

Human Resources and Organisational Management

2015 Human Resources and Organisational Management Highlights

- Institutional review completed and restructuring commenced
- New organogram approved
- Restructuring resulting in a unified JPC
- Talent Management Forum established to ensure strategies are implemented
- Competency framework completed and forms basis for all HR functions
- Change management programme including diversity management programme implemented

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Interior design concept.
CoJ Regional Office

Human Resources and Organisational Management

Organisational Development

The institutional review process conducted in the year under review, led to significant restructuring and the organisational redesign. JPC’s Board approved the high level structure, a process which led to the recruitment, selection and appointment of Executives and Senior Managers. The Executive Management Team was fully functional with effect from 1 July 2015.

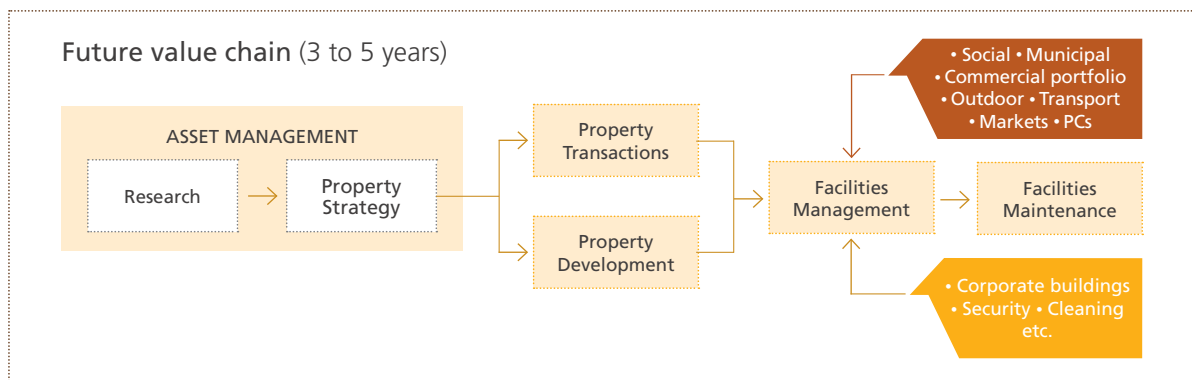
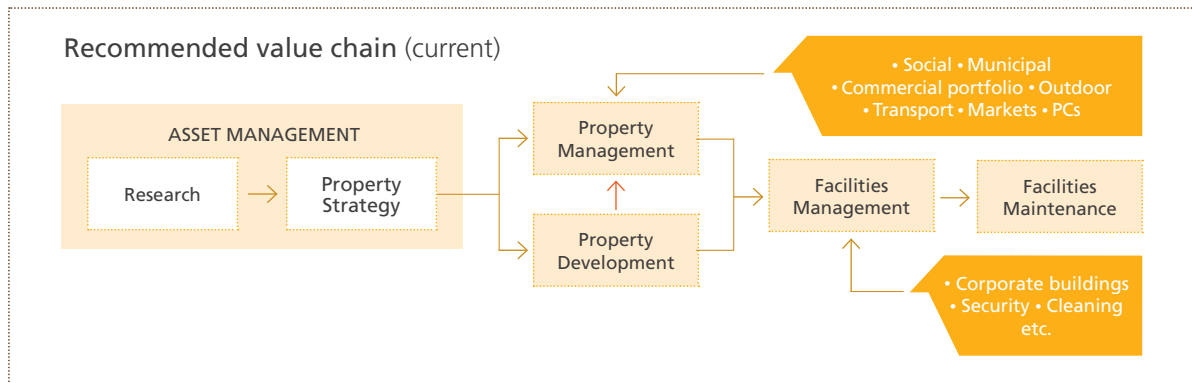
Phase Two of the Organisational Redesign process, which entails placing Employees in the new organisational structure, is on track. The organisational structure is designed to respond to the mandate of the Company by arranging the core functions to respond not just to the corporate strategy but to the GDS 2040 and to the Service Delivery Agreement.

JPC has gone through a transformation journey brought about by the integration of FMM, MTC and JPC. The outcome of the process is a unified JPC, with a vision to facilitate and enable the CoJ in using its property portfolio in the interests of strategic and transformative projects, positively impacting the lives of the residents of the City.

Leadership is critical to realising the vision and strategic objectives set by JPC. To this end, a rigorous process was initiated to appoint Executive and Senior Managers that will successfully lead JPC into this new era. The revised organisational structure for JPC, and particularly Portfolio Management, has been developed in a manner that seeks to help realise business objectives, while ensuring that existing Employees are all accommodated.

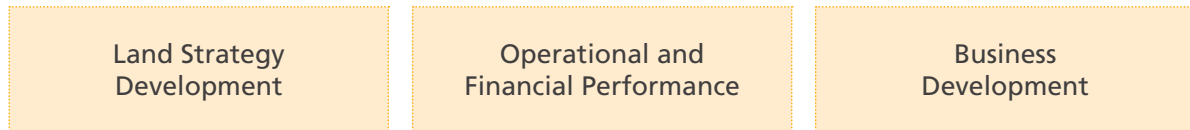
The leadership of Portfolio Management is committed to ensuring that Employees’ wellbeing and meaningful work engagement is provided for in an environment that respects and appreciates the value that each individual Employee brings.

The structure is designed to ensure sustainability of the land portfolio, by increasing the performance of the portfolio through dividing property management, to achieve social, economic, commercial and financial returns. The portfolio is designed to ensure that performance can be measured at a portfolio level, organisational level and at an individual level.



Asset Management

Asset Management is divided into three focus areas that will assess the sustainability of the land portfolio.



Facilities Management

Facilities Management is embarking on a team-based approach to day-to-day operations as illustrated below. Two main teams dedicated to planned maintenance and emergency maintenance will be established. These teams will be made up of the current general workers and artisans.

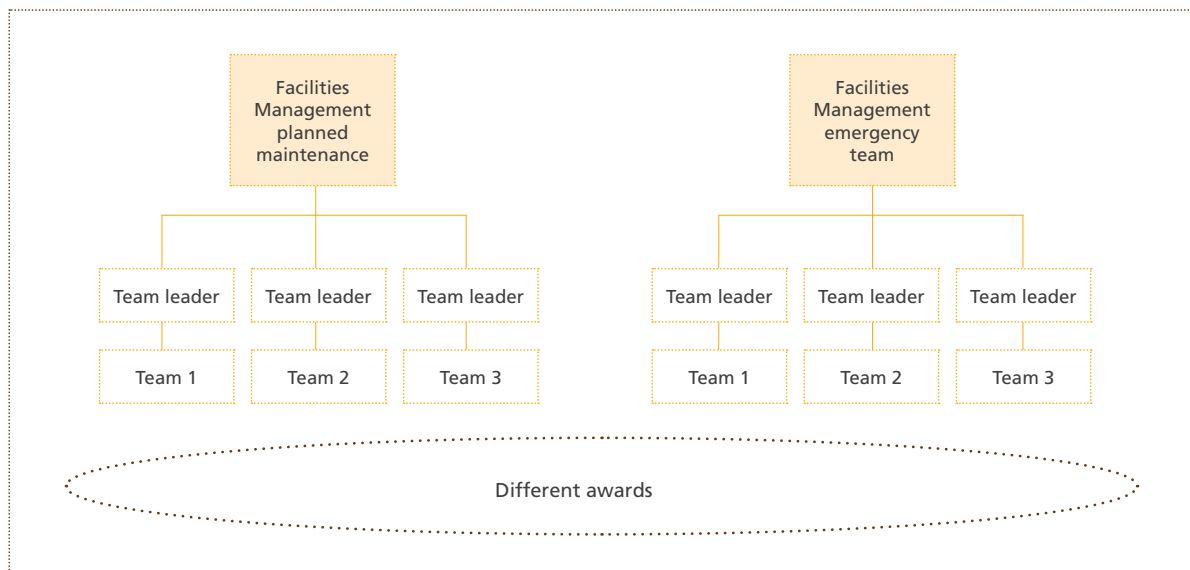


Fig 1: Facilities Management Implementation Framework

This approach brings JPC closer to its customers and ensures the optimal efficiency and effectiveness of its facilities services. The primary advantage of this approach is increased focus and interrupted service. The teams will function almost exclusively. The constant availability of planned team will ensure certainty, and the availability of the emergency team will ensure responsiveness.

Vital to the success of this approach, is investing time and effort to build and sustain a team culture. A team approach framework will be designed to ensure that there is broad understanding and buy-in to ensure long-term success. Creating a well functioning team is complex and communication with Employees is an essential tool in achieving cohesion. The benefits of the framework and team functioning will form part of a new branding process for JPC Facilities Management.

Property Management

JPC leadership have engaged in a number of processes geared to repositioning the organisation to ensure its long-term survival and sustained performance. Those that have been executed across the Company include:

- The formulation of the organisation strategy;
- Defining the service delivery model; and
- Designing the organogram.

Human Resources and Organisational Management continued

Integral to the organogram are the decisions regarding how best to structure JPC so as to have a positive, and the desired, impact on its clients. The aim is to position the Company as an expert organisation in property management. To achieve this it is critical for JPC to give consideration to the type of structure that will ensure that it achieves its future vision. Hence, the Property Management Division was reviewed to ensure continued optimal performance.

Going forward, Property Management will adopt the concept of **Portfolio Property Management**. Simply put, the properties under JPC will be managed as portfolios. With this portfolio property management approach comes the need to differentiate the portfolio – not all portfolios are the same, and not all portfolios will be managed by the same Employees. To address this, JPC is adopting a model of differentiating the property portfolio into portfolio A, B, and C. The portfolio under C will be the entry portfolio and A will be the advanced portfolio as depicted in the diagram below.

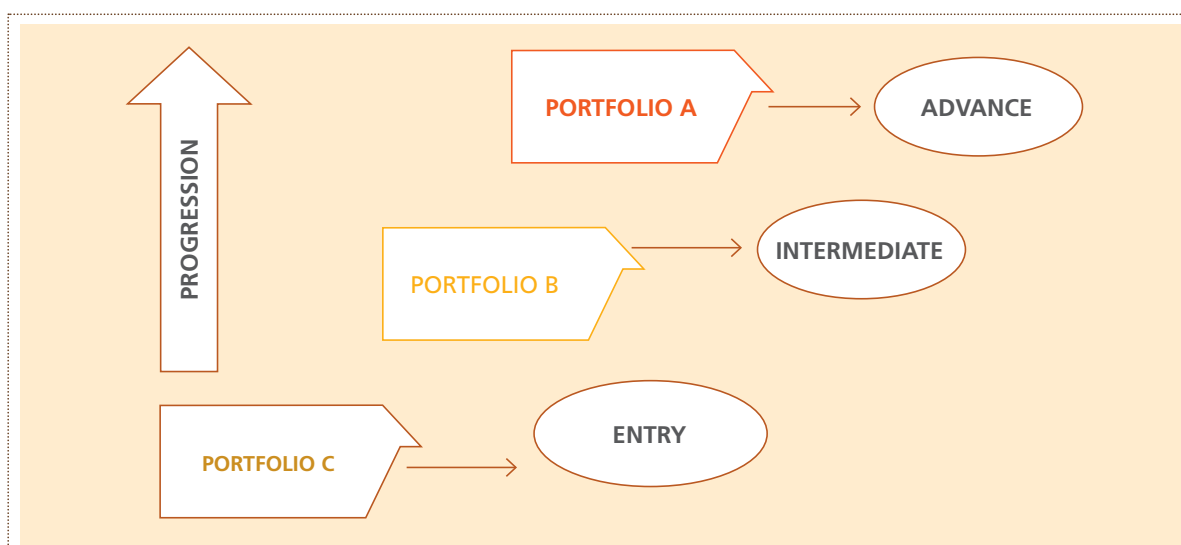


Fig. 1: Portfolio Property Model

As is evident in the diagram above, the Portfolio Property Model is an exciting new approach which will give Employees within JPC the opportunity to move, and assume responsibilities, across three challenging phases of property management. Each portfolio will comprise different types of properties. The model provides an opportunity for aspiring and experienced Employees in property management to manage varied properties gaining broad and invaluable experience.

This brings to the fore the concept of career management, a relatively new phenomenon in the broader sphere of the public service. While the differentiation of the property portfolio may serve to further the JPC's strategy on many levels, it entrenches career management, which in turn, facilitates with the attraction and retention of Employees.

The categories explained:

Entry: Employees new to a skill or attribute, often a professional at the Employee or entry-level in the organisation. However, it may also describe a seasoned professional with limited exposure to a specific area.

Intermediate: Employees with detailed knowledge in a given area and capable of taking operational responsibility in that area. Often this person is at a mid-level within the organisation, and has supervisory responsibilities.

Advanced: Employees with mastery of a skill, often the highest ranking individual with skills in a given area in the organisation. However, it may also describe a lower-level professional with specialised knowledge in an area. Notwithstanding this exception, certain competencies can only be demonstrated by a senior or very advanced practitioners.

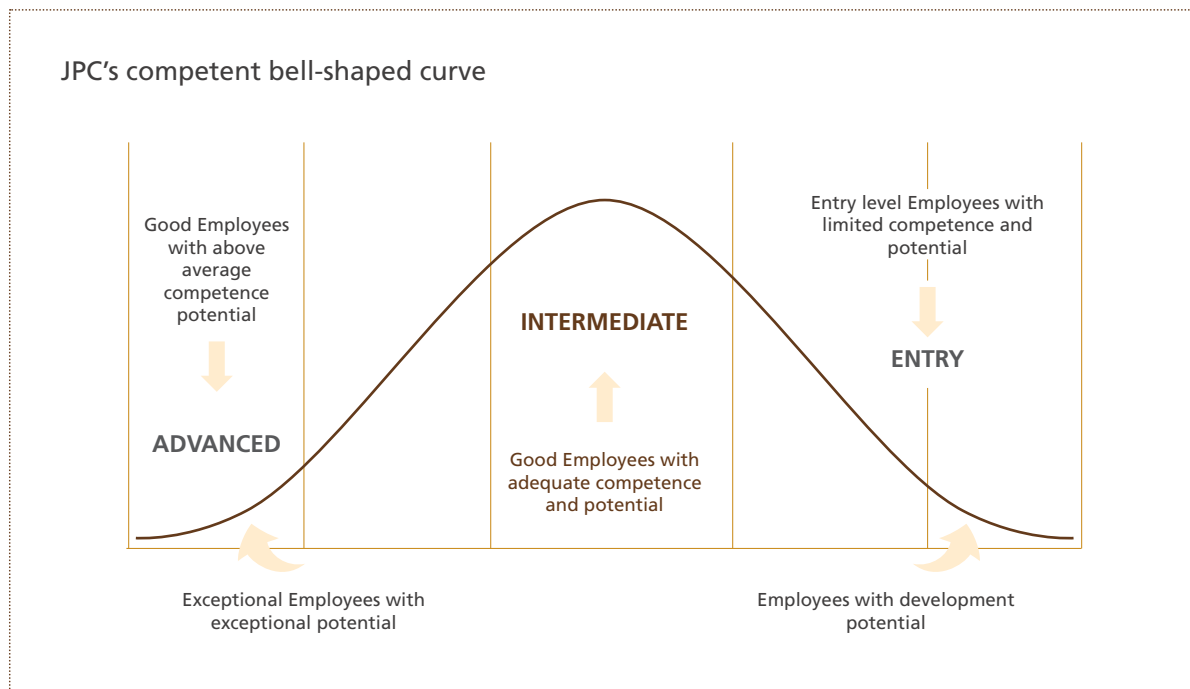


Fig. 2: JPC Competence Curve

Organisational Approach to Property Development

Based on the JPC strategy, the intention is to grow this department's capacity over time.

All JPC Employees who are currently involved in property development or have professional skills in architecture, quantity surveying, engineering, project management (construction), building design, etc. will be moved into the newly constituted Property Development department.

Over time, JPC intends to hire contracted professionals to fill the required roles on a project-by-project basis. As the work load and the demand for full-time professional resources increases, these resources will be hired on a full-time basis. In addition, the need for skills training in project management in this particular section, has been identified. Capital projects to be undertaken by the Property Development department include:

- Any current and future "major works/project" work that used to be undertaken in FMM will be incorporated into the new Property Development department to ensure all functions and processes relating to projects are in one work environment;
- The current capital projects for the portfolio will remain in this department; and
- Any capital projects initiated through JPC's investment strategy.

Career Management

Career management is strategic in orientation and must link directly to longer-term objectives. The Company's intent, as articulated in its mission, objectives and goals underpin the direction or coherence required for managing careers.

Career management can be defined as:

- An ongoing, collaborative process between Employees seeking to develop their full potential and achieve their career aspirations, and the organisation seeking to ensure that the necessary Human Resources are available to meet its objectives; and
- Career management encourages personal performance and professional growth, strengthens job security and provides an edge for attracting and retaining talent.

Human Resources and Organisational Management continued

What it means in practical terms for JPC Employees

JPC is embarking on a bold and visionary approach to portfolio management, which includes establishing exciting new process for career management in the Property Management Division. However, for this to succeed, delivering the desired operational performance, it is critical that all Employees understand the implications and expectations within this approach.

Practical implications of the model:

- All the Employees within this model will be referred to as Portfolio Property Specialists;
- The categories outlined provide for proper Human Resources planning processes;
- The difference will be clearly defined in the different categories – Entry (C), Intermediate (B), and Advanced (A);
- Each category will have different types of properties;
- The Land Strategy will tweak the portfolio content;
- Asset Management will provide a quarterly report on the performance of each portfolio;
 - This will allow for performance conversations;
 - How to implement remedial measures;
 - Reviews, if any;
- The three portfolio categories will be given performance targets, i.e. R50 million, R30 million, R20 million, etc;
- Category C, which is the entry level, is a developmental category that will provide growth opportunities for people aspiring to a career in property management;
- There will be a pool of Admin Employees led by a senior admin person;
- The model proposes specialisation on Admin and Property Management;
- There will be a rigorous performance management framework put in place to ensure sustained high performance. The following will be put in place;
 - Performance standards;
 - Number and level of client violations;
 - Risk register;
 - Types and number of returns;
 - Issues resolutions process;
- The complexity of the categories will differ;
- Client relations will also provide reports on how categories perform in relation to client service;
- With regard to the size of the portfolio the following will be the norm:

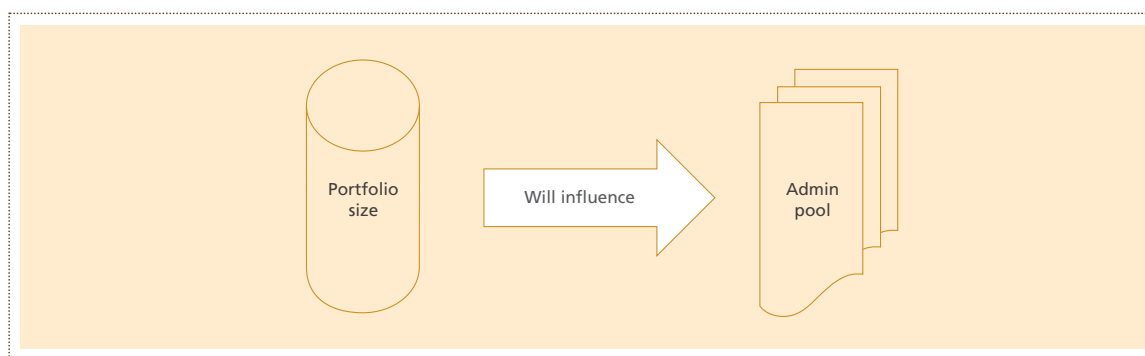


Fig. 3: Portfolio Size and Admin Pool

- Executive Managers/Senior Managers will be measured on the movement of Employees across the categories;
- The categories will be property driven and not vacancy driven;
- If an Employee in category A moves down to category B, the salary of such an Employee will be frozen; and
- The three categories will be assessed in terms of performance and the results of the assessment will give an indication on organisational performance.

Implications of selected talent management processes

JPC is committed to a culture of continuous improvement, Employee development as well as improved people and organisational management in order to sustain its reputation. It is important that as this approach is implemented, JPC maintain a positive outlook with regards to talent management. The talent management mind-set must consider appointing high calibre people in the most value-creating jobs, and having a strong bench, as critical to achieving the aspirations of the organisation. The talent mind-set must be reinforced with accountability for the strength of the talent pool at all levels. Going forward, a deliberate effort has to be made to interrogate the talent management processes in light of the career management model being implemented in property management.

Talent management processes	A Positions (Advanced)	B Positions (Intermediate)	C Positions (Entry)
Recruiting	<ul style="list-style-type: none"> Requires serious investment in selecting right people due to strategic risk of poor decisions. 	<ul style="list-style-type: none"> Fair levels of investment in selecting individuals. 	<ul style="list-style-type: none"> Low levels of investment in hiring due to ease of replacement of function.
Remuneration	<ul style="list-style-type: none"> Determined by performance. 	<ul style="list-style-type: none"> Determined by job level. 	<ul style="list-style-type: none"> Determined by market price.
Performance management	<ul style="list-style-type: none"> Must actively distinguish and recognise good (A players) from other performers to enhance upside. 	<ul style="list-style-type: none"> Reiterate expectations of job, enable progression across job levels and manage inadequate performs. 	<ul style="list-style-type: none"> Maximise efficiency and cost effectiveness; eliminate sub-par performances.
Professional development and career path	<ul style="list-style-type: none"> High degree of development. differentiation required. Opportunities actively sought and tailored. Careers of individuals centrally managed. 	<ul style="list-style-type: none"> Job enrichment options to retain core and high performers through training, recognition and reward. Active assistance to develop B players into A players. 	<ul style="list-style-type: none"> Career management responsibility of individual with support from organisation to the extent it meets with WC requirements and is not too costly.

Human Resources and Organisational Management continued

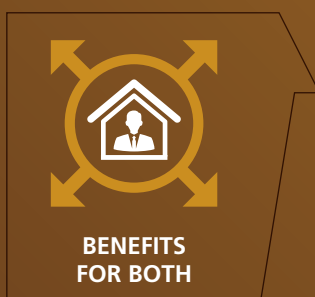
Benefits of the career management approach



- Provides information and support to plan, pursue and take responsibility for their own careers;
- Helps Employees to acquire new skills, knowledge, diversified experience and self-confidence while minimising skill obsolescence; and
- Improves the quality of working life for those who seek more control over their lives and careers and greater job satisfaction.



- Provides better knowledge of Employee placement and interests, allowing Management to improve the efficiency and effectiveness of HR processes;
- Improves firm continuity and performance through systematic training and acquisition of experience;
- Creates a more flexible and adaptable work force with greater capability of responding to change and improves the reintegration of previously seconded Employees or those affected by work force adjustment;
- Attracts potential recruits and leads to greater retention of valued Employees; and
- Provides an opportunity to communicate more openly and demonstrate greater commitment to Employees.



- Fulfills a prerequisite for empowerment;
- Assures that members of EE target groups receive an equitable share of developmental opportunities; and
- Contributes to broader understanding amongst colleagues and technology; and transfer (knowledge, expertise, practices) between organisational components.

Organisational Approach to Placement

Phase Two of the Organisational Redesign process is on track and entails placing Employees in the new Organisational Structure. This process is directed and monitored by the Placement Committee, which operates in line with formalised Terms of Reference. A Placement Framework and Procedure also regulates the process and details the mechanism that will be implemented in addressing potential implications. The new structure is being populated in a fair manner with suitable Employees that will ensure that JPC is able to meet its mandate. JPC is committed to ensuring that legal obligations are met and that all Employees are dealt with in a legally fair and transparent manner. The Placement Committee's activities are overseen by an independent party that will issue a report on whether placements were done in line with the agreed upon framework and terms of reference.

Key to the success of reorganisation is the way in which the prospective future employment arrangements for Employees are handled. Continuity of service provision, especially in the context of the public sector with the duty to citizens, is critical. Employees will naturally be concerned about their future careers and in some cases continuity of their employment. Key elements in the process, such as communication with Employees and trade unions, Employee morale, Employee training, etc. are considered important.

Competency Framework

During this period JPC completed the Competency Framework, which is a model that broadly defines the blueprint for excellent performance within an organisation. This assists JPC in easily identifying the behaviours that drive successful performance and enable the Company to deliver on technical expertise effectively. Defining how tasks should be performed is particularly important in establishing common ground around work practices.

Competency is a combination of skills, job attitude and knowledge, which is reflected in job behaviour that can be observed, measured and evaluated. It is considered a determining factor for successful performance. The focus of competency is behaviour, which is an application of skills, job attitude and knowledge.

A Competency Framework is a structure that sets out and defines each individual competency (such as problem solving or people management) required by individuals working in an organisation or part of an organisation. The term competencies describes the behaviour that lies behind competent performance such as critical thinking, analytical skills, and describes what people bring to the job. Generally the framework will consist of a number of competencies, which can be applied to a broad number of roles within the organisation and sector.

The Competency Framework will be the basis for all HR functions and serve as a linkage between individual performance and business results. It provides a clear behavioural link to the strategic plan, i.e. defining how Employees are expected to behave in delivering the priorities set down in key corporate documents. Behavioural competencies are a signal from the organisation to the individual of the expected areas and levels of performance. They provide the individual with an indication of the behaviours that are valued and recognised.

Employment Equity (EE), Diversity Management and Change Management

JPC recognises the value a diverse workforce brings and believes that the Company should reflect the diversity of the communities we serve in the CoJ. To achieve its objectives JPC fully embraces the principles of employment equity and promotes the fair and consistent treatment of all our Employees, encouraging equal opportunities. Gender mainstreaming, youth programmes, personal development, succession planning and retention have become some of the key drivers in JPC's human capital management practices and strategies.

The EE Plan outlines the five-year objectives:

- Elimination of unfair discrimination;
- Implementation of Affirmative Action;
- Promotion of diversity;
- Ensuring efficiency and effectiveness to enhance equitable delivery services;
- Implementation of fair and equitable working facilities for all Employees;
- Recruitment and retention of suitable Employees from designated groups;
- Training of Employees and managers;
- Ensure timeous submission of progress reports on the implementation of the EE plan to the Department of Labour; and
- Ensure proper budgeting for EE activities as per the plan.

These objectives will be monitored annually to monitor and ensure reasonable progress.

Focused attention on diversity management within the Company is essential and will form part of the Change Management process. Since the integration of FMM, MTC and JPC, the Company has a diverse set of skills, cultures and generational differences, which presents challenges. In the first two quarters of the new financial year JPC embarked on an extensive Change Management programme in conjunction with a Diversity Management programme.

JPC is adopting a proactive approach to managing diversity in the workplace. The Company regards a diverse workforce as a business asset and opportunity to identify and realise the potential of the diverse knowledge, qualifications, skills, abilities, behavioural attributes and background of the workforce.

Diversity Management is considered a strategic issue, and to safeguard diversity, is entrenched in the culture of the Company. Specific initiatives and inclusive practices and behaviours of benefit to all Employees will be introduced. JPC will focus on creating a work environment that values and utilises the contributions of Employees with diverse backgrounds, experiences and perspectives. The Employer and Employees have an ethical and legal responsibility to maintain an environment that is free of discrimination and harassment, is safe, respectful and productive, and also to be treated fairly within the workplace.

The diversity implementation plan will encompass the following:

- Cultures;
- Religions;
- Sex orientation;
- Race and gender; and
- Diversity backgrounds, experiences, skills and education.

Promotion of diversity awareness and Change Management plan

In order to achieve the strategy and diversity, the plan must take note of the following:

- A diversity-consciousness audit amongst all Employees to ascertain the level of awareness of diversity-related issues in the workplace;
- Diversity Management training for Management and all Employees;
- Initiatives to support diversity such as cultural events/interactions;
- Create multicultural work teams who find themselves in a potentially destructive group process, to work through difficult interpersonal processes despite individual differences;
- Conflict within the organisation caused by stress relating to job insecurity because of the restructuring;
- Understanding the quality of work life;

- Understanding the social profile of our Employees;
- Generational differences and the impact on productivity and the value systems of the organisation;
- Different values and the impact on the organisational values;
- Determining the work-life balance and how to create and maintain that work-life balance; and
- Ethics – defining work ethics, leadership ethics, corporate and organisational ethics and building an ethical environment.

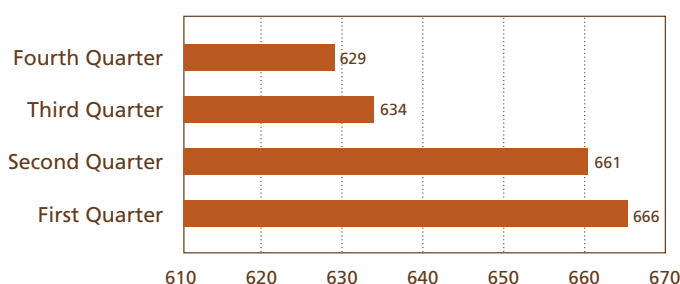
Employment Equity demographics status indicates that JPC has a total Employee complement of **629 permanent** Employees and **10 temporary** Employees at 30 June 2015. This includes people with disabilities.

Note: A = African, C = Coloured, I = Indian and W = Whites.

Occupational levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	1	0	2	1	0	1	1	0	0	0	6
Senior Management	4	0	0	1	4	1	0	0	0	0	10
Professionally qualified and experienced specialists and Mid-management	8	0	2	5	9	1	1	3	0	0	29
Junior Management, Superintendents and Management	78	4	4	10	14	2	1	4	1	0	118
Semi-skilled/Administration	121	3	2	1	64	7	1	4	0	1	204
Unskilled and defined decision making	136	19	3	2	82	19	1	0	0	0	262
TOTAL PERMANENT/FTC	348	26	13	20	173	31	5	11	1	1	629
Temporary Employees	2	1	1	0	4	2	0	0	0	0	10
GRAND TOTAL	350	27	14	20	177	33	5	11	1	1	639

The workforce profile above indicates that majority of the Employees are at lower levels between semi-skilled and unskilled.

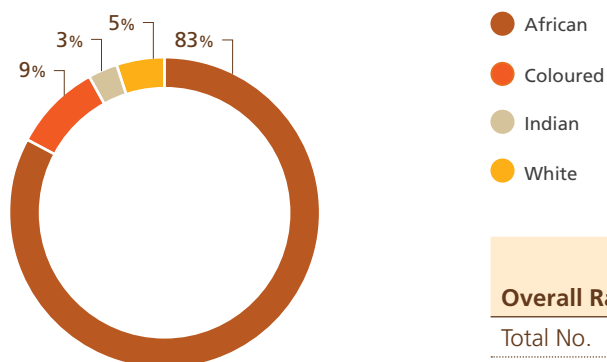
The workforce trend below indicates JPC’s quarterly profile for the 2014/2015 financial year. The profile in its entirety is inclusive of temporary Employees.



Employment Equity (EE), Diversity Management and Change Management continued

Racial Split: The graph and table below demonstrate the overall racial split at 30 June 2015. According to the gap analysis whites are under-represented by 11% against the set target of 16%. The demographics for the designated groups are slightly over target. The under-representation will be addressed as and when positions become available and where suitable qualified white candidates will be given preference.

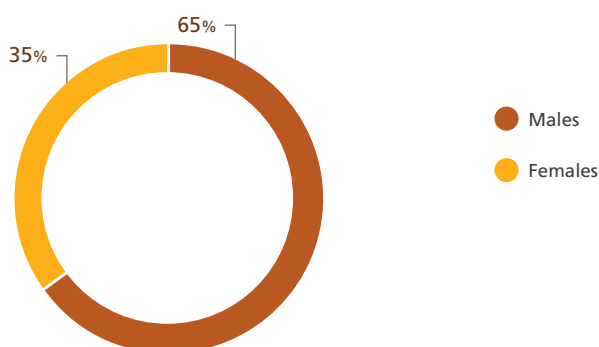
Racial Split – June 2015



Overall Racial	JPC Total				Foreign Nationals
	A	C	I	W	
Total No.	521	57	18	31	2
Actual	83%	9%	3%	5%	0%
Target	78%	4%	2%	16%	0%
Gaps	5%	5%	1%	(11%)	

Gender Split: The graph and table below indicate the overall gender split at 30 June 2015. It shows clearly that females are under-represented by 15% against the 50% gender target. The EE implementation plan will address the imbalance identified as and when suitable positions become available.

Gender Split – June 2015



	Males	Females
Actual	65%	35%
Target	50%	50%
Gaps	15%	(15%)

Skills Development and Training

A Talent Management Forum was established to provide oversight and ensure talent management strategies are fully implemented to support the Service Delivery Model and the required competencies are in line with JPC's strategy.

JPC's strategy states: "Achieving strategic objectives will require deliberate and systematic changes, through the development of professional capabilities." It further advances arguments for a new approach to building organisational skills and competence. The placement of Employees in the new structure will ensure:

- Positioning and utilisation of the expertise that exists in the merged JPC;
- Obtaining requisite skills and quantity of Employees for each function;
- Anticipating and managing surpluses and shortages of Employees;
- Developing a multi-skilled and flexible workforce that enables the organisation to adapt rapidly to changing operational requirements;
- Defining core competencies and skills;
- Compiling a skills inventory to understand organisational skills base; strengths and development areas of the organisation;
- Obtain key areas of required learning and development in line with the organisation's core functions and priorities; and
- Develop a skills and talent pipeline in line with requisite skills.

JPC is currently engaging with the South African Property Owners Association (SAPOA) to structure the development of the business competencies to meet the current demands and to ensure that all training and development provided by the organisation supports the mandate as defined by the shareholders and supports the core functions of the organisation. The courses identified that will be funded by the organisation to ensure that there is focused training are:

- ICPP – Introduction to Commercial Property Programme;
- ECPP – Essentials to Commercial Property Programme;
- PMP – Property Management Programme;
- CCPP – Certificate for the Commercial Property Practitioner;
- PDP – Property Development Programme;
- IAMP – Immovable Assets Management Programme;
- IPMP – Intensive Project Management Programme;
- PFP – Property Financial Programme (Basic, Intermediate, Advanced);
- IPLP – International Property Leadership Programme;
- BCTP – Building Construction Management Programme; and
- FMP – Facilities Management Programme.

Specialised skills through bursaries

- Quantity Surveying;
- Corporate Finance/Property Financial Programme;
- Contract Management;
- Health and Safety environment;
- Stakeholder Management;
- Town Planning;
- Business Analysts;
- Lease Agreement;
- Green Economy (SANS 10400); and
- Marketing and Branding.

Skills Development and Training continued

Leadership and management development initiatives

- Defining the requirements of leadership at different levels of the Company (competencies and behaviours);
- Scoping the different leadership development programmes and identifying the most effective combination of mechanisms for leadership development;
- Ensuring leaders are equipped to influence and drive the JPC strategy, culture and operations;
- Ensuring leaders walk the talk and embed the JPC values and culture;
- Holding leaders accountable for people management (optimal utilisation, performance, behaviour, reward and culture of their teams); and
- Instilling a strong work ethic with disciplined team members and that upholds the Code of Conduct at all times.

Training and Development

There were no bursaries for the period under review except for the SAPOA Conference and National Treasury. All other training was deferred to the new financial year while the training budget was being reviewed based on the Company's operational requirements. The total amount spent on training interventions was R912 555.45 for the 2014/2015 financial year. Training was also deferred to the new financial year to ensure that it was focused as outlined HR strategy. Training interventions include Training Courses, Seminars and Conferences.

Below is the breakdown of Employees who attended training for this period under review.

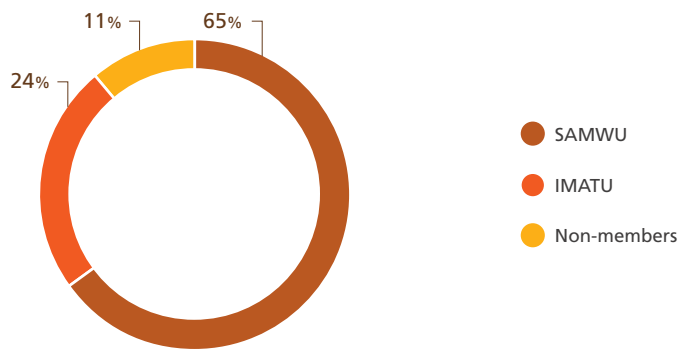
Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1	0	2	0	0	2	3	0	8
Senior Management	5	0	0	0	7	2	1	1	16
Professionally qualified and experienced specialists and Mid-management	10	1	2	1	13	1	3	2	33
Skilled Technical and academically qualified workers, Junior Management, Supervisors, Foremen, and Superintendents	18	2	1	0	9	2	1	2	35
Semi-skilled and discretionary decision making	19	1	0	0	24	2	0	0	46
Unskilled and defined decision making	15	4	3	2	12	8	1	0	45
TOTAL PERMANENT/FTC	68	8	8	3	65	17	9	5	183
Temporary Employees	1	0	0	0	1	0	0	0	2
GRAND TOTAL	69	8	8	3	66	17	9	5	185

Employee Relations

Union Representation at JPC

As illustrated in the graph below 89% of the workforce is unionised and 11% are non-union members.

Union Representation – June 2015



Disciplinary Cases

For the 2014/2015 financial year, eight misconduct cases were reported of which four cases have been finalised, two pending sanctions and two still in progress.

Case Description	Progress	Outcome
The Employee has been charged with negligence and misappropriation of Company vehicle.	The investigation has been concluded and the incumbent was formally charged and served.	The first hearing was held and the case was postponed. A new date will be scheduled soon.
The Employee absconded from work for more than two months.	Disciplinary hearing conducted and concluded.	Awaiting outcome from the Chairperson.
The Employee was alleged to have committed an irregular expenditure in the payment of goods and services.	Disciplinary hearing conducted and concluded.	The Employee was found guilty of misconduct. The outcome was a final written warning and 10 days' unpaid salary suspension.
The Employee absented himself from work without authorisation.	Hearing scheduled for 24 March 2015.	The Employee was found guilty of the misconduct. A sanction of a written warning and salary suspension (10 days) was meted out.

Employee Health and Wellness

Employee Health and Wellness plays a significant role in influencing the quality of work, productivity, attendance and retention of JPC Employees. Healthy Employees result in a more productive workforce with less absenteeism, fewer accidents, lower healthcare demands and greater overall savings by reducing the incidence of diseases and disability.

A Service Level Agreement between CoJ and JPC was signed by the JPC Chief Executive Officer and CoJ Group Executive Director in April 2015. The agreement includes the management of Occupational and Health Wellness Services in its entirety.

As part of the Health and Wellness Agenda, the next focus area is to conduct a Health Risk Assessment for JPC and it is aimed at:

- Assessing the health status and wellbeing of Employees – to understand the prevalence of diseases that impact our Employees and to drive a structured Wellness Agenda to reduce health risks;
- Identifying a relevant Wellness Programme to feed into a Comprehensive Wellness Plan that will address gaps identified and support our Employees' wellbeing; and
- Demonstrate JPC's support of Employees and enhancing Employee relations.

It is important to note that a total number of thirteen Employees were referred for EAP during this period under review and all the referrals had a positive outcome.

Workforce Movement

Recruitment: In the 2014/2015 financial year, only critical vacancies were filled at Senior Management level. As shown below three permanent appointments were made and two temporary appointments. The three permanent appointments were in line with the EE affirmative action plan and the applicable policies during the 2014/2015 financial year.

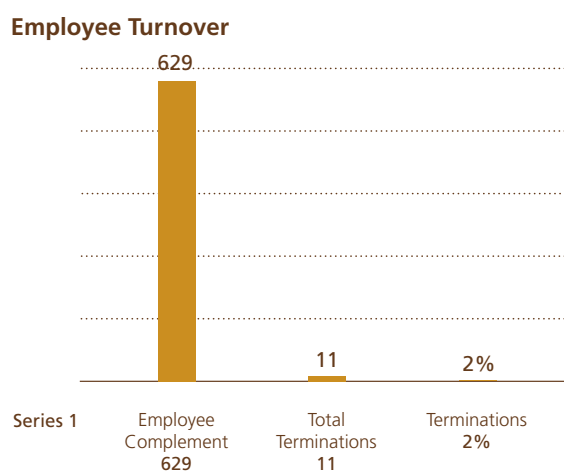
Note: A = Africans, C = Coloureds, I = Indians and W = Whites.

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	1	1	0	0	2
Professionally qualified and experienced specialists and Mid-management	0	0	0	0	0	0	0	0	0
Junior Management/Skilled Technical and Superintendents	0	0	0	0	1	0	0	0	1
Semi-skilled/Administration	0	0	0	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	2	1	0	0	3
Temporary Employees	0	0	0	0	1	1	0	0	2
GRAND TOTAL	0	0	0	0	3	2	0	0	5

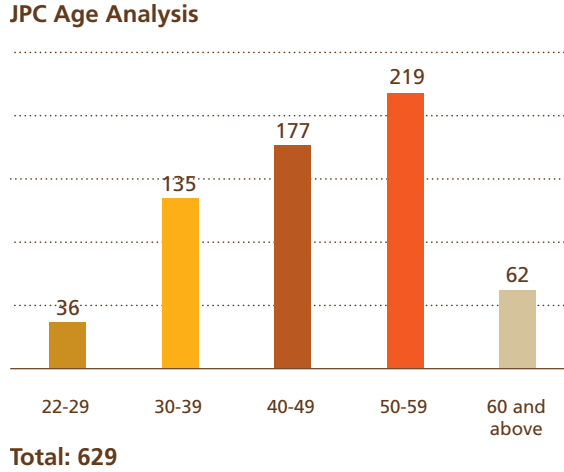
Terminations: A total number of fifty six terminations occurred in the 2014/2015 financial year as per the table below. The majority of terminations consisted of retirements and resignations.

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1	0	0	0	1	1	0	0	3
Senior Management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and Mid-management	2	0	0	1	1	0	0	0	4
Junior Management/Skilled Technical and Superintendents	9	3	1	1	0	1	0	0	15
Semi-skilled/Administration	8	1	0	0	1	0	0	0	10
Unskilled	14	1	2	0	4	2	0	1	24
TEMPS	0	0	0	0	0	0	0	0	0
GRAND TOTAL	34	5	3	2	7	4	0	1	56

Employee turnover: A 2% reduction in Employee turnover was recorded, which remains at an acceptable level. The analysis is based on permanent Employees only.



Age analysis: The graph indicates that JPC has an ageing workforce. Most Employees fall within the age groups between 50 to 59 and above. This indicates that it is imperative to accelerate implementation of youth and skills development as well as succession planning programmes.

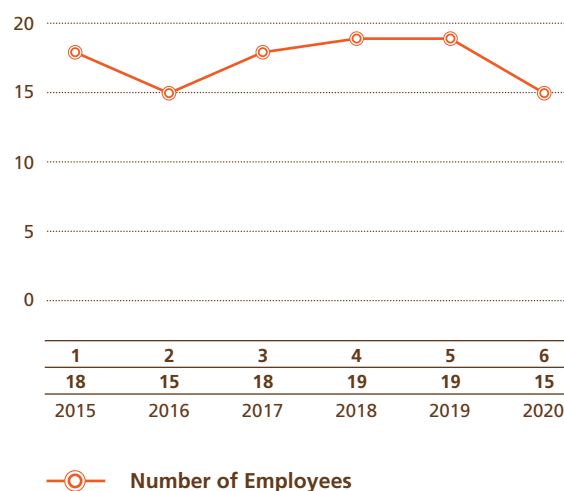


Workforce Movement continued

The finalisation of the lower level structure will give JPC the opportunity to put programmes in place to close the gaps emanating from natural attrition. The main objective is to retain critical skills, while focusing on mentorship and skills transfer.

Retirement trends: The retirement trend graph depicts Employees due for retirement in line with their pension fund rules within the next five years from 2015 to 2020. These statistics will assist Management with workforce planning.

Retirement Trends



Remuneration and Benefits for the 2014/2015 financial year

The Salaries and Allowances quarterly expenditure for 2014/2015

The Salaries and Allowances quarterly expenditure for 2014/2015 economic and social development, and the service delivery objectives of the CoJ.

	JPC total
1st Quarter	46 395 378
2nd Quarter	64 065 450
3rd Quarter	50 899 947
4th Quarter	46 875 369
Total amount	208 236 144

Leave Provision reported quarterly for the 2014/2015 financial year

	JPC total
1st Quarter	34 752 472
2nd Quarter	36 678 150
3rd Quarter	28 739 786
4th Quarter	30 476 197
Total amount	130 646 605

The Overtime expenditure for 2014/2015 financial year

Overtime Costing For 2014/2015			
Monthly	Total Employees	Total overtime hours claimed	Total cost for overtime per month
1st Quarter	520	12 449	1 225 064
2nd Quarter	520	15 874	1 708 903
3rd Quarter	399	11 272	1 084 091
4th Quarter	351	10 857	987 011
Total amount	1 790	50 452	5 005 069

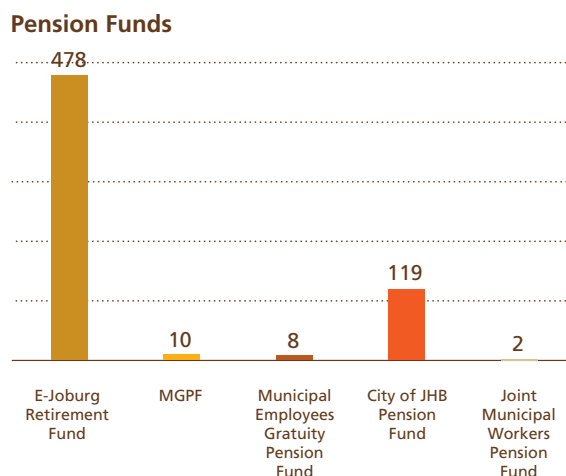
The total cost of absenteeism per department for 2014/2015 financial year

Absenteeism From July 2014 To June 2015		
Department	Sick Leave Taken Days	Cost of Absenteeism
Asset Management	221	243 698
Finance	316	468 530
Human Resources	83	160 519
Office of Chief Operating Officer	315	460 239
Office of Chief Executive Officer	140	221 716
Property Development	108	210 693
Property Management	270	494 976
Informal Trading	414	308 356
FMM	2461	1 250 711
Total	4 327	3 819 438

Absenteeism is monitored on an ongoing basis to measure the impact on productivity. Interventions such as training for line managers on how to deal with absenteeism and Employee counselling have been put in place to reduce the cost of absenteeism in the new financial year.

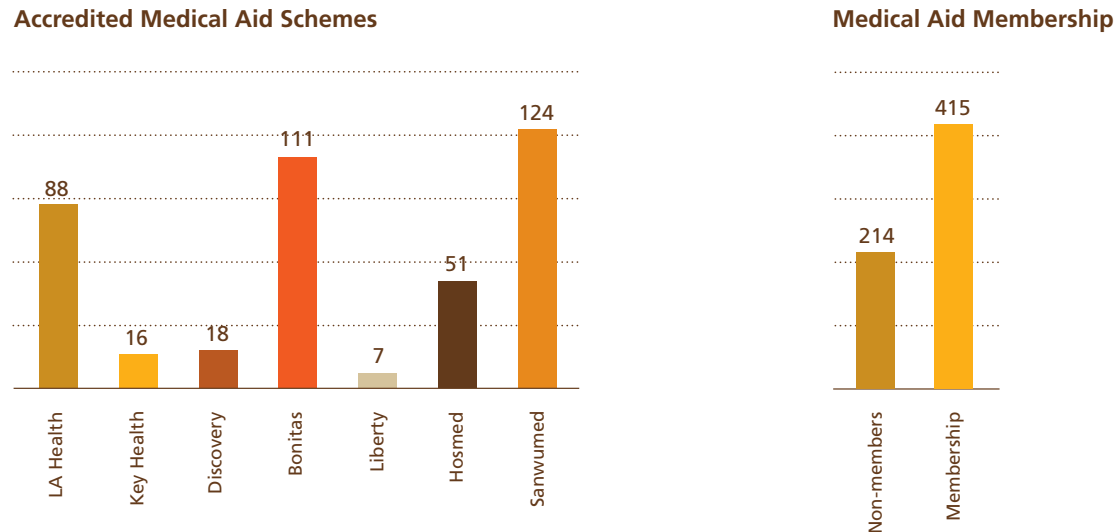
Pension/Retirement and Provident Fund Membership, Defined Contributions and Defined Benefits for the Fourth Quarter (April 2015 to June 2015)

According to the analysis all Employees that do not belong to any of the pension funds are on contract.



Remuneration and Benefits for the 2014/2015 financial year continued

The graphs below indicate the Accredited Medical Aid Schemes and membership as at 30 June 2015.



The analysis indicates that 66% of the workforce are members of accredited medical aid schemes and 34% do not belong to any medical aid. Although a decision was taken that it is compulsory for Employees to join a medical aid, most Employees at lower levels are non-members as it is not affordable. On that basis the condition with regard to medical aid will be referred back to the Local Labour Forum for consultation.

Based on management analysis, it was found that the bulk of the non-members are General Workers. This category of Employees, including former FMM Employees, is currently not compelled to join medical aid. Due to risks emanating from the Employees not belonging to a medical aid, the Board resolved that the matter be referred back to the Local Labour Forum for consultation.

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