



Grant Thornton

An instinct for growthTM

BY MECHICHI LEKGETHA, SENIOR MANAGER, HUMAN CAPITAL AND TRAINING, GRANT THORNTON JOHANNESBURG – APRIL 2013

In the public eye

HR management: Skilled, knowledgeable workforce will raise service delivery standards

Poor service delivery is very often the result of ineffective human resources planning, compounded by a lack of adequate performance management. Both are imperative for achieving excellent institutional performance.

Municipalities cannot expect to be able to deliver to the required standards if they don't recruit the right people in the first place or if they fail to manage employee performance.

Much of the poor performance reported by the Auditor General can be attributed to a lack of adequate overall human resources management.

Every municipality has a strategic plan, the IDP, which dictates its outputs. Key to successful delivery is for these municipalities to ensure they are staffed by people with the skills necessary to be able to deliver the required outputs.

Getting human resource planning right

What happens in practice very often, however, is that no proper human resource planning is done. Even though there are specific outputs, there is no matching of skills when it comes to recruitment. This may be due to a variety of factors from lack of planning to a shortage of skills or even nepotism. Too often people are simply brought in to fill positions in the hope that they might just get it right. That's not good enough. In addition, these roles are filled with people in an 'acting' capacity, which also has a negative impact on productivity.

The first step, therefore, is to get the human resources planning correct. Proper planning ensures that municipalities build balanced teams ready to deliver on their strategic as well as operational requirements. This means recruiting people with the right temperament, skill sets and attitudes. They must be capable of completing tasks, carrying out their duties and taking responsibility for achieving the organisation's overall objectives.

Succession planning is also a vital part to HR planning. As important as it is to get a team working well, it is as essential to know who will take over key roles when they become vacant, and ensure that the identified people for these positions are appropriately prepared for when the time comes.



Focusing on performance management

Apart from effective human resource planning, municipalities need to be managing performance. Performance consulting focuses on helping organisations increase productivity by strategically linking individual performance improvement to enhanced organisational results.

As performance consultants, we assist municipalities to identify individual performance requirements that all work towards achieving the overall goals of the organisation.

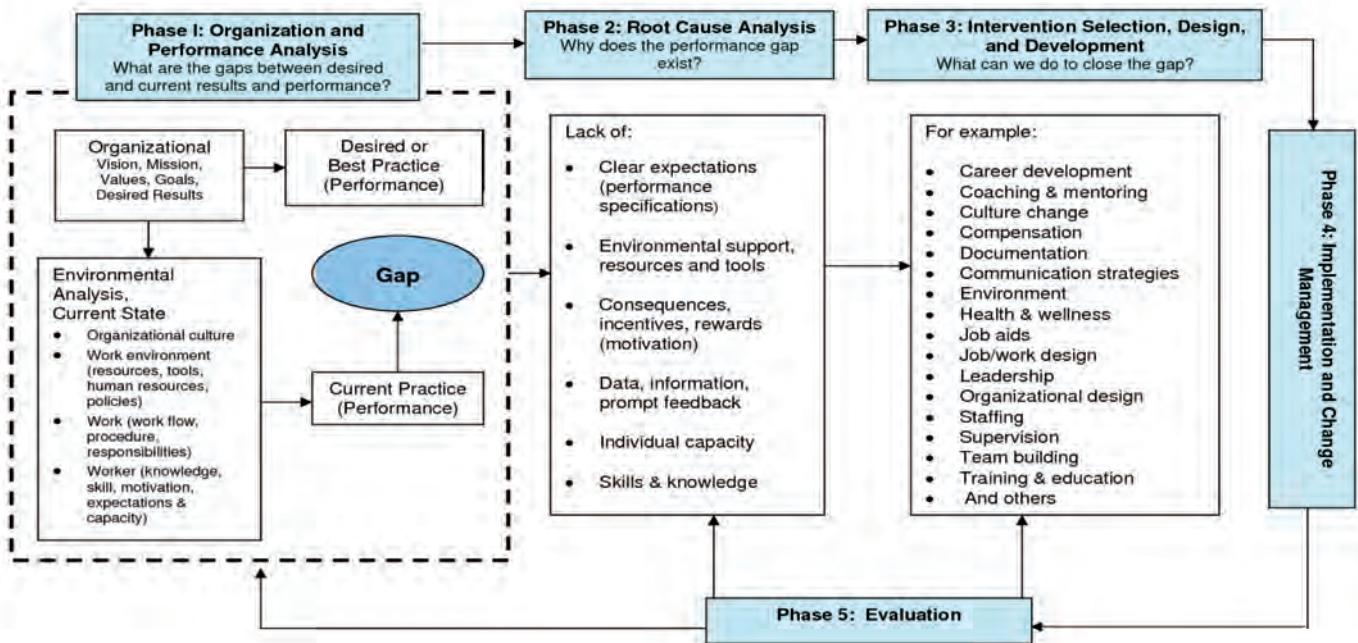
We do this in collaboration with management by identifying gaps between current and desired performance and recommend appropriate initiatives for bridging those gaps.

And once all the right people are doing the right jobs, managing their performance against their specific job requirements is essential. Performance management is a legal requirement for local government because there cannot be overall excellent institutional performance without it.

Performance management is a deliberate, holistic approach to the management of people in which the paramount objective is to establish a culture within which people are ready and willing to take responsibility for achieving sustained high levels of performance. It monitors whether employees are achieving the targets set during planning.

Some municipalities are managing performance quite well, but their record-keeping is poor. Proper records are essential in establishing if employees have been delivering or not, and for compliance purposes.

PERFORMANCE IMPROVEMENT PROCESS



Our adopted performance improvement process

At Grant Thornton we create tailored and innovative solutions which bring together both human resources planning and performance management in ways that benefit overall institutional performance. We can help you build the highly skilled and knowledgeable workforce that is vital for all government organisations, both for service delivery and to attain clean audit status.

We can guide you in establishing the people you require to be able to achieve your goals.

In the area of performance management, we can help you implement an effective performance management system and ensure it produces the correct results. We also ensure that you remain compliant with existing performance management legislation by helping you keep adequate records and enabling you to compile portfolios of evidence on employee performance.

We're capable of raising your human resource planning and performance management to levels of excellence that ensure you not only comply with the legislated standard, but are also in a position to offer excellent service delivery.

We also offer human capital consulting services around change management, skills audits, setting up workplace skills development committees and developing client's workplace skills plans.

In addition, we offer a range of training to fill any gaps identified, in the areas of:

- Accounting
- Governance, risk and compliance
- Project management
- Business management
- Soft skills, including personal development and leadership development.



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Mechichi Lekgetha
Senior Manager
Human Capital and
Training, Grant Thornton
Johannesburg

A lack of skills impacts service delivery

Not having the right people or the appropriate skills in your organisation will have a negative impact on your ability to deliver services.

According to the latest findings from Grant Thornton's International Business Report which tracks the trends and opinions of local businesses, **60%** of respondents report that they have been negatively affected by government service delivery.

The top three most significant negative impacts of poor service delivery:

1

78%

Utilities (i.e. water and electricity)

2

65%

Roads (i.e. traffic lights, potholes)

3

56%

Billing issues



Reason says:
there are three
ways to grow.

Instinct says:
strong partnerships lead
to sustainable growth.

Contact us

Bloemfontein

Terry Ramabulana

Suite 6 The Park,
14 Reid Street,
Westdene,
Bloemfontein, 9300
T +27 (0)51 430-5368
E terry.ramabulana@za.gt.co

Cape Town

Barry Lodewyk

Public sector assurance
Martin Jansen van Vuuren
Public sector advisory
6th Floor, 119 Hertzog Boulevard,
Foreshore
Cape Town, 8001
P O Box 2275
Cape Town, 8000
T +27 (0)21 417-8800
E cape@za.gt.com

Durban

Ahmed Timol

Public sector assurance

Bernadine Galliver

Public sector advisory
2nd Floor, 4 Pencarrow Crescent
Pencarrow Park
La Lucia Ridge Office Estate, 4019
P O Box 950
Umhlanga Rocks, 4320
T +27 (0)31 576-5500
E mail@gtdbn.co.za

Johannesburg

Seth Radebe

Public sector assurance
42 Wierda Road West
Wierda Valley, 2196
Private Bag X10046
Sandton, 2146
T +27 (0)11 384-8000

Terry Ramabulana

Public sector advisory
137 Daisy Street,
Sandown, 2196
Private Bag X28
Benmore, 2010
T +27 (0)11 322-4500
E info@za.gt.com

Nelspruit

Billy de Jager

No 2 Cherato Place
36 Murray Street
Nelspruit, 1201
T +27 (0)13 752-8084
E info@za.gt.com

Polokwane

Yugen Pillay

Partner
Suite 3, Parklane building
76 Hans Van Rensburg Street
Polokwane, 0699
T +27 (0)15 291-5941
E yugen.pillay@za.gt.com

Port Elizabeth

Rudi Scholtz

Partner
125 Cape Road, Mount Croix
Port Elizabeth, 6001
P O Box 63814
Greenacres, 6057
T +27 (0)41 374-3222
E pe@za.gt.com

Pretoria

Johan Blignaut

Managing Partner
121 Boshoff Street
New Muckleneuk
Pretoria, 0181
T +27 (0)12 346-1430
E infopta@za.gt.com

Rustenburg

Seth Radebe

234-2 Beyers Naude Drive,
Rustenburg, 0300
T +27 (0)14 592-1028
E seth.radebe@za.gt.com

Southern Cape

Offices in George, Knysna and Plettenberg Bay

Charles Minie
Managing Partner
124 Cradock Street
George, 6529
Private Bag X6544
George, 6530
T +27 (0)44 874-2320
E info.george@za.gt.com

National marketing

Pamela Grayman

Partner and Head of National marketing and business development
137 Daisy Street
Sandown, 2196
Private Bag X28
Benmore, 2010
T +27 (0)860-GTLINE
E info@za.gt.com



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