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Leadership of a Diverse Workforce within a South African Municipality

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Leadership of a Diverse Workforce within a South African Municipality

Laurence Benidict Corner

A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration.

Johannesburg, 2012

ABSTRACT

Creating and effectively leading workforce diversity is crucial for sustainable development and economic growth in not just South Africa but also in the rest of the world. The purpose of this study was to investigate the state of diversity and leadership thereof within the South African public sector. The democratic South African government had been able to rigorously drive greater racial and gender diversity within the public sector.

In depth one on one interviews were conducted with a small diverse group of municipal employees. The main themes and findings that emerged from these interviews were synthesised to formulate an overall view of diversity and the state of diversity leadership within the organisation.

The main findings of the research were that employees did not perceive the municipality to be effective in creating and leading diversity. The failure to fully embrace programmes such as affirmative action and equal employment programmes were of concern.

DECLARATION

I, Laurence Benidict Corner, declare that this research report is my own work except as indicated in the references and acknowledgments. It is submitted in partial fulfilment of the requirements for the degree of Master in Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

_____

Laurence Benidict Corner

Signed at …….

On the …….. day of ……2012

DEDICATION

To my creator whose grace has been sufficient in my life. I also dedicate this to my wife, Lavinia, who encouraged me to reach for the stars, my children; Callan, Laurence (Jnr) and Erin who have been understanding and supportive over the last few years while I pursued my dream of completing this degree. To my mother whose prayers have always carried me and my father who I know is watching from heaven, thank you.

To everyone who have ever played a role in my life; your story will live on.

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This study was conducted at a large municipality in Gauteng. I wish to express my sincere thanks to:

- The management of the municipality, in particular Mr Peter Tshidino who helped to coordinate the interviews
- The interviewees for their willingness to participate; and
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LIST OF ABBREVIATIONS

AA	Affirmative Action
ANC	African National Conference
BEE	Black Economic Empowerment
BBBEE	Broad Based Black Economic Empowerment
COSATU	Congress of South African Trade Unions
EE	Employment Equity
EEA	Employment Equity Act
EEO	Equal Employment Opportunity
EEP	Employment Equity Policy of the Municipality
EOC	Equal Opportunities Commission
HR	Human Resource
HRD	Human Resource Development
IMATU	Independent Municipal and Allied Trade Union
LGTA	Local Government Transition Act
LGSETA	Local Government Sector Education and Training Authority
MPG	Managing Personal Growth
NP	National Party
SAMWU	South African Municipal Workers Union

TQM	Total Quality Management
WSP	Work Skills Programme