

DCOG PROTOTYPE STAFF ESTABLISHMENT PROJECT: MUNICIPALITY INTERVIEWING TEMPLATE / STATUS QUO RESPONSE TEMPLATE

| No. | Item / Question | Status Quo / Management and Employees' Experience | | | | | |
|-----|--|---|-------------------------|--|------|--|------------------------------|
| 1. | Confirmation of the organisational structure: - Year structure of record adopted by Council - Is structure implemented as-is? - Are there any internal adjustments? | Year structure adopted by Council | | e.g.: 2020 | | | |
| | | Implemented as-is? | | Yes or No | | | |
| | | Internal adjustments in place: | | e.g.: 1) Payroll Section in HR temporarily made to report under Finance 2) | | | |
| 2. | Total positions of the Department / Division / business unit: - Number filled? - Number vacant? - Vacant post titles, and age of each vacancy (year since vacant): - Staff additional to staff establishment, and types of employment contracts thereto? | No. of filled positions | No. of vacancies | Vacant Positions | | Positions additional to staff establishment | |
| | | | | Vacancy title & number of posts | | Year since vacant | Position / Post Title |
| | | e.g.: 300 | e.g.: 30 | e.g.: 1) Director: Technical Services x 1 | 2018 | e.g.: 1) Co-ordinator: Youth | 3-year contract |
| | | | | e.g.: 2) Manager: Revenue Management x 1 | 2016 | e.g.: 2) Engineer: Geotechnical Services | 2-year contract |
| | | | | e.g.: 3) Engineer: Wastewater Treatment Works x 2 | 2020 | 3) | |
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| 3. | Functions of the Department / Division / business unit: (>): <ul style="list-style-type: none"> List of functions as per organisational structure of record? Functions unintentionally omitted from list? Functions added to list after adoption by Council? | List of functions as per organisational structure of record: | e.g.: <ol style="list-style-type: none"> Plan and design roads and storm water systems Construct new roads and storm water systems Maintain and rehabilitate roads and storm water systems | | |
| | | Functions unintentionally omitted from list: | e.g.: <ol style="list-style-type: none"> Condition assessment of roads and storm water systems Facilitate applications for way leaves onto municipal roads | | |
| | | Functions added to list after adoption by Council: | e.g.: <ol style="list-style-type: none"> Manage billboards and advertising along municipal roads Maintain weighbridges and drivers' license test yards / tracks | | |
| 4. | List of legislation providing functional mandate / governing functions of the Department / Division / business unit: <ul style="list-style-type: none"> Acts? Regulations? White Papers? Master Plans / Frameworks / Guidelines / Strategies / Circulars? Directives (Presidential, Cabinet, Ministerial)? | Acts, Regulations | White Papers / Policies | Master Plans / Strategies / Frameworks / Guidelines / Circulars | Directives [Presidential / Cabinet / Ministerial] |
| | | e.g.: <ol style="list-style-type: none"> Construction Industry Development Board Act 38 of 2000 Project and Construction Management Professions Act 48 of 2000 | e.g.: <ol style="list-style-type: none"> National Transport Policy White Paper | e.g.: <ol style="list-style-type: none"> Local Government Framework for Infrastructure Delivery and Procurement Management, 2020 COTO: TRH 26 - South African Road Classification and Access Management Manual, 2012 | e.g.: <ol style="list-style-type: none"> Ministerial Directive: Safety – Maintenance of Temporary Barrier System made of concrete or steel on Foxtrot Bridge, KZN Presidential Directive: Access – Fast-tracked building of road and bridge over Delta River to link Village Sierra, KZN |
| 5. | List of posts loaned / borrowed by Department / Division / business unit. Reasons? | Posts loaned / borrowed | | Reason | |
| | | e.g.: | | e.g.: | |
| | | 1) Engineer: Sanitation (borrowed from Sanitation Services) | | 1) To temporarily manage Storm Water Systems pending filling of vacancy | |
| | | 2) | | 2) | |
| | | 3) | | 3) | |
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| 6. | | Staff secondments | | Reason | |

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| | List of staff secondments into / out of Department / Division / business unit. Reasons? | e.g.: 1) Engineer: Condition Assessments (seconded from Provincial Department) | e.g.: 1) To set up road asset management system in the municipality |
| | | 2) | 2) |
| | | 3) | 3) |
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| | | 11) | 11) |
| 7. | List of positions occupied by acting personnel in the Department / Division / business unit. Reasons? | Posts with acting staff | Reason |
| | | e.g.: 1) Engineer: Storm Water Systems (acting by Engineer: Sanitation) | e.g.: 1) Position vacated and in process of filling. Job needed to be carried out in the interim |
| | | 2) | 2) |
| | | 3) | 3) |
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| 8. | List of functions carried out for other Departments / Divisions / business units. Reasons? | Functions carried out for other Departments / Divisions / business units | Reason |
| | | e.g.: 1) Building maintenance for Facilities Management | e.g.: 1) Facilities Management posts not filled yet |
| | | 2) | 2) |
| | | 3) | 3) |
| | | | |
| 9. | List of own functions carried out by other Departments / Divisions / business units. Reasons? | Own functions carried out by other Departments / Divisions / business units | Reason |
| | | e.g.: 1) Roads condition assessments done by Provincial Department | e.g.: 1) Function still being set up in municipality |

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| | | 2) | | | 2) | | |
| | | 3) | | | 3) | | |
| 10. | Municipal Entities (trading entities, reporting entities, etc.) owned by / under control of, the municipality through the Department / Division / business unit: <ul style="list-style-type: none"> - Municipal entity - Year established - Functional Mandate of entity - Has Board / Accounting Authority - Functional relationship with Department / Division / business unit - Docking station / reporting point in municipality | Name of Municipal Entity | Year established | Functional / business mandate of Municipal Entity <i>[provide statute, or directive, or resolution, that establishes entity]</i> | Has Board / Accounting Authority? <i>[Yes or No]</i> | Functional relationship of Municipal Entity with parent Department / Division / business unit in Municipality | Docking station / Reporting point of Municipal Entity in Municipality <i>[e.g., Council, Portfolio Committee, Mayor, MMC, Executive Director]</i> |
| | | e.g.: 1) Roads Agency | e.g.: 2014 | e.g.: To build and maintain municipality's roads [Council Resolution 15/2013] | Yes | e.g.: <ul style="list-style-type: none"> - Department to deal with planning and design of roads only - Roads Agency to deal with construction and maintenance of roads only | e.g.: Reports to Portfolio Committee on Roads, via MMC and Executive Director of Roads |
| | | 2) | | | | | |
| | | 3) | | | | | |
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| 11. | External working relationships / linkages of the Department / Division / business unit: <ul style="list-style-type: none"> - Public entity / institution / body / structure? - Nature of working relationship? - Source document / law outlining relationship? | Entity / Institution / Body / Structure | | Nature of working relationship | | Title of Source document / law, etc. outlining relationship (where available) | |
| | | e.g.: 1) SANRAL – SA National Roads Agency Limited | | e.g.: 1) Joint planning of municipal roads' access to national roads | | e.g.: 1) SANRAL Act 7 of 1998 | |
| | | e.g.: 2) COTO – Committee of Transport Officials | | e.g.: 2) Roads Construction Standards | | e.g.: 2) COTO - TRH 26 | |
| | | e.g.: 3) ECSA – Engineering Council of South Africa | | e.g.: 3) Registration of Engineers in Training | | e.g.: 3) Engineering Professions Act 46 of 2000 | |
| | | e.g.: 4) Provincial Roads Department / Transport Authority | | e.g.: 4) Integrated transport / roads planning and management | | e.g.: 4) Provincial Transport Authority Act | |

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| | | 10) | 10) | 10) |
| 12. | Critical success factors for the mandate / functions of the Department / Division / business unit (from own experience, and / or best practice benchmarking): <ul style="list-style-type: none"> - To be embedded into the service delivery model? - To be embedded into the organisational design? - To be embedded into the core processes? | Critical Success Factors to be embedded into the Service Delivery Model | Critical Success Factors to be embedded into the Organisational Design | Critical Success Factors to be embedded into the Core Process / Value Chain |
| | | e.g.: 1) Identify infrastructure by name, and link to service recipients / area it serves 2) Identify and state capacity shortfalls / over-stretching of identified infrastructure to service recipients / area 3) Identify mode / mechanism / service channel explicitly, and alternatives | e.g.: 1) Match infrastructure's expected operations to required staff skill and capacity 2) Match geographical spread of infrastructure / functions to required staff capacity and skill to operate it 3) Prioritise creating key posts (i.e., those technical o the function) first, then support posts after | e.g.: 1) Identify infrastructure by name or location in process / procedural steps to assist operational feasibility 2) Identify role-players in process / procedural steps by post titles as on the organisational structure of record 3) Attach timeframes and frequency of occurrence to process / procedural steps for continuous improvement |
| 13. | Key skills and competencies for the mandate / functions of the Department / Division / business unit (from own experience, and / or best practice benchmarking): <ul style="list-style-type: none"> - Key skills? (Field of study / qualifications level)? - Key competencies for operational levels? | Key skills (fields of study, level of qualifications) | | Key competencies for operational levels |
| | | e.g.: 1) Civil engineering degree / diploma 2) Registered with the ECSA 3) Construction and Project Management qualification 4) Registered with SACPMC | | e.g.: 1) Multi-year infrastructure planning and maintenance 2) Community conflict handling 3) Skills transfer to engineering graduates |
| 14. | What works well currently regarding the Department's / Division's / business unit's: <ul style="list-style-type: none"> - Service delivery model? - Organisational design? - Business processes? | What works well in the design of the current Service Delivery Model | What works well in the design of the current organisational design | What works well in the operation of the current business processes |
| | | e.g.: 1) Alignment of services with recipients and mechanism is spot on 2) Feasibility of alternative mechanisms to mitigate risks to service delivery | e.g.: 1) Positions match technical requirements of functions 2) Functional alignment trumps personal preferences | e.g.: 1) Documented processes provide clear guide to orientate new recruits 2) Documented processes contribute to quick service turnaround times |

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| | | What DOES NOT work well in the design of the current Service Delivery Model | What DOESN NOT work well in the design of the current organisational design | What DOES NOT work well in the operation of the current business processes | |
| 15. | What does not work well currently regarding the Department's / Division's / business unit's: - Service delivery model? - Organisational design? - Business processes? | e.g.: 1) Recipients not specified / segmented 2) Service mechanisms too general, and not specific or linked to service and recipient | e.g.: 1) More support positions than core function positions (ratio of core to support stands at 40:60) 2) Function-positions mismatch | e.g.: 1) Too general in reference to exact action to take 2) Time frames not stipulated 3) Role players not identified | |
| 16. | What are institutional red flags / systemic problems in / with the Department's / Division's / business unit: - Mandate-functions alignment? - Mandate and functional gaps? - Statutory roles / positions? - Ticking time bombs? | Mandate-function misalignments | Omitted functions to fulfil mandate (gaps) | Unfulfilled statutory roles | Ticking time bombs |
| | | e.g.: 1) Building of parks is not mandate of Department 2) | e.g.: 1) Condition assessments for multi-year maintenance planning 2) | e.g.: 1) Approval of road designs by registered / professional engineer 2) | e.g.: 1) Lack of systems / capacity for early detection of pavement deterioration spells destruction of the entire road network 2) |
| 17. | What are the current burning issues requiring urgent intervention by higher authority during the project lifespan (before or by end of financial year): - Targets to achieve by 30 th June 2023 – impediment to remove now? | 2022/2023 Strategic Targets under threat of under-achievement or no achievement | | Burning issue / impediment requiring top management to resolve urgently | |
| | | e.g.: 1) Maintenance of 20km of paved roads by 30 June 2023 | | e.g.: 1) Engineering designs to be completed before 30 August 2022, and procurement process to be finalised by 31 October 2022 | |
| | | 2) | | 2) | |
| | | 3) | | 3) | |
| | | 4) | | 4) | |
| 18. | Department's / Division's / business unit's Service delivery organisation [Primary Service Recipients]: - Service/s description/s - Primary service recipients - Mechanism / Service Channel for delivering the service - Alternative Mechanism(s) / Service Channel(s) for delivering the service | Service/s description/s | Primary Service Recipient | Mechanism / Service Channel for delivering the Service | Alternative Mechanism(s) / Service Channel(s) for delivering the Service |
| | | e.g.: 1) Maintained Bravo Roads and Storm Water Network | e.g.: 1) Residents in Extension 5 2) Municipal road users within and through Extension 5 3) | e.g.: 1) Roads Maintenance Team – Whiskey Depot (all road works) 2) | e.g.: 1) Major Access Route Maintenance Contractor – Bravo Network 2) Road Markings Contractor – Bravo Network |
| | | 2) | | | |
| | | 3) | | | |
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| 19. | Department's / Division's / business unit's Service delivery organisation [Secondary Service Recipients]: - Service/s description/s - Primary service recipients - Mechanism / Service Channel for delivering the service - Alternative Mechanism(s) / Service Channel(s) for delivering the service - Intermediary(ries) / Convertor(s) or Distributor(s) of Service/s | Service/s description/s | Secondary Service Recipient | Mechanism / Service Channel for delivering the Service | Alternative Mechanism(s) / Service Channel(s) for delivering the Service | Intermediary(ries) / Convertor(s) or Distributor(s) of Service/s | |
| | | e.g.: 1) Experiential training of graduate engineers | e.g.: 1) Employers of professional engineers 2) | e.g.: 1) Training / mentorship by Municipal Engineers 2) | e.g.: 1) Mentorship by Contracted Engineers 2) | e.g.: 1) ECSA (Registration of successful completion of experiential training) | |
| | | 2) | | | | | |
| | | 3) | | | | | |
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