department;
- "Pin-point" areas of concern or "weakness" in the Department that hinders service delivery.
- Collect information that will be used to provide strategic direction for the next steps in the change effort.
- Develop interventions to address "weaknesses" or areas of concern in the department;
- Develop an action plan to reinforce or enhance favourable practices in the Department.

2. METHODOLOGY

The survey questionnaire was distributed to the entire staff population of 736 and only 183 responses were received and analysed.

2.1 Data collection

An organizational Survey was customized to collect information on the following set of dimensions /topics:

- Planning and Decision Making
- Team Work and Support
- Conflict Management
- Commitment and Morale
- Communication
- Training and Learning
- Direction

Officials at level 3 and above completed the questionnaires since the division was certain that officials at these levels had the capacity to understand the questions and instructions.

Officials at levels below level 3 were interviewed and questionnaires were completed for them.

3. DATA ANALYSIS

Data collected through the questionnaires were summarized by aggregating individual responses for each item within a dimension/topic to come up with dimension/topic score categorized as “%” of strength, i.e. favorable response, % of weakness, i.e. unfavorable response, and “%” of neutral responses. Comments by officials were analyzed and summarized according to issues raised.

4. FINDINGS

4.1. The following are the findings with regard to dimensions linked to **Level 1-8** and comparison with the previous financial year. The ideal average percentage should be greater or equal to 50; anything less than 50 is a cause for a concern.

DIMENSIONS	FINANCIAL YEAR 09/10	FINANCIAL YEAR 08/09
PLANNING AND DECISION MAKING	47.39%	46.5%
TEAMWORK AND SUPPORT	52.74%	44.8%
CONFLICT MANAGEMENT	45.60%	44.0%
COMMITMENT AND MORALE	49.48%	46.4%
COMMUNICATION	58.0%	40.1%
TRAINING AND LEARNING	53.71%	46.8%
DIRECTION	57.78%	53.6%

4.2. The following are the findings with regard to dimensions linked to **Level 9-12** and comparison with the previous financial year. The ideal average percentage should be greater or equal to 50; anything less than 50 is a cause for a concern.

DIMENSIONS	FINANCIAL YEAR 09/10	FINANCIAL YEAR 08/09
PLANNING AND DECISION MAKING	44.11%	47.8%
TEAMWORK AND SUPPORT	42.34%	50.0%
CONFLICT MANAGEMENT	40.42%	38.9%
COMMITMENT AND MORALE	33.57%	47.3%
COMMUNICATION	51.40%	39.6%
TRAINING AND LEARNING	45.26%	40.8%
DIRECTION	51.05%	62.6%

4.3 The following are the findings with regard to dimensions linked to **Level 13-16** and comparison with the previous financial year. The ideal average percentage should be greater or equal to 50; anything less than 50 is a cause for a concern.

DIMENSIONS	FINANCIAL YEAR 09/10	FINANCIAL YEAR 08/09
PLANNING AND DECISION MAKING	60.14%	60.4%
TEAMWORK AND SUPPORT	52.14%	75.0%
CONFLICT MANAGEMENT	50.77%	26.7%
COMMITMENT AND MORALE	51.28%	41.7%
COMMUNICATION	66.03%	56.7%
TRAINING AND LEARNING	61.54%	46.7%
DIRECTION	53.85%	75.0%

4.4. The following are the findings with regard to dimensions linked to **overall rating** and comparison with the previous financial year. The ideal average percentage should be greater or equal to 50; anything less than 50 is a cause for a concern.

DIMENSIONS	FINANCIAL YEAR 09/10	FINANCIAL YEAR 08/09
PLANNING AND DECISION MAKING	46.6%	46.6%
TEAMWORK AND SUPPORT	47.30%	48.3%
CONFLICT MANAGEMENT	43.3%	39.3%
COMMITMENT AND MORALE	41.3%	46.6%
COMMUNICATION	55.1%	40.7%
TRAINING AND LEARNING	49.9%	45.0%
DIRECTION	57.78%	56.7%

5. COMMENTS ACCORDING TO VARIOUS LEVEL/ CATEGORY.

5.1. Each level will be discussed in detail separately hereunder:-

5.1.1. Level 1-8

WHAT ENHANCES INDIVIDUAL'S PERFORMANCE?

The following are some of the motivational factors:-

- Training and Orientation.
- Interaction with different SBU's.
- Being personally acknowledged and recognized with relevant accolade.
- Proper communication channels.
- Knowing that working hard makes a difference in someone else's life.
- Punctuality.
- PDP, training and sharing of jobs is done properly.
- Appreciation and motivation
- Poor PMS ratings.
- No evaluation for certain positions.
- Lack of respect from supervisors.
- Discouragement of internal staffing through horizontal transfers.
- Correct documentation of developers and contracts
- Tools, equipments and availability of cleaning materials
- Committed teamwork.
- Synergized team of management.
- Budgeting insufficient funds is hindering service delivery.

WHAT THIS LEVEL/ CATEGORY LIKE ABOUT THE DEPARTMENT?

The following are some of the motivational factors:-

- GITO is doing a great job by attending to its clients timeously.

- Offering of bursary to poor students and deserving public servants.
- Attending meetings and workshops conducted by the Department.
- Promoting Batho Pele principles.
- Receive information on time.
- Less conflict and hard work.
- Teamwork, Support and ensure cooperative governance.
- Training of relevant to one's job.
- Provision of shelters, electricity, water and sanitation to the deprived families.

WHAT THIS LEVEL/ CATEGORY WOULD LIKE TO BE CHANGED IN THE DEPARTMENT?

- The following are some of the factors which need urgent attention:-

- Open plan office layout encourages officials to chat rather than working.
- Organisational structure review and upgrading of posts.
- Strategic planning of the Department.
- Person given posts on the basis of political connection.
- Equal treatment in the workplace.
- Late coming and eating during working hours.
- Not giving officials at lower levels opportunities to be involved in decision making.
- Lack of support from the Executive Management.
- Individualism and nepotism by management.
- Top management must communicate their decision to all staff.
- Tribalism amongst officials.
- Disrespect of officials amongst subordinates.
- The manner in which Job Evaluation is conducted.
- Lack of time management.
- Code of conduct and ethical behavior.

5.1.2. LEVEL/CATEGORY 9-12 (MMS)

WHAT ENHANCES INDIVIDUAL'S PERFORMANCE?

The following are some of the motivational factors:-

- Open door policy to discuss matters quickly with supervisors.
- Availability of resources, i.e. human, financial, physical and IT systems.
- Training should be budgeted properly according to staff needs.
- Staff should be promoted to next position if they are capable.
- Proper planning experienced staff holding responsible and accountable positions in whatever field.
- Team work, support and accessibility of information.
- SBU meetings.
- Delegation of authority.
- Job satisfaction/ recognized job well done.
- Clear guidelines on roles and responsibilities.
- Credible job evaluation
- Information sharing.
- Good working relationships between SBU's.
- Motivation by Senior Management.
- Conducive working environment which is not the case at this present moment.
- Prompt response to correspondences by Senior Managers which is the opposite.

WHAT THIS LEVEL/ CATEGORY LIKE ABOUT THE DEPARTMENT?

The following are some of what they like about the Department:-

- Quality and relevant training.
- Supportive MEC.
- Conducting of Meetings and workshops.
- Call centre (the way it addresses the queries of our citizens)
- Supportive team and friendly staff.
- Appointments of internal staff.

- Provide space for documents and equipments in the open plans.
- Dress code to be formal during the week except for Friday.

5.1.3. LEVEL/ CATEGORY 13-16 (SMS)

WHAT ENHANCES THE SMS'S PERFORMANCE?

The following are some motivational factors:-

- Trust from my supervisor
- Keeping abreast of new development through job related workshops
- Constructive criticism.
- Poor exchange of critical information requiring system managers to know and use.
- Vindictives and immature conduct on issues affecting me in person
- Lack of capacity.
- Timely and appropriate responsiveness from SBU's
- Continuous learning and training
- Teamwork with colleagues
- Healthy working environment.
- Motivated work force.
- Forward planning Synergy
- Skill development and people management.
- Supportive supervisors and co-operative team.
- Availability of resources

WHAT THIS LEVEL/ CATEGORY LIKE ABOUT THE DEPARTMENT?

The following are some of what they like about the Department:-

- Strong Leadership from the top MEC, HOD, SGM's, GM's.
- Willingness from staff to continue irrespective of the above and the yearn to achieve
- The commitment to ensure that service delivery happens amid the challenges

- It is service delivery supposed driven to better lives of the people, the rate of achieving the above is questionable.
- Clearly defined goals
- That the department has qualified and committed employees
- Relatively caring, less corrupt, encourages career pathing, good skill development for its human resources.
- Adequately contributing to development state by providing human settlements and coordinating rural development.
- Communications, training, service delivery.
- Shared services management style.
- SMS monthly meetings to review the work of the previous month
- GITO support

WHAT THIS LEVEL/CATEGORY WOULD LIKE TO CHANGE IN THE DEPARTMENT?

The following are some of the factors which need urgent attention:-

- Team building sessions
- HOD's meeting with all staff members
- Dress code-some people dress casual for the office.
- People to be aware of their reason for existence as employees and put the job first for as long as you have a contract with the employer.
- Taking responsibility.
- Appointment of qualified, experienced and relevant staff
- Vacant posts to be filled.
- Gossiping, lack of teamwork, lack of support by the Executive Management.
- Non provision of working tools e.g. non availability of network or 3G.
- Missing of deadlines.
- Late coming and discipline by officials.

6. RECOMMENDATIONS

In view of the findings above, it is therefore recommended:-

1. That all middle management officials be part of the departmental strategic planning
2. That the department conducts regular workshops to cautionize staff members on issue relating to conflict management, direction, planning and decision making
3. That the SBU: HRD assess the capacity of officials after undergoing training
4. That the department organize team building sessions for all officials to enhance team work and support and to do away with conflicts
5. That Process Improvement and Change Management division facilitate or be part of team buildings that are to be conducted within the department
6. That regular SBU, division and section meetings be encouraged to enhance communication in the Department
7. That a feedback session be held to present findings contained in this report to the management Team, the managers and all officials in the department. This is based on the fact that officials were promised feedback during the survey to obtain their cooperation in this and future surveys



SENIOR MANAGER: OT

12.10.2009

DATE

TABLE 1: RESULTS OF THE STATEMENTS/QUESTIONS- RESPONDENTS BY OFFICIALS AT ALL LEVELS

STATEMENTS/QUESTIONS	1	2	3	4	5	% WEAKNESS	%NEUTRAL	%STRENGTH
PLANNING AND DECISION MAKING								
The work of the SBU is well coordinated	19	28	33	82	21	25.7	18.0	56.3
People here rarely start new projects without deciding in advance how they will proceed.	12	54	32	72	13	36.1	17.5	46.4
In general, planning is carried out appropriately in the Department.	22	41	48	65	7	34.4	26.2	39.3
I am allowed to participate sufficiently in significant decisions that affect my work	20	44	35	68	16	35.0	19.1	45.9
I am delegated work, and authority appropriate to my expertise	14	32	35	81	21	25.1	19.1	55.7
I am made responsible only for those things I can influence	12	51	41	76	3	34.4	22.4	43.2
My supervisor likes me to consult him/her before I take action	9	29	26	102	17	20.8	14.2	65.0
I have confidence in the process by which important decisions are made in the Department	26	39	55	59	4	35.5	30.1	34.4
I'm kept well enough informed for me to make decisions well	16	49	36	76	6	35.5	19.7	44.8
I feel that I have the right amount of authority over my subordinates	12	32	54	70	15	24.0	29.5	46.4
In general, delegation, responsibility and decision making are all handled well in this Department	34	34	51	58	6	37.2	27.9	35.0
TEAM WORK AND SUPPORT								
My SBU collaborates well with other SBU's	13	24	35	92	19	20.2	19.1	60.7
By and large, people in my group pull their weight	5	21	46	99	12	14.2	25.1	60.7
I am rarely put under undue work pressure by my colleagues	10	67	38	62	6	42.1	20.8	37.2
People here generally support each other well	14	49	32	80	8	34.4	17.5	48.1
I usually do not have to put in long hours to complete my work	16	40	28	85	14	30.6	15.3	54.1
I do not feel that the pressure of work is excessive	14	46	24	92	7	32.8	13.1	54.1
Work rarely pile up faster than I can complete it	13	77	20	64	9	49.2	10.9	39.9
There is rarely too much work and too little time	15	83	32	46	7	53.6	17.5	29.0
In general, this is a caring and cooperative Department	24	31	51	67	10	30.1	27.9	42.1
CONFLICT MANAGEMENT								
Conflicts are constructive /positively resolved in this Department	15	41	60	64	3	30.6	32.8	36.6
We are generally encouraged to resolve our conflicts quickly rather than let them simmer	15	32	52	79	5	25.7	28.4	45.9
There are helpful ways of preventing conflicts from getting out of hand in the Department	15	22	64	78	4	20.2	35.0	44.8
There is little conflict between us SBU's	10	46	40	82	5	30.6	21.9	47.5
In general, conflict is managed well here	16	37	54	69	7	29.0	29.5	41.5
COMMITMENT AND MORALE								
Motivation is kept at high levels in the Department	39	53	38	50	3	50.3	20.8	29.0
Morale is kept at high levels in the Department	36	51	52	42	2	47.5	28.4	24.0
Morale is high in my SBU	34	40	49	57	3	40.4	26.8	32.8
My personal morale is high	25	27	44	75	12	28.4	24.0	47.5
The commitment of the staff is high in this Department	12	37	55	70	9	26.8	30.1	43.2
The Department solves the vast majority of its important problems	13	38	69	61	2	27.9	37.7	34.4
I am proud to be part of this Department	8	16	37	93	29	13.1	20.2	66.7
I feel that I am a valued member of the Department	11	25	38	82	27	19.7	20.8	59.6
In general, conflict is managed well here.	15	38	66	56	8	29.0	36.1	35.0
COMMUNICATION								
I receive all the information I need to carry out my work	21	31	29	94	8	28.4	15.8	55.7
People in this Department do not spend too much time on nonessentials	15	32	71	61	4	25.7	38.8	35.5
I am kept adequately informed about significant issues in the Department	6	36	48	89	4	23.0	26.2	50.8

I am kept appropriately informed about the grapevine and other informal means.	9	46	61	65	2	30.1	33.3	36.6
My SBU works well with other SBUs	7	18	36	107	15	13.7	19.7	66.7
My SBU receives all the information it needs to carry out its function well.	6	35	47	84	11	22.4	25.7	51.9
My SBU is kept adequately informed about significant issues in the Department as a whole.	5	20	61	92	5	13.7	33.3	53.0
I understand clearly how I can contribute to the general goals of the Department.	1	11	35	106	30	6.6	19.1	74.3
I have adequate opportunities to express my views in my SBU.	15	31	39	85	13	25.1	21.3	53.6
My colleagues are generally eager to discuss work matters with me.	4	25	23	107	24	15.8	12.6	71.6
In general, communication is effective in this Department.	10	33	40	78	22	23.5	21.9	54.6
I work effectively because other employees communicate regularly with me.	7	24	47	94	11	16.9	25.7	57.4
TRAINING AND LEARNING								
Most SBUs review their work on a regular basis.	9	21	68	82	3	16.4	37.2	46.4
There are appropriate orientation procedures in this Department	8	43	39	85	8	27.9	21.3	50.8
I have received the training I need to do a good job.	23	33	28	83	16	30.6	15.3	54.1
Most of us in this Department are committed to helping one another learn from our work.	5	21	49	94	14	14.2	26.8	59.0
The training I receive is of high quality.	20	28	50	72	13	26.2	27.3	46.4
I get the training I need to further develop my skills.	26	31	36	76	14	31.1	19.7	49.2
In general, this Department learns as much as is practically possible from its activities.	7	23	74	74	5	16.4	40.4	43.2
DIRECTION								
The future of this Department has been well communicated to all employees	8	38	59	66	12	25.1	32.2	42.6
We all feel part of the Department.	11	34	53	77	8	24.6	29.0	46.4
I am clear about the part I can play in helping the Department achieve its goals.	3	15	29	113	23	9.8	15.8	74.3
The future objectives of the Department are consistent with my personal objectives.	4	18	50	101	10	12.0	27.3	60.7
The future of this Department is bright.	5	20	58	85	15	13.7	31.7	54.6
The vast majority of the officials share understanding of where the Dpt is going and what it is trying to achieve	7	31	62	76	7	20.8	33.9	45.4

TOPIC	Weakness	Neutral	Strength
PLANNING AND DECISION MAKING	31.5	22.2	46.6
TEAM WORK AND SUPPORT	34.1	18.6	47.3
CONFLICT MANAGEMENT	27.2	29.5	43.3
COMMITMENT AND MORALE	31.5	27.2	41.4
COMMUNICATION	20.4	24.5	55.2
TRAINING AND LEARNING	23.3	26.9	48.9
DIRECTION	17.7	28.3	54.0

Results of survey for Local Government and Housing officials (Scores per Topic in %)

