



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: ORGANISATIONAL TRANSFORMATION
DATE : 10 FEBRUARY 2011
SUBJECT : RESULTS OF THE RE-LAUNCHED ORGANISATIONAL ASSESSMENT SURVEY IN THE DEPARTMENT

1. Purpose

To request for approval from the HOD to publish and present the results of the Organisational Survey conducted during the period of October 2010 in the Department to the entire staff.

2. Background

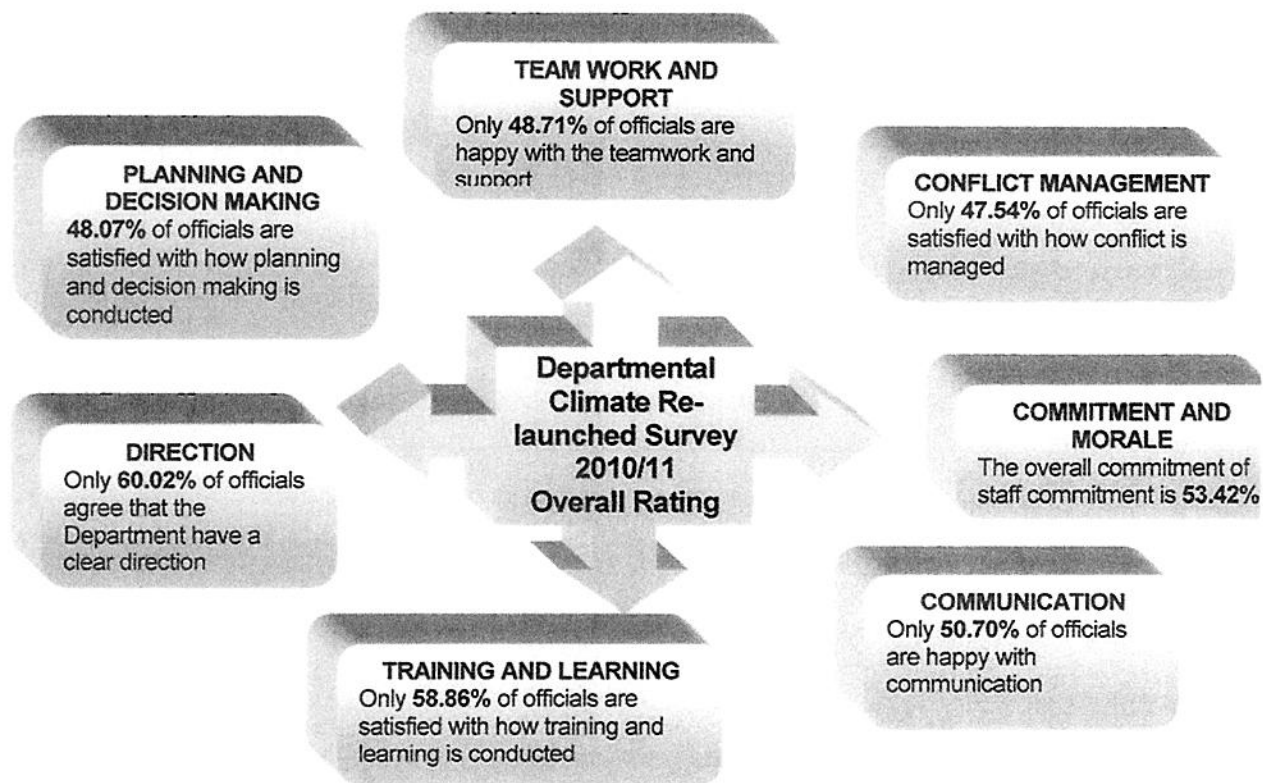
- 2.1 The survey was distributed to the entire staff population of 1332 and only 557 responses were received and analyzed electronically.
- 2.2 The responses were further categorized into three occupational classes' viz. **(i) Senior Management Services; (ii) Middle Management Services and (iii) Lower 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/ weakness and areas of concern in the department.

3. Findings

Figure 1 below represents the overall rating of all the analysed responses.

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 Sub-departmental strategic planning
2. That SBU: HRD conducts regular workshops to cauntionize 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

[Signature]
SENIOR MANAGER:
ORGANISATIONAL TRANSFORMATION

11-02-2011
DATE

The recommendations are supported for approval.

[Signature]
GENERAL MANAGER:
STRATEGIC HRM

14/02/2011
DATE

COMMENTS

Supported for approval

[Signature]
SENIOR GENERAL MANAGER:
SHARED SERVICES

17/02/2011
DATE

APPROVAL/DISAPPROVAL

I hope that the situation will change
after staff address.



**HEAD OF DEPARTMENT
LOCAL GOVERNMENT AND HOUSING**

25/02/10
DATE



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF LOCAL GOVERNMENT & HOUSING

ORGANISATIONAL SURVEY REPORT (RE-LAUNCHED) 2010/11

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 again conducted an Organisational assessment survey using the same dimensions/topics that were used to collect the information during the FY 2008/2009, 2009/10 and 2010/11 survey.

The primary objectives of the survey are to:

- Determine improvement on the previous (2009/10) 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 1251 and only 557 responses were received and analysed.

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 10/ 11 (re-launched)	FY 09/10	FY 08/09
PLANNING AND DECISION	74,18%	60,14%	60,4%
TEAMWORK AND SUPPORT	66,22%	52,14%	75,0%
CONFLICT MANAGEMENT	64,80%	50,77%	26,7%
COMMITMENT AND MORALE	74,22%	51,28%	41,7%
COMMUNICATION	79,67%	66,03%	56,7%
TRAINING AND LEARNING	65,14%	61,54%	46,7%
DIRECTION	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	FY 10/ 11 (re-launched)	FY 09/10	FY 08/09	FY 07/08
PLANNING AND DECISION	48.1%	46,6%	46,6%	41,9%
TEAMWORK AND SUPPORT	48,7%	47,30%	48,3%	49,3%
CONFLICT MANAGEMENT	47,5%	43,3%	39,3%	33,3%
COMMITMENT AND MORALE	53,4%	41,3%	46,6%	33,4%
COMMUNICATION	50,7%	55,1%	40,7%	26,8%
TRAINING AND LEARNING	58,9%	49,9%	45,0%	45,2%
DIRECTION	60,0%	57,78%	56,7%	44,7%

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 (LEVEL 1-8) ?

- ❖ The following are some of the motivational factors:-
 - Availability of resources e.g. laptops, computers, printer, internet, airtime and transport and office space.(for CDWs)
 - Training, Orientation and induction of the CDWs.
 - 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
 - Discouragement of internal staffing through horizontal transfers.
 - Correct documentation of developers and contracts
 - Tools, equipments, protective clothing and availability of cleaning materials
 - Committed teamwork.
 - Synergized team of management.
 - Budgeting insufficient funds is hindering service delivery.
 - Clear job description.
 - Planning and time management.

➤ **WHAT THIS CATEGORY (LEVEL 1-8) LIKE ABOUT THE DEPARTMENT?**

❖ The following are some of the motivational factors:-

- Prompt payments to suppliers and PMS in the department.
- Availability of HOD's corner.
- Offering of bursary to poor students and deserving public servants.
- GITO is doing a great job by attending to its clients timeously
- Resources and skills development to all employees.
- Promoting and adhering to Batho Pele principles.
- Receive information on time.
- Less conflict and hard work.
- Employee wellness program.
- Training of relevant to one's job.
- Delegation of powers within SBU's

➤ **WHAT THIS CATEGORY (LEVEL 1-8) WOULD LIKE TO CHANGE IN THE DEPARTMENT?**

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

- Be part of Sub-departmental planning in the Department.
- Organisational structure review and upgrading of posts.
- The supervisor to monitor reports of the subordinates on a monthly basis.
- The CDW's should be provided with office space, furniture, stationery, airtime and access card.
- Individualism and nepotism by management.
- Person given posts on the basis of political connection.
- Equal treatment in the workplace.
- Late coming and eating during working hours.
- Hiring of consultant should be discouraged.

- Lack of support from the Executive Management.
- Delay in processing of payments.
- Top management must communicate their decision to all staff.
- Involve CDW's in every decision that concerns the SBU: CDP.
- Organize year end function for CDW's in the district.
- Training budget should be increased.
- Subsidy car should be given to all deserving officials.
- Code of conduct and ethical behavior.
- Criteria used in the allocation of RDP houses.
- Bursary allocation to CDW's.
- Coordination of activities under SBU: CDP.
- The leadership style under CDW's.
- Planners and GIS to reduce the poor building practice.

6.1.2. LEVEL/CATEGORY 9-12 (MMS)

➤ WHAT ENHANCES INDIVIDUAL'S PERFORMANCE (level 9-12)?

❖ The following are some of the motivational factors:-

- Feedback on quarterly performance.
- Networking with colleagues and other departments.
- Relevant training aligned to NQF level.
- Regular SBU meetings boost morale.
- Involving all staff (level 9-12) in strategy formulation.
- Team work, support and accessibility of information.
- Delegation of authority.
- Recognition of job well done by supervisors.
- Clear guidelines on roles and responsibilities.

- Support and motivation from top management.

➤ **WHAT THIS LEVEL/ CATEGORY (level 9-12) LIKE ABOUT THE DEPARTMENT?**

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

- Supportive executive management and friendly staff
- The availability of the HOD's corner.
- Quality and relevant training.
- Culture change- most officials adhere to time management.
- Clear direction and objectives
- Feedback sessions/meetings.
- Review of the departmental structure and its functions.
- Good communication strategy.
- Continuous rewards for excellence.
- Payment of claims and PMS on time.
- Committed and competent staff members.
- Provision of free basic service e.g. housing, electricity and water.

➤ **WHAT THIS LEVEL/ CATEGORY (level 9-12) WOULD LIKE TO CHANGE IN THE DEPARTMENT?**

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

- Reluctant co-workers, unskilled service provider.
- Time management, nepotism and corruption.
- Open plan office should be discouraged as it hinders productivity.
- Working environment at 28 Market Street is not conducive (untidiness).

- Succession planning and skills auditing should be conducted effectively.
- Absenteeism and insubordination should be discouraged.
- Budget for development and training of staff should be enough.
- Morale of the staff.
- Provide space for documents (e.g. steel cabinet) and equipments in the open plans.
- Dress code to be formal during the week except for Friday.
- Time management in the department should be adhered to.

6.1.3. LEVEL/ CATEGORY 13-16 (SMS)

➤ WHAT ENHANCES THE SMS'S (level 13-16) PERFORMANCE?

❖ The following are some motivational factors:-

- Keeping abreast of new developments through job related workshops.
- Cooperation between different SBU.
- Continuous learning and training.
- Motivation and supportive management team.
- Positive attitude and high morale of supervisees.
- Constant discussions regarding the work at hand will go a long way in enhancing the performance.
- Monitoring and evaluation tools within the organization.
- Conducive environment and information dissemination.

➤ **WHAT THIS LEVEL/ CATEGORY (level 13-16) LIKE ABOUT THE DEPARTMENT?**

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

- Strong and Committed leadership from Executive Management.
- The commitment to ensure that service delivery happens amid the challenges.
- Clearly defined goals.
- The department has qualified and committed employees.
- Team spirit, enthusiasm, transparency and openness.
- Shared Services Management style.
- GITO technicians attending calls timeously and very innovative.
- Provision of information in time.
- Clear strategic direction.
- Departmental mandate to support municipalities is clear.

➤ **WHAT THIS LEVEL/CATEGORY (level 13-16) WOULD LIKE TO CHANGE IN THE DEPARTMENT?**

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

- Workshops should be provided on legislation.
- Planning of programs and projects done earlier.
- Gossiping, backbiting, loitering and dodging should be discouraged.
- Budget allocation to be informed by activities not thumbs sucking.
- Health and occupational standards overlooked.
- Department to implement job rotation.
- Endless disciplinary hearings.
- Untidiness of 28 Market Street building.
- Late coming and early departure.

7. RECOMMENDATIONS

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

1. That all middle management officials be part of the Sub-departmental strategic planning.
2. That SBU: HRD conducts regular workshops to cautionsize 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 organize team building sessions for all officials to enhance team work and support and to do away with conflicts
5. That Division Process Improvement and Change Management 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

DATE