

THABA CHWEU

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All Correspondence to be directed
To the Municipal Manager

LOCAL MUNICIPALITY

Enquiries: *Mr. Suprice Maebela* (Director: Corporate Services)

17 March 2016

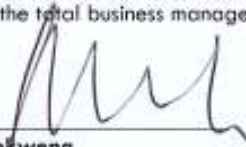
TO WHOM IT MAY CONCERN

RE: LETTER OF REFERENCE FOR WORK COMPLETED BY BY LEKOKO CONSULTING

Lekoko Consulting commenced with the process of reviewing Organisational Structure (Organogram) from October / November 2015 after a service level agreement was signed.

The following were carried out successfully, on time, and in a satisfactory manner:

- 1) Developed a functional organisational structure from a review process, in line with the Municipal mandate, strategic objectives, operational and performance gaps identified by the Auditor General
- 2) Developed an Excel database of the staff establishment that serves as a source data file for making amendments or changes on the OrgPlus-based organogram
- 3) Developed job descriptions matching the resultant organisational structure, and key performance areas with corresponding performance standards
- 4) Benchmarked all positions on the reviewed organisational structure with a similarly graded municipality
- 5) Developed a placement and redeployment policy to guide the placement of staff and excess staff
- 6) Reviewed remuneration practices and developed a policy and comprehensive remuneration strategy to address disparities and provide the municipality with both internal and external pay equity in line with job evaluation and salary surveys
- 7) Developed human resource policies for all human resource facets in the municipality
- 8) Provided report and advise on the implications of the reviewed organisational structure on policies, service standards, processes, procedures, work tools, and the training required to enable staff to operate the total business management system of the municipality


LM Mokwena
Acting Municipal Manager