



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
**CO-OPERATIVE GOVERNANCE,
HUMAN SETTLEMENTS & TRADITIONAL AFFAIRS**

MEMORANDUM

Reference : LH 8/1/2/3
Enquiry : Rapudubudu N.M

TO : HEAD OF DEPARTMENT
FROM : SBU: OT
DATE : 24 OCTOBER 2011
SUBJECT : RESULTS OF THE ORGANISATIONAL ASSESSMENT SURVEY IN
THE DEPARTMENT

1. Purpose

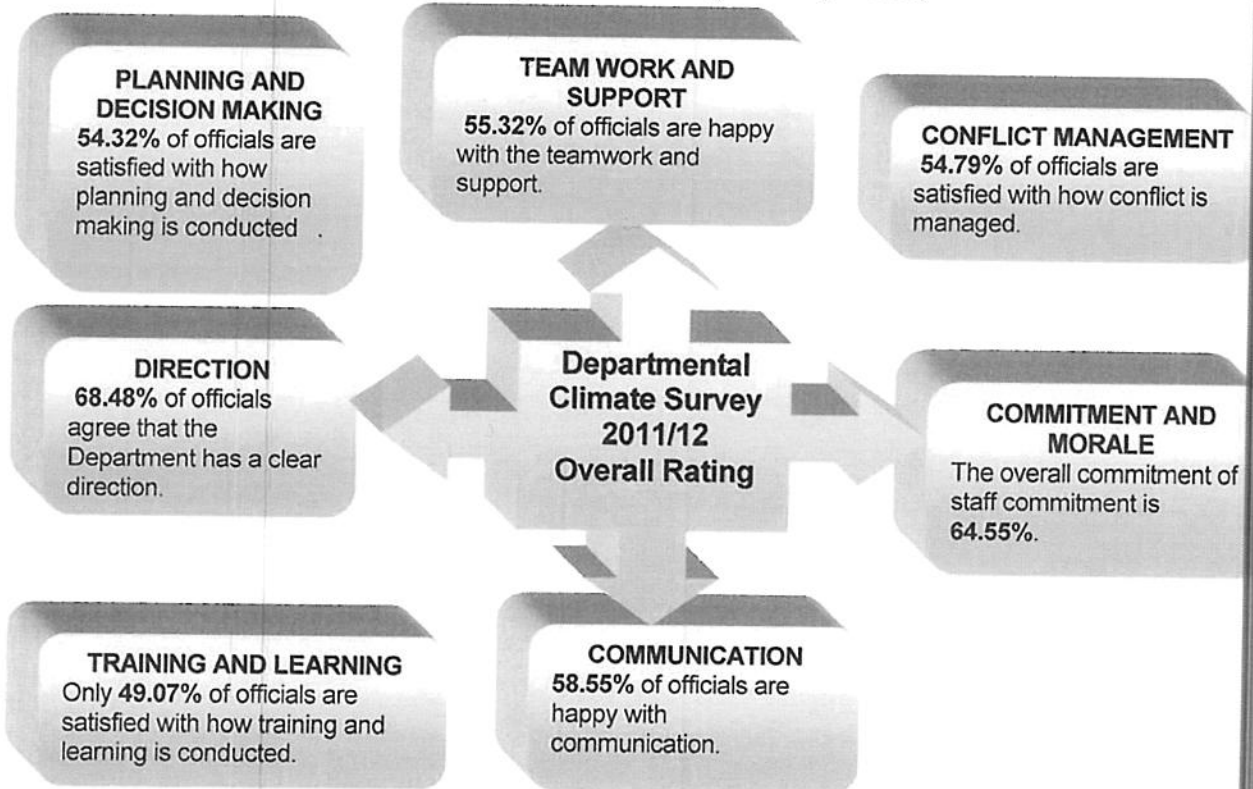
To seek approval from the HOD to publish and present the results of the Organisational Survey conducted during the period of September 2011 in the Department to the entire staff.

2. Background

- 2.1 The survey was distributed to the entire staff population of 2207 and only 1360 responses were received and analyzed electronically.
- 2.2 The responses were further 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.

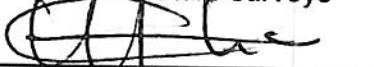


4. Recommendations

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

1. That all middle management officials be part of the departmental strategic planning
2. That the Department conducts a workshop once a year to sensitize staff members on issues relating to direction, planning and decision making.
3. That the SBU: HRD extend its training programmes to CDW's and Traditional District Councils.
4. That the Department continues conducting team building for officials who did not attend yet.
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

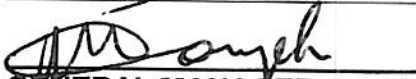


**SENIOR MANAGER:
ORGANISATIONAL TRANSFORMATION**

25-10-2011
DATE

COMMENTS

Recommendation of the organisational climate survey are supported for approval by the HOD



**GENERAL MANAGER:
STRATEGIC HRM**

25/10/2011
DATE

COMMENTS

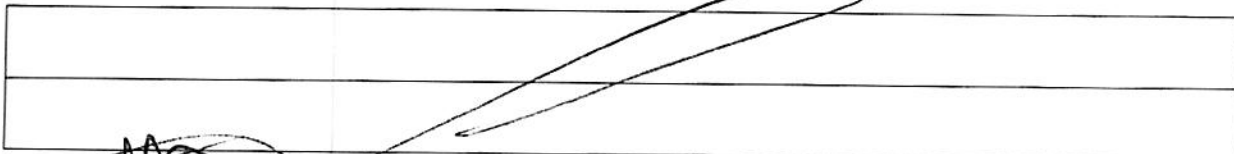
Supported for approval.



**SENIOR GENERAL MANAGER:
SHARED SERVICES**

26/10/2011
DATE

APPROVAL/DISAPPROVAL





**HEAD OF DEPARTMENT
CoGHSTA**

01/11/11
DATE



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF
CO-OPERATIVE GOVERNANCE,
HUMAN SETTLEMENTS & TRADITIONAL AFFAIRS**

ORGANISATIONAL SURVEY REPORT

2011/12

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 the 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 employees' future training needs and other development interventions such as counseling, coaching, teambuilding, workshops, etc.
- 1.3 The Division: Process Improvement and Change Management conducted an organizational climate survey using the same dimensions/topics that were used to collect the information during the FY 2008/2009, 2009/10 and 2010/11 survey in order to establish a pattern to be corrected.

The primary objectives of the survey are to:

- Determine improvement on the previous (2010/11) 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 **2207** and only **1360** 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 all levels completed the questionnaires. Officials below level 3 were interviewed and questionnaires were completed and captured.

The process of capturing all Departmental forms was done manually due to GITO technical problems.

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 summarised according to issues raised.

4. FINDINGS

4.1 The following are the findings with regard to dimensions linked to **Level 1-8** and in 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 concern.

DIMENSIONS	FY 11/12	FY 10/ 11	FY 09/10	FY 08/09
PLANNING AND DECISION	53,51%	45,6%	47,39%	46,5%

TEAMWORK AND SUPPORT	54,93%	47,57%	52,74%	44,8%
CONFLICT MANAGEMENT	55,14%	47,76%	45,60%	44,0%
COMMITMENT AND MORALE	65,03%	53,88%	49,48%	46,4%
COMMUNICATION	57,74%	46,86%	58,0%	40,1%
TRAINING AND LEARNING	48,59%	59,74%	53,71%	46,8%
DIRECTION	68,61%	58,28%	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 concern.

DIMENSIONS	FY 11/12	FY 10/ 11	FY 09/10	FY 08/09
PLANNING AND DECISION	62,99%	53,54%	44,11%	47,8%
TEAMWORK AND SUPPORT	59,96%	49,66%	42,34%	50,0%
CONFLICT MANAGEMENT	50,24%	40,99%	40,42%	38,9%
COMMITMENT AND MORALE	55,42%	44,44%	33,57%	47,3%
COMMUNICATION	66,37%	63,17%	51,40%	39,6%
TRAINING AND LEARNING	54,08%	52,03%	45,26%	40,8%
DIRECTION	64,88%	62,96%	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 concern.

DIMENSIONS	FY 11/12	FY 10/ 11	FY 09/10	FY 08/09
PLANNING AND	71,66%	74,18%	60,14%	60,4%

DECISION					
TEAMWORK AND SUPPORT		53,09%	66,22%	52,14%	75,0%
CONFLICT MANAGEMENT		51,76%	64,80%	50,77%	26,7%
COMMITMENT AND MORALE		74,51%	74,22%	51,28%	41,7%
COMMUNICATION		79,41%	79,67%	66,03%	56,7%
TRAINING AND LEARNING		59,66%	65,14%	61,54%	46,7%
DIRECTION		74,51%	82,00%	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 concern.

DIMENSIONS	FY11/12	FY 10/ 11	FY 09/10	FY 08/09	FY 07/08
PLANNING AND DECISION MAKING	54,32%	48,1%	46,6%	46,6%	41,9%
TEAMWORK AND SUPPORT	55,32%	48,7%	47,30%	48,3%	49,3%
CONFLICT MANAGEMENT	54,79%	47,5%	43,3%	39,3%	33,3%
COMMITMENT AND MORALE	64,55%	53,4%	41,3%	46,6%	33,4%
COMMUNICATION	58,55%	50,7%	55,1%	40,7%	26,8%
TRAINING AND LEARNING	49,07%	58,9%	49,9%	45,0%	45,2%

DIRECTION	68,48%	60,0%	57,78%	56,7%	44,7%
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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 things that enhance the performance of the staff attached to level 1-8

- Training and development
- Team work and support
- Availability of resources such as e.g. laptops, computers, printer, internet, uniform for Traditional Police, airtime and transport and office space
- Reward for good performance
- Clear job description
- Mutual understanding of Batho Pele principles
- Good relationship between supervisor and supervisee
- Job rotation

➤ WHAT THIS LEVEL/ CATEGORY LIKE ABOUT THE DEPARTMENT?

❖ The following are some of the things that this level like about the Department.

- Prompt payment of PMS bonus.
- Availability of HOD's corner.
- Organizational Survey Feedback
- Provision of houses to the poor citizen

- Teambuilding exercise
- Orientation and induction
- Diverse cultures within the Department
- EAP programmes e.g. Health Checks and talks
- Promoting and adhering to Batho Pele principles

➤ **WHAT THIS LEVEL/ CATEGORY WOULD LIKE TO SEE CHANGED IN THE DEPARTMENT?**

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

- Open plan office is not user-friendly
- Banking procedures for traditional affairs should be changed- cash in transit services should be used- unlike using public transport for banking.
- Traditional Affairs to be on its own to run effectively.
- Government Vehicles are dirty and need to be cleaned
- Communication e.g. no Calendars, news letters, diaries etc
- Job evaluation should be reviewed
- Clarity on the role of Traditional leaders and the Department on the issue of hiring of staff.
- Working relationship between Traditional Leaders and CDW
- Delays in terms of payment of Service Providers
- Department should bring back CDW Annual Conference.
- The issue of intimidating employees, saying we will fire you instead of encouraging each other, should be discouraged
- Traditional Police should be given uniform, object detector, hand cuffs and name tags

6.1.2. LEVEL/CATEGORY 9-12 (MMS)

➤ WHAT ENHANCES INDIVIDUAL'S PERFORMANCE?

❖ The following are some of the things that enhance the performance of the staff attached to level **9-12**:-

- Team work, commitment, support, and co operation
- Training and development
- Quick decision making
- Availability of resources
- Good management and communication skills
- Awarding of bursaries
- Employment equity
- Payment of incentive such as PMS bonus

➤ WHAT THIS LEVEL/ CATEGORY LIKE ABOUT THE DEPARTMENT?

❖ The following are some of the things that this level likes about the Department

- Speed with which the Department build houses for poor
- Disciplined staff
- Payment of PMS bonus on time
- Commitment by all staff members
- HOD's corner
- Priority in recruiting internal staff
- Wellness Programmes

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

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

- Firing of employees is lowering morale of staff
- Backbiting and collusion by management
- Department to appoint staff on merits not favors
- Open plan should be closed
- Employees should attend all memorial services irrespective of gender and ethnicity.
- MID Organisational Structure should be reviewed
- Insubordination and lack of commitment by some of staff
- Involve middle management in strategic planning of the Department
- Time Managemet

6.1.3. LEVEL/ CATEGORY 13-16 (SMS)

➤ WHAT ENHANCES THE SMS'S PERFORMANCE?

- ❖ The following are some of the things that this level likes about the Department
 - Quick decision making
 - Teamwork
 - Office space
 - Proper coordination of activities
 - Good leadership and management
 - Support from co worker and management
 - Preparedness to go an extra mile

➤ WHAT THIS LEVEL/ CATEGORY LIKE ABOUT THE DEPARTMENT?

- ❖ The following are some of the things that this level likes about the Department t:-
 - Open door policy
 - Team work
 - Effective internal communication

- Availability of e-mails and internet to all staff
- Clear strategy
- Winning Numerous awards

➤ **WHAT THIS LEVEL/CATEGORY WOULD LIKE TO SEE CHANGED IN THE DEPARTMENT?**

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

- Decentralization of training
- Austerity measures not well implemented derail service delivery e.g. it is a shame the Department can't even provide diaries to its staff- a big disgrace
- Disciplinary outcomes should be more corrective than punitive
- Management using gossip and hearsay to punish employees and advance others
- Using legitimate disciplinary procedures to mete out harsh sanctions without room for recourse.
- Leadership without empathy
- Re-look the disciplinary codes and procedures and apply them correctly
- The image of 28 market str, there are potholes around the parking areas and furniture that is scattered around all over the building.

7. 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 a workshop once a year to sensitize staff members on issues relating to direction, planning and decision making.
3. That the SBU: HRD to extend its training programmes to CDW's and Traditional District Councils
4. That the Department continues conducting team buildings for officials who did not attend yet.
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

25/10/2011
DATE