

## **COLLECTIVE AGREEMENT**

### **IMPLEMENTATION OF THE APPROVED SHIFT SYSTEM FOR THE WATER AND SANITATION BUSINESS UNIT IIN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY**

Entered by and between:

**CITY OF TSHWANE METROPOLITAN MUNICIPALITY**  
(Hereinafter referred to as CTMM)

and

**INDEPENDENT MUNICIPAL AND ALLIED TRADE UNION**  
(Hereinafter referred to as IMATU)

and

**SOUTH AFRICAN MUNICIPAL WORKERS UNION**  
(Hereinafter referred to as SAMWU)

*As parties to the SALGBC, Tshwane Division of the South African Local Government  
Bargaining Council*

*Handwritten signatures and initials:*  
T.T. 24  
SD  
L.O. NO  
W.D. 14

## **SHIFT SYSTEM FOR THE WATER AND SANITATION BUSINESS UNIT IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY**

**WHEREAS** the CTMM and IMATU and SAMWU parties constitute the Tshwane Division of the South African Local Government Bargaining Council (SALGBC).

**WHEAREAS** In 2017 City of Tshwane drafted a corporate report for approval on proposed shift systems for various Departments, however the report was withdrawn / put on hold due to the different departmental views on the process followed and complexity of the submission received making it difficult to be treated as a corporate report for approval on the proposed shift systems.

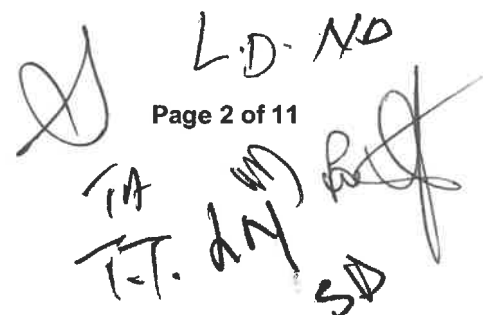
**WHEAREAS** A mandate was issued by the City Manager in the 2022/23 Financial Year to Group Human Capital Management (GHCM) to facilitate the process of shift system(s) within the City of Tshwane.

**WHEAREAS** The City of Tshwane has several water resources and waste water treatment works, which all of them must be managed in terms of the National Water Act, 1998 (Act No 36 of 1996) for the benefit of everyone. Section 9(1) of the Water Services Act, 1997 (Act No 108 of 1997) further imposes compulsory legislative duties to Water Services Authorities (WSA), such as the City of Tshwane, to provide Water Supply and Sanitation Services according to the published National Norms and Standards regulation, Regulation No 6292, published in the National Gazette No 52814 on 06 June 2025.

**WHEAREAS** The services that are provided by the City of Tshwane regarding Water and Sanitation Services are essential services as they are the primary point of contact for service delivery to the residents of the City. The Water Services include, amongst other, basic and interim supply of water services; interrupted water supply services and quality of drinking water. The Sanitation Services include, amongst other, basic and interim sanitation services, sanitation worker's health and safety, interruption of sanitation services, and sanitation services at public areas.

**WHEAREAS** The operation and maintenance of Water Treatment Plants and Waste Water Treatment Works is a twenty-four-hour seven-day-a-week activity and by design cannot be temporarily put out of operation as these systems are designed to operate continuously. Therefore, supervision and operation are continuous throughout a 24/7 cycle, legislated by the National Water Act, 1998 (Act No 36 of 1998), the Water services Act, 1997 (Act No 108 of 1997) and the National Environmental Management Act, 1998 (Act No 107 of 1998).

**WHEAREAS** The current rotational shift system consists of three 8-hours periods over a 24-hour cycle. The 8-hour system is no longer conducive to the employee that must work shifts.

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## **SHIFT SYSTEM FOR THE WATER AND SANITATION BUSINESS UNIT IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY**

As Parties to the SALGBC, the Tshwane Division, agrees on the following terms and conditions:

### **1. SCOPE OF APPLICATION**

This Collective Agreement applies to all employees of the Water and Sanitation Business Unit of the City of Tshwane Metropolitan Municipality.

#### **1.1. Minimum Operational Team per Shift**

1.1.1. Three (3) employees constitute an operational team per shift to perform continuous operations.

1.1.2. The operational team shall have the following designations:

1.1.2.1. One (1) shared Process Controller,

1.1.2.2. One (1) Assistant Process Controller, and

1.1.2.3. One (1) General Worker.

#### **1.2. Requirements for working shifts**

1.2.1. A Process Controller, Assistant Process Controller and General Worker that are not allocated to work shifts shall continue to work the official normal office hours from 07:30 to 16:00.

1.2.2. The requirement to work shifts is a daily operational management activity which can change daily and does not require any written instructions except to inform those employees that support the Human Capital Management of the Water and Sanitation Business Unit via email on any changes of shift workers on/off duty.

1.2.3. Other employees that are not working shifts in the Water and Sanitation Business Unit must continue working official working hours from 07:30 to 16:00 in the week.

### **2. DESIGNATION VERSUS FUNCTION**

2.1. Not every employee with the designation: Process Controller, Assistant Process Controller and General Worker shall be required to work shifts.

2.2. The requirement to work shifts are determined by site-specific operational requirements and functions based on an as and when basis as per this collective agreement.

### **3. EFFECTIVE PERIOD FOR EMPLOYEES WORKING SHIFTS**

3.1. This Collective Agreement shall be binding and effective from the date of signature and shall remain in force for five years irrespective of the signing hereof.

3.2. The continuation of this Collective Agreement on expiry shall be as per agreement and signed by both parties.

*[Handwritten signatures and initials]*  
T.T. N.D. T.A. S.D. L.D.

**SHIFT SYSTEM FOR THE WATER AND SANITATION BUSINESS UNIT IN THE  
CITY OF TSHWANE METROPOLITAN MUNICIPALITY**

**4. TERMS AND CONDITIONS OF PREVIOUS SHIFT SYSTEM**

**4.1. The current 8-hour shift system for the Water and Sanitation Business Unit.**

4.1.1. Current 8-hour shift system for the Water and Sanitation Business Unit is as follows:

| Shift Number | Shift Working times |
|--------------|---------------------|
| 1            | 07:00 to 15:00      |
| 2            | 15:00 to 23:00      |
| 3            | 23:00 to 07:00      |

4.1.2. The current 8-hour shift resulted in 58 hours of work in a week, totaling 168 hours worked per month.

| Schedule of shifts | On Duty / Off Duty | Morning/Afternoon/Night Shift |
|--------------------|--------------------|-------------------------------|
| 7 days             | On Duty            | Morning Shift                 |
| 4 days             | Off Duty           | Not Applicable                |
| 7 days             | On Duty            | Afternoon Shift               |
| 2 days             | Off Duty           | Not Applicable                |
| 7 days             | On Duty            | Night Shift                   |
| 1 day              | Off Duty           | Not Applicable                |

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## SHIFT SYSTEM FOR THE WATER AND SANITATION BUSINESS UNIT IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY

### 4.2. Status organizational structure of the Water and Sanitation Business Unit

4.2.1. The vacancy rate as of June 2026, focusing on selected designations in the Bulk Water and Waste Water Services Division of Water and Sanitation Business Unit using the approved organizational structure:

| Designation                           | Number of positions | Number of filled positions | Percentage of filled positions | Number of vacant positions | Percentage of vacant positions |
|---------------------------------------|---------------------|----------------------------|--------------------------------|----------------------------|--------------------------------|
| <b>Section: Bulk Water Supply</b>     |                     |                            |                                |                            |                                |
| Process Controller                    | 18                  | 13                         | 72%                            | 5                          | 28%                            |
| Assistant Process Controller          | 22                  | 15                         | 68%                            | 7                          | 32%                            |
| General Worker                        | 23                  | 11                         | 47%                            | 12                         | 53%                            |
| <b>Section: Waste Water Treatment</b> |                     |                            |                                |                            |                                |
| Process Controller                    | 67                  | 22                         | 32%                            | 45                         | 68%                            |
| Assistant Process Controller          | 129                 | 78                         | 60%                            | 51                         | 40%                            |
| General Worker                        | 127                 | 81                         | 64%                            | 46                         | 36%                            |

4.2.2. The above table provides an update of the current filled and vacant positions which might be affected by the proposed 12-hour shift system.

### 4.3. Listed factors that led to the 12-hour shift system:

- 4.3.1. The 8-hour shift system is not conducive to the operations and maintenance of the operational employees any more,
- 4.3.2. Employees that finished their afternoon 8-hour shift at 23:00 or must start their 8-hour night shift at 23:00 are exposed to a higher safety and security risk to travel from or to their workplace, compared to those employees working morning shift.
- 4.3.3. Public transport is not available working 8-hour shifts, such as for those employees that end at 23:00 for their afternoon shift, or those employees that must start their night shift at 23:00.
- 4.3.4. The Water and Sanitation Business Unit must regularly review the 8-hour shift schedule to remain providing and effective by delivering a service igniting excellence for the Capital City.
- 4.3.5. A 12-hour shift system follows best practices and continues to ensure effective delivery of excellent service without regular interventions.
- 4.3.6. A 12-hour system would promote employee satisfaction with public transport availability at the proposed time to start and end a shift, not being exposed to

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## **SHIFT SYSTEM FOR THE WATER AND SANITATION BUSINESS UNIT IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY**

higher risk and security at night, extended and uninterrupted family time that will increase wellbeing of employees.

4.3.7. A shift system is already programmed on SAP for employees of the Water and Sanitation Business Unit working shifts.

4.4. Considering the above-mentioned challenges and benefits to changing to a 12-hour shift, the Water and Sanitation Business Unit supports the proposal to change for those operational employees working shifts.

### **5. NEW 12-HOUR SHIFT SYSTEM FOR BULK WATER SUPPLY AND WASTE WATER TREATMENT SECTIONS**

5.1. The proposed 12-hour system is as follows:

| Shift Number | Shift Working times |
|--------------|---------------------|
| 1            | 07:00 to 19:00      |
| 2            | 19:00 to 07:00      |

5.1.1. The operational team consisting of three (3) employees are the same as for an 8-hour shift system as per paragraph 1 above that deals with the **SCOPE OF APPLICATION**.

#### **5.2. Minimum Operational Team per Shift**

5.2.1. Three (3) employees constitute an operational team per shift to perform continuous operations.

5.2.2. The operational team shall have the following designations:

5.2.2.1. One (1) shared Process Controller,

5.2.2.2. One (1) Assistant Process Controller, and

5.2.2.3. One (1) General Worker.

#### **5.3. Requirements for working shifts**

5.3.1. A Process Controller, Assistant Process Controller and General Worker that are not allocated to work shifts shall continue to work the official normal office hours from 07:30 to 16:00.

5.3.2. The requirement to work shifts is a daily operational management activity which can change daily and does not require any written instructions except to inform those employees that support the Human Capital Management of the Water and Sanitation Business Unit via email on any changes of shift workers on/off duty.

5.3.3. Other employees that are not working shifts in the Water and Sanitation Business Unit must continue working official working hours from 07:30 to 16:00 in the week.

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Handwritten signatures and initials: T.A., L.D., NO, T.J., J.M., S.D., and others.

## SHIFT SYSTEM FOR THE WATER AND SANITATION BUSINESS UNIT IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY

### 5.4. The proposed 12-hour shift:

5.4.1. The current 8-hour shift resulted in 48 hours of work in a week, totaling 192 hours worked per month.

| Schedule of shifts | On Duty / Off Duty | Morning/Afternoon/Night Shift |
|--------------------|--------------------|-------------------------------|
| 4 days             | On Duty            | Day Shift                     |
| 4 days             | Off Duty           | Not Applicable                |
| 4 days             | On Duty            | Night Shift                   |
| 4 days             | Off Duty           | Not Applicable                |

5.4.2. The 12-hour system does not completely avoid overtime due to unforeseen circumstances such as illness or annual leave.

5.4.3. If a shift worker reports for duty on their day-off due to the unavailability of a colleague, then they are paid double the normal rate and shift workers work on a Sunday or a public holiday, they are paid one and a half the normal rate and is similar to the same incidents mentioned as when the 8-hour shift was in operation.

### 5.5. The proposed shift system will seek to achieve the following benefits:

5.5.1. **Employee well-being** - the proposed shift system will allow for **longer/adequate rest days**. This will also promote a healthy work-life balance which can **enhance job satisfaction**.

5.5.2. Limited automated equipment is installed that need to be overseen and attended to as it is 24/7 in operation. When the equipment fails, it must be attended to immediately to prevent a severe blockage and overflow of sewage, resulting in pollution of the environment.

5.5.3. **Reduced absenteeism**, with the proposed two shift system, employees will have access to transport to work. This will reduce high level of absenteeism due to lack of transportation in relation to the current shift system specifically night shift.

5.5.4. **Reduce employee fatigue/burnout** which results in high level of absenteeism, sick leave and unplanned vacation leave.

5.5.5. **Improves employee performance**, the proposed shift will reduce absenteeism, as a result more employees will make it to work.

5.5.6. The proposed shift system allows for a **more flexible shift pattern** which will help in terms of body adjustment routine.

It is essential to consider employees' availability and preferences while maintaining balanced working schedules. Employees must have access to adequate breaks during their shifts to rest and recharge.

## **SHIFT SYSTEM FOR THE WATER AND SANITATION BUSINESS UNIT IN THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY**

Considering the above, the implementation of the proposed shift system will reduce the hours worked as overtime without impacting negatively on service delivery in the City of Tshwane.

Cognisance be taken that the implementation of the proposed shift system will bear no additional cost, as the department is currently working on shift. However, the filling of vacancies remains critical to ensure effective and efficient delivery of services to the community for both 8-hour 12hour shift.

The anticipated benefits as mentioned above should the proposed 12-shift system be approved for implementation. It is with the same reasons that Group Human Capital - Management department supports the report for approval through the proper formal approval processes and facilitation for implementation.

### **6. General**

- 6.1. This collective agreement constitutes the full agreement between the parties on the matters addressed herein.
- 6.2. If any provision of this collective agreement is found to be unlawful or unenforceable, the remaining provisions remain in force to the extent permitted by law.
- 6.3. Should this collective agreement conflict with any existing policy, this collective agreement shall prevail.
- 6.4. Should any future realignment, change in legislation, national directive or any other circumstance creates a conflict with this collective agreement, this agreement must be amended to reflect such changes.
- 6.5. Headings are used for convenience and do not affect interpretation.
- 6.6. This collective agreement forms part of the employees' conditions of service.

### **7. Dispute resolution**

- 7.1. Any dispute about the interpretation, application or implementation of this collective agreement must be dealt with through the dispute resolution processes of the SALGBC Tshwane Division.

### **8. Amendment and review**

- 8.1. No amendment, variation or addition to this collective agreement is valid unless it is recorded in writing and signed by the parties through the appropriate bargaining structures.
- 8.2. A review of this collective agreement may be undertaken by mutual agreement between the parties. A review does not change this collective agreement unless a written amendment is concluded and signed.

### **9. Ratification**

- 9.1. This collective agreement will be submitted for ratification by the Tshwane Division of the SALGBC at the first meeting of this division of the SALGBC, following signature of this collective agreement.

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**SHIFT SYSTEM FOR THE WATER AND SANITATION BUSINESS UNIT IN THE  
CITY OF TSHWANE METROPOLITAN MUNICIPALITY**

- 9.2. This collective agreement binds the parties to the agreement and all employees who are not members of a registered trade union admitted to the SALGBC, as well as all members of registered unions admitted to the SALGBC who are not parties to this agreement.

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**SHIFT SYSTEM FOR THE WATER AND SANITATION BUSINESS UNIT IN THE  
CITY OF TSHWANE METROPOLITAN MUNICIPALITY**

**COLLECTIVE AGREEMENT**

**SHIFT SYSTEM FOR THE WATER AND SANITATION DEPARTMENT IN THE  
CITY OF TSHWANE METROPOLITAN MUNICIPALITY**

Signed on behalf of the **CITY OF TSHWANE METROPOLITAN MUNICIPALITY**  
(CTMM) at **Pretoria** on this 5<sup>th</sup> day of OCTOBER 2026 in the presence of the  
undersigned witnesses.

Signature: [Signature] Name in Full: THOBELA JANU  
Capacity: DIVISIONAL HEAD: Human CAPITAL RECRUITMENT & ADMINISTRATION MANAGEMENT

AS WITNESSES:

1. KULAMINIBANDA
2. Bipho Mafiane

Signed on behalf of the **INDEPENDENT MUNICIPAL AND ALLIED TRADE UNION**  
(IMATU) at **Pretoria** on this 5<sup>th</sup> day of October 2026 in the presence of the  
undersigned witnesses.

Signature: [Signature] Name in Full: Gynand Potgieter  
Capacity: Regional Chairperson IMATU Tshwane.

AS WITNESSES:

1. [Signature]
2. [Signature]

Signed on behalf of the **SOUTH AFRICAN MUNICIPAL WORKERS UNION**  
(SAMWU) at **Pretoria** on this 5<sup>th</sup> day of OCTOBER in the presence of the  
undersigned witnesses.

Signature: [Signature] Name in Full: Nataniels David Mavatsi  
Capacity: Regional Secretary

AS WITNESSES:

1. [Signature]
2. [Signature]

**SHIFT SYSTEM FOR THE WATER AND SANITATION BUSINESS UNIT IN THE  
CITY OF TSHWANE METROPOLITAN MUNICIPALITY**

Signed on behalf of the **SOUTH AFRICAN LOCAL GOVERNMENT BARGAINING  
COUNCIL (SALGBC)** at Pretoria on this 05<sup>th</sup> day of October 2026

Signature:  Name in Full: E.L. Sekgwele  
Capacity: Regional Secretary - Gauteng