

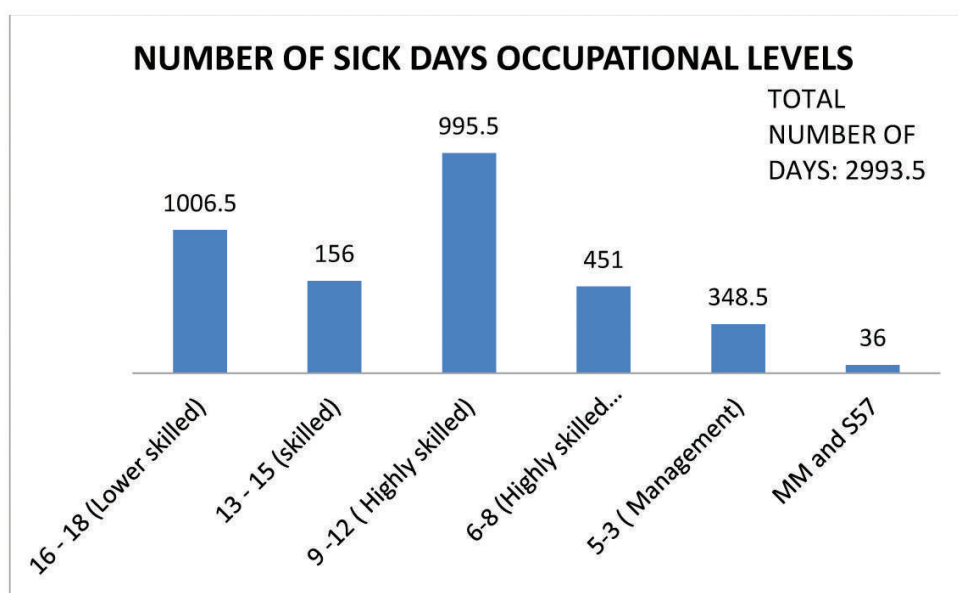
4.3 INJURIES, SICKNESS AND SUSPENSIONS

Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R'000
Required basic medical attention only	8	7		1.14	R74 000.00
Temporary total disablement	183	31		5.90	
Permanent disablement	0	0		0	
Fatal	0	0		0	
Total	191	38		5.03	R74 000.00

Table 4.3.1

Number of days and Cost of Sick Leave (excluding injuries on duty) 2016/2017						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 18-16)	1006.5	20%	366	321	3.1	252 329.
Skilled (Levels 15-13)	156	11%	40	178	.87	49 329.
Highly skilled production (levels 12-9)	995.5	9%	252	290	3.4	530 087
Highly skilled supervision (levels 8-6)	451	3%	136	83	5.4	401 536
Senior management (Levels 5-2)	348.5	3%	74	82	4.3	373 442
MM and S57	36	1%	8	12	3	60 905
Total	2993.5		876	966		1 667 628

Table 4.3.2



Sick leave Trends
amongst Ugu District
Municipality Staff for
the Financial Year
2016/2017

Recorded period July
2016 to June 2017

The graph above depicts the number of sick leave days taken by employees across Occupations levels. As can be seen a total number of 2993.5 sick leave days were recorded during the July 2016 to June 2017 Financial Year. The highest number of days taken was amongst the staff within the Lower skilled bracket (Levels 16-18). Highly skilled production employees within Level 9 to 12 took 995.5 days, the rest of the days were spread amongst the levels, number of days decreasing considerably as the levels progress towards Management, MM and S 57 employees. Management Level only recorded 348.5 sick leave days and MM and S57 a total of 36 days.

The abuse of sick leave in any organization, including the Ugu District Municipality, not only has financial implications, but also has a detrimental effect on the delivery of services. The keeping of adequate management information on trends regarding sick leave assists Managers to manage sick leave in an efficient and effective manner, and also to plan and organize work in their components.

COMMENT ON INJURY AND SICK LEAVE

Although there was an increase in the number of employee injured (38vs25), there was a decrease of 48% in the number of sick leave days taken according to the previous financial year. This means that although more employees were injured, the injuries that did occur in this financial year were less serious.

There were two (2) injuries that exceeded 30 days:

1. Staff member vehicle accident Soft tissue injury & Post Traumatic stress disorder (35 Days)
 2. Staff member injured her fingers at a municipal sports day Fractured right (66 days)
- Last year there were five (5) injuries that exceeded 30 days.

All previous municipal injured staff members are sent to local hospitals for treatment, the municipality does not have a dedicated Medical Practitioner.

How to Reduce the Workplace Injuries:

Safety requires a comprehensive approach, and may mean all of the following:

Hiring – Tell employees about the importance of safety when they start

Educating – workers about safety measures and the importance of following rules

Training – Properly train workers for new job duties

Monitoring – Make sure employees properly follow all safety procedures, and correctly use equipment

Enforcing – Institute consequences for failure to follow safety measures

Discussing – Talk about safety all the time; at staff meetings, performance evaluations, etc.

Assessment job requirements – Define physical capabilities for specific jobs

Placement – Only place workers in jobs if they possess the necessary physical capabilities

Providing – Supply personal protective equipment (i.e. safety glasses, boots, respirators)

Reviewing injuries – If there is an injury figure out what went wrong, why, and try to fix it for the future

Identifying weaknesses – Learn what your most frequent injuries are, and then develop strategies to address them

Reviewing work practices – Know that working overtime or unsafe staffing practices may increase injuries

Rewarding – Recognize or reward workers, teams, or shifts who assist or initiate training or monitoring.

Safety should be part of every aspect of our business. Simply telling workers to work safely is not enough.

Number and Period of Suspensions				
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
Manager: grants and expenditure	Incapacity due to ill health	09 February 2016	Finalized and dismissed	09 November 2016
General Worker	Participation in an un-protected strike	07 April 2016	Finalized, not guilty	01 September 2016
General Worker	Insubordination	18 October 2016	Finalized, Written Warning	07 November 2016
General Worker	Insubordination	18 October 2016	Finalized, Written Warning	07 November 2016
General Worker	Insubordination	18 October 2016	Finalized, Written Warning	07 November 2016
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Disciplinary Action Taken on Cases of Financial Misconduct

Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalised
General Worker	Fraud	Yes, then dismissed	20 January 2017

COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT:

Municipality has set strict standards for disciplinary action to be taken in all cases of serious misconduct. Where such serious misconducts are identified, accused staff members are suspended on a precautionary basis. There were twenty- two cases that employees were suspended but it was within a three- month period during the 2016/2017 Financial Year.

4.4 PERFORMANCE REWARDS

The Municipality is currently cascading Individual Performance Management to all its Managers, Officers, Practitioners and Coordinators/Administrators i.e. Post Levels 3, 4, 5 and 6 of a Grade 12 Municipality. The Individual Performance Management System is in place for Section 57/56 Managers of the Municipality and performance rewards have been issued to these staff members during the 2016 2017 financial year.

PERFORMANCE REWARDS

R381 542 was paid to the female S57 managers and R150 909 to the male.

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

The Municipality develops and implements a Workplace Skills Plan on an Annual Basis. This is based on the capacity- building and development needs identified by employees and Managers, and is then affected through a training plan. Although these needs are identified by Managers and employees, the alignment of such needs with formal development needs, identified in terms of performance management is lacking. This challenge is anticipated to be addressed by the implementation of the IPMS and alignment with identified capacity gaps and interventions which are then contained in individual employees' Personal Development Plans (PDPs).



4.5 SKILLS DEVELOPMENT AND TRAINING

Skills Matrix 2016/2017													
Management level	Gender	Employees in post as at 30 June 2016/2017	Learner ships			Skills programmes & other short courses				Other forms of training			
			Actual: End of Year - 2014/2015	Actual: End of Year - 2016/2017	Year 0 Target 2016/2017	Actual: End of Year - 2014/2015	Actual: End of Year - 2016/2017	2016/2017 Target	Actual: End of 2014/2015	Actual: End of 2016/2017	2016/2017 Target	Actual: End of 2015/2016	2016/2017 Target
MM and S57	Female	4	1	0	0	2	1	0	0	0	0	3	2
	Male	2	1	0	0	0	0	0	0	0	0	1	0
Councilors	Female	5	0	0	0	5	1	2	0	0	0	5	2
	Male	6	0	0	0	11	0	4	0	0	0	11	4
Sen. Managers	Female	1	1	0	0	0	1	1	0	0	0	1	1
	Male	6	1	0	0	2	1	2	0	0	0	3	2
Managers	Female	11	5	0	0	3	3	3	0	0	0	8	3
	Male	14	1	0	0	4	1	4	0	0	0	5	4
Technicians and Trade Workers	Female	1	2	0	0	9	0	1	2	0	0	12	1
	Male	27	0	0	0	18	12	8	15	0	0	33	8
Professionals	Female	60	0	0	0	2	60	40	0	0	0	2	40
	Male	59	0	0	0	1	59	30	0	0	0	1	30
Community & Personal Workers	Female	N/A	0	0	0	1	0	0	0	0	0	1	0
	Male	N/A	0	0	0	0	0	0	0	0	0	0	0
Clerical & Administrative Workers	Female	111	1	0	0	12	33	15	0	0	0	52	15
	Male	59	0	0	0	6	13	22	0	0	0	6	22
Machine Operators	Female	N/A	3	0	0	5	0	0	2	0	0	7	0
	Male	N/A	9	0	0	20	0	0	2	0	0	31	0
Elementary Workers	Female	11	4	0	0	8	4	4	0	0	0	12	4
	Male	71	4	0	0	33	8	21	0	0	0	37	21
General workers	Female	74	0	6	30	0	15	15	0	0	0	0	45
	Male	298	0	3	100	0	71	50	0	0	0	0	150
Sub total	Female	278	17	6	30	47	118	83	4	0	0	103	83
	Male	542	16	3	100	95	165	141	17	0	0	128	141
Total		820	33	9	130	142	283	224	21	0	0	231	354

Table 4.5.1

Financial Competency Development: Progress Report*						
Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials						
<i>Accounting officer</i>	1	1	2	0	2	1
<i>Chief financial officer</i>	1	1	2	0	2	2
<i>Senior managers</i>	3	1	4	0	4	3
<i>Finance Managers</i>	3	0	3	0	0	3
<i>Other Financial Officials</i>	17	0	0	0	0	17
Supply Chain Management Officials	3	0	3	0	0	3
<i>Heads of supply chain management units</i>	0	0	0	0	0	0
<i>Supply chain management senior managers</i>	1	0	1	0	0	1
TOTAL	29	4	15	0	8	30

Table 4.5.2

R3 000 000.00												
Management level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development Year 1								Total	
			Learner ships (N/A)		Skills programmes & other short courses		Other forms of training					
			No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	
MM and S57	Female	4	0	0	R 9,101.00	R 9,101.00	0	0	R 9,101.00	0	R 9,101.00	
	Male	2	0	0	0	0	0	0	0	0	0	
Councilors	Female	5	0	0	R 16,331.00	R 16,331.00	0	0	R 16,331.00	0	R 16,331.00	
	Male	6	0	0	0	0	0	0	0	0	0	
Sen. Managers	Female	1	0	0	R 11,756.25	R 11,756.25	0	0	R 11,756.25	0	R 11,756.25	
	Male	6	0	0	R 11,756.25	R 11,756.25	0	0	R 11,756.25	0	R 11,756.25	
Managers	Female	11	0	0	R 105 829.68	R 105 829.68	0	0	R 105 829.68	0	R 105 829.68	
	Male	14	0	0	R 35 276.56	R 35 276.56	0	0	R 35 276.56	0	R 35 276.56	
Professionals	Female	60	0	0	R 597 217.25	R 597 217.25	0	0	R 597 217.25	0	R 597 217.25	
	Male	59	0	0	R 587 263.64	R 587 263.64	0	0	R 587 263.64	0	R 587 263.64	
Technicians and associate professionals	Female	1	0	0	0	0	0	0	0	0	0	
	Male	27	0	0	R107 393.97	R107 393.97	0	0	R 107 393.97	0	R 107 393.97	
Clerks	Female	111	0	0	R 163 064.28	R 163 064.28	0	0	R 163 064.28	0	R 163 064.28	
	Male	59	0	0	R 64 237.45	R 64 237.45	0	0	R 64 237.45	0	R 64 237.45	
Service and sales workers	Female	0	0	0	0	0	0	0	0	0	0	
	Male	0	0	0	0	0	0	0	0	0	0	
Plant and machine operators and assemblers	Female	11	0	0	0	0	0	0	0	0	0	
	Male	107	0	0	0	0	0	0	0	0	0	
Elementary occupations	Female	66	0	0	R 23 350.24	R 23 350.24	0	0	R 23 350.24	0	R 23 350.24	
	Male	267	0	0	R 46 700.46	R 46 700.46	0	0	R 46 700.46	0	R 46 700.46	
General Workers	Female	74	0	0	R 80 685.87	R 80 685.87	0	0	R 80 685.87	0	R 80 685.87	
	Male	298	0	0	R 284 321.61	R 284 321.61	0	0	R 284 321.61	0	R 284 321.61	
Sub total	Female	253	0	0	R1 007 335.57	R1 007 335.57	0	0	R 1 007 335.57	0	R 1 007 335.57	
	Male	611	0	0	R1 136 949.94	R1 136 949.94	0	0	R 1 136 949.94	0	R 1 136 949.94	
Total		820	0	0	R2 144 285.51	R 2 144 285.51	0	0	R 2 144 285.51	0	R 2 144 285.51	
% and *R value of municipal salaries (original budget) allocated for workplace skills plan.										1%*	*R3 000 000.00	
										T4.5.3		

Table 4.5.3

Comment on skills development and related expenditure and on the financial competency regulation

The municipality has developed a long-term strategy on training and development of its employees. Emanating from that strategy, an annual workplace plan was developed according to the requirements of LGSETA. It is in this plan, where budget equivalent to 1% of the total personnel costs is set aside for training purposes. The total budget for the year under review was R 3 000 000 .00 and a total of R 2 144 285.51 was spent on skills development during the period under review. The WSP makes provision for the implementation of accredited training programmes such as, plumbing, financial competency, computerized

ABET, computer training and other training programmes. Implementation of these programmes has proven to be meaningful and effective and has improved service delivery. The Bursary Scheme has given opportunity to employees to acquire/improve qualifications. The UGU District Training and Development committee has played a very good oversight role in ensuring that programmes are implemented in a fair manner and as planned. This committee sits monthly and receive reports from the Human Resources Department on the progress made.

Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year
	No.	No.
2015/2016	75	55
2016/2017	55	90

Table 4.5.4

The municipality has made enormous progress on filling critical posts. All S54 and 56 posts have been filled except for the position of a Deputy Municipal Manager, which is not filled due to financial constraints. Every year the municipality embarks on a process of

reviewing the organogram and identifies posts to be funded during that year on the bases of criticality. All budgeted posts are filled with priority being placed on internal staff members on merit.



COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

INTRODUCTION TO WORKFORCE EXPENDITURE

4.6 EMPLOYEE EXPENDITURE

Number of employees whose salaries were increased due to their positions being upgraded

68 beneficiaries from high skilled production (level 6-8) had their salaries increased due to their positions being upgraded

Comment

The Drivers salaries were upgraded so that they were remunerated according to their driver's license code

Employees whose salary levels exceed the grade determined by job evaluation

There are no employees whose salary levels exceed the grade determined by job evaluation.

Employees appointed to posts not approved

There were no employees appointed to unapproved posts

