



PERSONNEL POLICIES

2024/25

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"The Game changer of South Coast Development"

CORPORATE SERVICES POLICIES

HUMAN RESOURCES SECTION

ACTING POLICY

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1. Introduction

- 1.1 Council acknowledges that from time to time an employee, due to certain circumstances such as leave, may not be in a position to discharge his/her duties and responsibilities in terms of the contract of employment.
- 1.2 Council also acknowledges that from time to time there may be vacancies due to certain circumstances such as terminations and creation of new posts in the organogram.
- 1.3 Council further recognises that from time to time there would be a need to appoint another employee to discharge the duties of that particular employee in their absence, hence the need to enter into an Acting arrangement.
- 1.4 In this regard the following is applicable:-
 - An employee is deemed to be acting in another post when he/she is duly appointed by the Municipal Manager or his nominee, to do so.
 - An employee who acts in another post must be required to execute his/her original duties, functions and powers.

2. Purpose

- 2.1 To ensure continuity of operations in the municipality is maintained during the absence of the incumbent or where the post is vacant
- 2.2 To promote on-the-job experience and exposure to other employees
- 2.3 To provide a policy guidance for handling of acting arrangements in various positions within Council.

3. Scope of Application

3.1 This policy is applicable to:

- All permanent employees of the municipality including fixed-term contract employees
- All Section 54A and 56 employees of the municipality in terms of the Municipal Systems Act

4. Policy Definition

“**Council**” means municipality

“**Acting**” refers to where an employee, by written approval of the Council or Municipal Manager or Manager reporting to the Municipal Manager, is appointed to act in a higher post

5. Legislative Framework

The Municipality remains responsible to continually align this policy content with all the relevant legislation. Appointing staff in acting positions is regulated amongst other in the following legislation or Collective Agreement.

- Local Government Municipal Systems Act no 32 of 2000
- Conditions of Service Collective Agreement
- In the event of conflict between the policy and the Systems Act and/ or Collective Agreement, then the Systems Act and/or Collective Agreement will prevail.

6. General Policy Provisions

6.1 The powers of Council and the Municipal Manager in terms of this policy may be delegated as Council or the Municipal Manager may determine.

6.2 Any acting appointment to act in a higher post must be made in writing, by a person duly authorised to do so and the incumbent must accept the acting appointment in writing before the acting commences

6.3 In cases of emergencies such as, sick leave and family responsibility, acting may commence upon a verbal agreement between the Head of Department

and an employee on condition that the written appointment, and acceptance is finalised within two (2) days from the day of verbal appointment.

- 6.4 An official who has been appointed to act in accordance with the provisions of this policy may only act in a higher post for a maximum period permissible and under the conditions stipulated in the policy after which the arrangement shall be reviewed.
- 6.5 The individual to be appointed to act should generally be the next in line in terms of seniority and Council should try and avoid appointing employees lower in line unless valid reasons exist for such appointments.
- 6.6 In line with Council's Employment Equity Plan, acting may be used, where appropriate, to advance the goals of the municipality towards the achievement of Employment Equity Targets.
- 6.7 An official acting in a vacant position should not expect to be automatically appointed permanently when the sourcing and placement measures for the position are undertaken.
- 6.8 Acting allowance will be paid in the month following the period in which the acting took place.
- 6.9 Any employee permanently employed on an indefinite contract that acts in a post of Section 56 employee, shall be paid an acting allowance of 10,5% of total cost of employer remuneration of Section 56 employees.
- 6.10 Where practically possible, acting must be on a rotational basis.

7. Acting in a Post Of Municipal Manager

- 7.1 In the absence of the Municipal Manager, where the post is not vacant, any other Section 56 employee shall be appointed by Mayor to act as Municipal Manager provided that there are no financial implications and where acting will be for more than ten (10) uninterrupted consecutive working days or more, the matter must be escalated to Council for approval.

- 7.2 The Council approval must be obtained when circumstances allow before the acting period commences.
- 7.3 Any person appointed to act as Municipal Manager must at least have skills, expertise, competency and qualifications as prescribed.
- 7.4 Any acting appointment contrary to the Systems Act and the regulations issued in terms thereof are null and void.
- 7.5 The Section 56 employee that acts in the post of the Municipal Manager shall be paid an acting allowance of 10,5 % of total cost to employer remuneration of the Municipal Manager.
- 7.6 The submission to Treasury for payment of an acting allowance must be accompanied by the Council resolution.
- 7.7 The acting allowance payable in terms of this policy shall be fully taxable and included in the monthly salary of the acting employee and be paid on the day of the month following the conclusion of the acting period.

8. Acting in the Post for Managers Reporting to the Municipal Manager

- 8.1 In the absence of a Head of Department, the Municipal Manager may appoint an employee to act in the post of Head of Department reporting to the Municipal Manager and where acting will be for more than ten (10) uninterrupted consecutive working days or more, the matter must be escalated to Council for approval.
- 8.2 Any person appointed to act as Head of Department must at least have skills, expertise, competency and qualifications as prescribed.
- 8.3 The Municipal Council must authorise the payment of an acting allowance to an employee who acts as a Head of Department during the absence of the Head of Department concerned for more than ten (10) uninterrupted consecutive working days or more.
- 8.4 The submission to Treasury for payment of an acting allowance must be accompanied by the Council resolution.

- 8.5 The acting allowance payable, where a permanent employee acts in the post of Head of Department reporting directly to the Municipal Manager, shall be a non-pensionable allowance of 10,5 % of total cost to employer remunerations of the Head of Department.
- 8.6 The acting allowance payable in terms of this policy shall be fully taxable and included in the monthly salary of the acting employee and be paid on the day of the month following the conclusion of the acting period.
- 8.7 The maximum period that a permanent employee may act in a S56 post is limited to a maximum period of 3 months, which three (3) month period can be extended by a further 3 months upon application being made to the MEC of COGTA.

9. ACTING IN OTHER PERMANENT POSITIONS

- 9.1 An Acting allowance shall be paid to an employee acting in a higher post subject to:-
- 9.1.1 Written confirmation of acting appointment by Municipal Manager and his nominee prior to acting.
- 9.1.2 The employee acting in a post for an uninterrupted period of ten (10) working days
- 9.1.3 The acting allowance will be a non-pensionable amount payable being the difference between the current salary of the employee acting and the minimum notch of the salary scale pertaining to the post in which the employee is acting or 10,5 % of basic salary of the post in which the employee is acting – whichever is greater
- 9.1.4 An employer shall not require an employee to act for longer than six (6) Months unless an application for exemption is made by the municipality to the specific division of SALGBC
- 9.1.5 During the period of application for exemption the employee shall continue to receive an acting allowance.

- 9.1.6 Any acting appointment does not guarantee permanent appointment to that particular position.

10. Required skills and expertise

- 10.1 The skills of the individual considered for the acting position must meet the requirements reflected in the competency profile related to the position. This ensures that the objectives in the IDP and SDBIP can be met

11. Conflict of business and other interests

- 11.1 Individuals considered for acting positions should declare any conflict of business and other related interests that must be considered before the acting appointment is finalised.
- 11.2 Appointment of individuals that have conflict of business or other related interests must be avoided

12. Recourse on application

- 12.1 If there is any grievance that may arise with regard to the application of this policy, it shall be handled in terms of the grievance procedure of the Ray Nkonyeni Municipality

13. Equality statement

- 13.1 In applying the policy, Council will have a due regard for the need to eliminate unlawful discrimination, promote equality of opportunity and provide for good relations between people from diverse groups. In particular on the grounds of the following characteristics protected by the Equality Act (2010): age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race religion or belief, sexual orientation. In addition to offending background, trade union membership or any other personal characteristics

**RAY NKONYENI MUNICIPALITY
CORPORATE SERVICES DEPARTMENT**

Human Resources Policy

CELLULAR PHONE ALLOWANCE POLICY

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1. PURPOSE

- 1.1 The purpose of this Cellular Phone Allowance Policy is to:
 - 1.1.1 provide uniform guidelines regarding the processes, applications, management and the allocation of cellular phone allowances;
 - 1.1.2 provide fair criteria for the allocation of cellular phone allowances to users in the RAY NKONYENI MUNICIPALITY;
 - 1.1.3 prescribe the standardized documentation needed for cellular phone allowance applications;
 - 1.1.4 revoke all previous cellular phone policies.

2. SCOPE OF APPLICATION

- 2.1 This policy shall apply to all employees of Ray Nkonyeni Municipality with the exception of the Municipal Manager and Managers reporting directly to Municipal Manager.
- 2.2 This policy does not apply to employees who occasionally require the cost of business usage of a personal cellular phone to be reimbursed.
- 2.3 The Policy includes the following:
 - 2.3.1 Guidelines on the management of cellular phone allowance
 - 2.3.2 Criteria for the fair and justified allocation of cellular phone reimbursements.

3. PREAMBLE

- 3.1 The RAY NKONYENI MUNICIPALITY strives to achieve best practice policies and procedures for managing the administration of the cellular phone allowance of the Municipality. To enable and enhance the productivity of the municipality's departments, it is critical to make use of the latest means of communication technology. Based on this, a cellular phone allowance is allocated to officials to promote the sound business principles of the municipality.
- 3.2 The Corporate Services Department (HR Section) shall be responsible for ensuring the equitable application of this policy.
- 3.3 This policy will not apply retrospectively.
- 3.4 Implementation will be on the 1st day following the month of approval.

4. OBJECTIVES AND FOUNDATIONAL PRINCIPLES

- 4.1 As an organisation RAY NKONYENI MUNICIPALITY is committed to ensure that the strategic and operational objectives of the organisation are met, and RAY NKONYENI MUNICIPALITY will therefore empower its officials with the best available operating tools to perform their laid down responsibilities effectively and efficiently with the intention to promote service excellence to the community.

5. DEFINITION OF TERMS

In this policy, unless the context indicates otherwise the following words or terms

“**CFO**” means the Chief Financial Officer of the Treasury Department.

“**Municipal Manager**” means a person appointed by the municipality in terms of section 54 of the Municipal Structures Act and who is the Head of Administration and the Accounting Officer for the Municipality.

“**Employee**” means any person, excluding an independent contractor, who works for the Ray Nkonyeni Municipality and who receives, or is entitled to receive any remuneration.

“**Employer**” means the Ray Nkonyeni Municipality.

“**User**” means an employee who receives a cellular phone allowance according to the criteria as set out in this Cellular Phone Allowance Policy.

“**Allowance**” means Cellular Phone Allowance.

6. LEGAL FRAMEWORK

This policy and its application must be in accordance with the following legislative prescripts:

- 6.1 Municipal Structures Act (117/ 1998).
- 6.2 Municipal Systems Act (32/ 2000).
- 6.3 Basic Conditions of Employment Act (75/ 1997).
- 6.4 Municipal Finance Management Act (56 /2003)
- 6.5 RAY NKONYENI MUNICIPALITY Supply Chain Management Policy
- 6.6 All relevant Collective Agreements.

7. CONTENTS

7.1 CELLULAR PHONE ALLOWANCE POLICY AND DELEGATED POWERS

7.1.1 Delegated powers are assigned to the Municipal Manager to approve cellular phone allowance applications after applying his/her mind to the Memorandum submitted for such request by the relevant Head of Department.

8. RECOURSE ON APPLICATION

8.1 If there is any grievance, dispute or cancellation option that may arise regarding the application of this policy, it shall be handled in terms of the grievance procedure of the Ray Nkonyeni Municipality.

9. PRECEDING POLICIES RESCINDED

9.1 All previous policies in respect of this subject are RESCINDED and REPLACED upon adoption of this policy.

10. CRITERIA FOR THE ALLOCATION OF CELLULAR PHONE ALLOWANCES

10.2.1 Any employee can only be included in the scope of the Cellular Phone Allowance Policy after the approval of such request by the Municipal Manager.

10.2.2 The following requirements should be adhered to in order to qualify for the allocation of a cellular phone allowance:

- The functions of the job description must clearly require/ demand the use of a cellular phone.
- Sufficient funds must be available on the budget.

- The use of alternative communication methods such as telephone lines, two way radios and pagers are either impractical or insufficient.
- The user should not be office bound as indicated by the functions on the job description.
- The user must utilize his / her private cellular phone.

11. GENERAL CONDITIONS

- 11.1 A cellular phone allowance is allocated to a specific post and cannot be transferred to another post. Should the beneficiary of this allowance voluntarily be transferred, appointed or promoted to another position a new application to the Municipal Manager for the continuation of such benefit should be made.
- 11.2 When a user resigns or his contract is terminated, the cellular phone allowance is terminated forthwith.
- 11.3 The department that requested a cellular phone allowance is responsible to ensure that it is correctly issued and utilized and that sufficient funds are provided on the departmental budget.

12. CAR-KITS

- 12.1 Car-kit installation is optional and for the user's own account except where the car-kit is required in the opinion of the Municipal Manager.
- 12.2 The RAY NKONYENI MUNICIPALITY will not be held liable for any damages and / or injuries caused by accidents or traffic fines which are directly or indirectly the result of the use of a cellular phone whilst driving a motor vehicle.

13. HEALTH RISKS

- 13.1 The RAY NKONYENI MUNICIPALITY is not liable for any health-related issues with regard to the use of cellular phones.
- 13.2 Users must adhere to all safety precautions at all times e.g. Use of cellular phone at petrol filling station, etc

14. CELLULAR PHONE ALLOWANCES

- 14.1 The fixed monthly allowance for employees at Task Grade 14 and above is capped at R500 per month.
- 14.2 The fixed monthly allowance for employees below the Task Grade 14 may not exceed R350 (three hundred and fifty rands) per month.
- 14.3 All the above-mentioned allowances are VAT inclusive.
- 14.4 The allowance shall be paid with the user's salary and shall be subject to tax in terms of SARS PAYE.
- 14.5 Requests for higher allowances:
Where the need exists for a higher cellular phone allowance, a motivated request from the user must be forwarded to Municipal Manager with comments from the relevant Head of Department.
- 14.5 **Transfers / Secondments**
 - 14.5.1 The normal application process will be followed if the post the employee is moving to does qualify for a cellular allowance (in the case whereby the employee is not receiving an allowance at the time of the move).
 - 14.5.2 If the employee is receiving a cellular phone allowance and the new post qualifies for an allowance, then the allowance will continue as normal.
 - 14.5.3 If the employee is transferred at his/her own instance and the new post does not qualify for an allowance, then the allowance will be terminated on the date that the employee occupies the new post but where the employee is transferred at the instance of the employer, the employer shall continue receiving the allowance.

14.5.4 In respect of Secondment, whereby a cellular phone allowance is approved, it will be for the fixed period of secondment to that post.

14.6 **Maternity Leave**

The allowance will continue whilst on maternity leave.

14.7 **Suspension**

The allowance will continue for the period that an employee is on precautionary suspension.

15. AUTHORITY TO APPROVE

15.1 The Memorandum submitted for approval must be signed by the Head of Department concerned and approved by the Municipal Manager.

15.2 The Municipal Manager will have the authority to approve or reject applications for cellular phone allowances.

15.3 The CFO will have the authority to refer applications back to the department if sufficient funds are not available.

16. WITHDRAWAL OF CELLULAR PHONES ALLOWANCES

16.1 The Municipal Manager can revoke a cellular phone allowance if the relevant Head of Department or Municipal Manager is of the opinion that no further need exists for the continued use of an approved cellular phone allowance in respect of a specific post.

16.2 The CFO must be notified in writing of any withdrawal of a cellular phone allowance.

17. EFFECTIVE DATE

This policy shall be effective from the date of approval by the Council.



HUMAN RESOURCES

EXIT MANAGEMENT POLICY

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1. PURPOSE

The policy ensures that all matters between the Municipality and the employee are suitably finalised when the employee's employment comes to an end. These procedures are to be followed whenever employees cease employment with the Municipality. The policy aims to achieve the following outcomes:

- All the relevant role players are informed of the procedures which follow the decision to terminate employment.
- HR management receives timely and complete advice which enables the efficient processing of the termination of employment and the accurate calculation of termination payments.
- Employees leaving the Municipality have the opportunity to provide feedback on the nature of their work and the organisation.
- Procedures are put in place to review this feedback and consider its implications for municipal policies and procedures.
- Managers have more effective control over management resources.
- Access to municipal systems and resources is controlled more effectively; and
- Employees leaving the Municipality are informed of and formally acknowledge their on-going obligations with regard to confidentiality and intellectual property rights.

2. POLICY OBJECTIVE AND SCOPE OF APPLICATION

The following objectives of this policy applies to all situations where an employment contract between an employee and the Municipality are ended and includes the termination of employment through resignation, retirement, the completion of contract employment, permanent transfer to another government department /agency, or dismissal.

- To enable improved management of municipal systems and resources.
- To enable the Municipality to benefit from employee feedback.
- To improve the efficiency of the process of terminating employment.
- To ensure that all municipal equipment is returned and all financial obligations to the Municipality has been paid.
- To ensure that all outstanding payments due to the employee are appropriately calculated.
- To ensure that the employee has delivered all outstanding deliverables assigned on the due dates.

3. DEFINITION OF TERMS

In this policy, unless the context indicates otherwise, the following words or terms are applicable to this policy:

“Municipal Manager” means a person appointed by the municipality in terms of section 82 of the Municipal Structures Act and who is the Head of Administration and also the Accounting Officer for the Municipality.

“Employee” means any person, excluding an independent contractor, who works for the Ray Nkonyeni Municipality and who receives, or is entitled to receive any remuneration.

“Employer” means the Ray Nkonyeni Municipality.

“Resignation” – a formal notification of leaving a paid or unpaid job.

“Interview” - a meeting during which somebody is asked questions, e.g. by a prospective employer.

“Record of Interview” - a transcript, report on, or recording of an interview.

“Notification” - to announce or report something officially, or make something officially known.

4. LEGISLATIVE FRAMEWORK

The following are applicable to this policy and where the content of the policy are misaligned the legislative prescript will prevail:

- The Basic Conditions of Employment Act, 1997 (Act No.75 of1997)
- Compensation for Occupational Injuries and Diseases Amendment Act [Act 130 of 1993]
- Local Government: Disciplinary Regulations for Senior Managers, (Government Notice No. 344), as published in Government Gazette No. 34213.

5. POLICY TARGET AUDIENCE

This policy applies to all individuals employed by the Municipality and relevant supervisors.

6. GENERAL PROVISIONS

The following section provides elements required for a successful exit management process.

6.1 Resignation Notification

Employees are required to provide timely and appropriate written advice of their intent to terminate employment with the Municipality according to the conditions of employment specified in the acts, regulations and their employment contract.

Where a person's employment is to be terminated for any other reason, for example death or dismissal, the HR section needs to be notified because of the relevant implications for the effective management of these procedures.

6.2 HR Management

All processes related to the termination of service should be managed by the HR section who should also be the custodians of relevant records on completion of the processes. HR section should interact with all role players in the process and have a process in place to validate the information captured on the relevant forms by them.

6.3 Resignation Clearance Forms

Upon receiving a notification that an employee's service will come to an end, HR should provide a clearance checklist to the employee. HR should develop and maintain the clearance form.

The clearance form should list the relevant task that must be completed, who's responsibility it is and a task signoff area against each task to capture the signature of the relevant official, indicating that the task has been completed. The form should indicate the responsibility of each party.

The employee must collect all the required signatures from the relevant officials indicating that there are no outstanding matters. In the event of death or that of an employee whom is being dismissed, the supervisor shall ensure that the clearance form is completed.

The checklist also serves as a notification to the relevant official that the employee's service is being terminated.

6.4 Notification to Treasury

HR should notify the Treasury department of the termination of employment and obtain assurance that all outstanding claims have been processed. Information regarding any un-processed claims must be obtained and used during the final salary reconciliation.

6.5 Notification to Information Technology

HR should notify the Manager of the IT section of the termination of employment and obtain assurance that all IT equipment issued and assigned to the employee has been returned, and that the municipal data are returned.

6.6 Network and Hard Drive Files

The Manager of the IT section is to ensure that the employee's work and personal files are to be copied, moved and/or deleted as appropriate. Care needs to be taken that any required municipal files and records are retained and remain accessible. Files to check include:

- e-mail;
- shared, group and/or personal drives; and
- hard drives.

Emails received and replied to should be forwarded automatically to the supervisor for the remainder of the employee tenure.

Employee access Control to IT Infrastructure must be limited to read and view only and right to delete must be removed.

A suitable final date for access to IT infrastructure should be determined on a case by case basis and agreed upon by the Supervisor, Manager of IT and Manager of HR.

6.7 Security and Access

The following items must be returned upon receiving the notice of termination:

- access security card(s), swipe card(s) and/or keys;
- Municipal name tag(s)/badge(s); and
- office, cabinet and/or safe keys.

6.8 Official Vehicle

The supervisor is required to ensure that all access to government vehicles is cancelled, paperwork is up-to-date, outstanding claims are lodged and reimbursements made. For example this includes the return of:

- all car keys and remotes;
- Owner's manual;
- service log book;

- Travelling log; etc.
- Approved Vehicle Inspection report.

6.9 Notification to Supervisor

Upon the receipt of an employment termination notification HR should inform the supervisor and head of the relevant department accordingly.

Control processes linked to the employee's responsibility must be reassigned.

The supervisor should make a recommendation on the actions required on any outstanding deliverables and or work in progress.

The supervisor is required to arrange for any departmental / sectional files held by the employee to be returned and filed appropriately. Any electronic files held by the employee that include municipal business-critical information are to be copied and/or made accessible on the appropriate network(s).

6.10 Reconcile Leave Register

Upon receipt of the employee's resignation HR should reconcile the outstanding leave records of the employee to determine the leave balance.

6.11 Delegations Signature Authorisations

The employee's delegated authority must be terminated timely and aligned accordingly.

6.12 Other Departmental Resources

The Manager is responsible for arranging the return or appropriate reimbursement for any other departmental resources issued or loaned to the employee. For example:

- credit card(s)
- library resources and loans;
- manuals, curriculum, policy and procedural documents;
- teaching materials, team resources and/or text books.

6.13 Office and Home Office Equipment

The HR section is required to arrange for all office and home office equipment to be returned. For example:

- mobile phone and/or pager;
- home office equipment

6.14 Final Salary calculations

Treasury should calculate the final salary and should include the following items as part of the final calculation;

- Reconciliation of all third party deduction.
- Outstanding reimbursements.
- Final Income Tax deduction.
- Reconciliation of medical benefit contribution.
- Reconciliation of retirement benefit contribution.
- Any deductions relating to lost equipment, assets assigned to the employee or other outstanding financial obligations the employee might have towards the Municipality.

6.5 Exit Interview

It is important to ensure that employees leaving the department have the opportunity to provide feedback on the nature of their work and the organisation, either through a written Exit Report or a face-to-face Exit Interview, which must take place before the last day of employment and be performed by HR.

This will enable the Municipality to have more effective control over resources and ensure that exiting employees are informed of and formally acknowledge their on-going obligations with regard to confidentiality and intellectual property rights.

Feedback received via either of these methods must be reviewed and considered in relation to departmental policies and procedures.

6.16 Exit Report / Interview (ANNEXURE "A")

The HR Manager is to provide each employee who is leaving the Municipality with the Employee Exit Report that will be discussed during the Exit interview. The employee is to be invited to complete the report and present it during the exit interview. Any reports completed by employees are to be kept by HR to determine if further action requires escalation to the appropriate management level.

The HR Manager will conduct the exit interview.

6.17 Ongoing Obligation

Employees leaving the Municipality are informed of and formally acknowledge their on-going obligations with regard to confidentiality and intellectual property rights.

6.18 Employee Clearance Checklist (ANNEXURE “C”)

The employee will complete the official clearance checklist of the municipality and will obtain the relevant signatures from the departmental official that indicates that the resignation is acknowledged and that there are no outstanding matters between the employees and the various departments.

7. EMPLOYEE EXIT REPORT (ANNEXURE “A”)

This report is designed to provide employees leaving the Municipality with an opportunity to give feedback which may assist in the future management of staff, the conditions of employment and the provision of satisfying and meaningful work in a safe and equitable work environment. It may be completed in isolation or in association with an exit interview. All reports are reviewed to determine if follow up action is required.

8. CERTIFICATE OF SERVICE (ANNEXURE “B”)

A Certificate of Service will be handed over to all employees exiting the municipality.



EXIT INTERVIEW

STRICTLY CONFIDENTIAL

EMPLOYEE EXIT INTERVIEW

As an employer, RNM is committed to a positive work environment and strives to be an employer of choice to its employees. The Exit Interview report provides a valuable source of information to measure our success in reaching this goal.

The data obtained from these interviews will be used to enhance our recruitment and retention efforts, and to assess the overall quality of work life at RNM. Your responses are confidential to the Human Resources Section. When appropriate, information in aggregate form only may be shared with management.

A. DATA SHEET

HEADING	DETAILS
Surname	
First Names	
Department	
Section	
Manager / Supervisor	
Job Level	

B. REASONS FOR TERMINATION (FOR CAPTURING ON HRIS)

REASON	X	COMMENTS
Contract End		
Resignation – Contract appointment within RNM		
Resignation – Poor Management		
Resignation – Dissatisfaction with Benefits		
Resignation – Dissatisfaction with Salary		
Resignation – Family problems / Personal Reasons		
Resignation – Immigration		
Resignation – Insufficient Equipment / Office Furniture / Amenities		
Resignation – Lack of Opportunity		
Resignation – No Job Satisfaction		
Resignation – Promotional Appointment / Job Opportunity Outside		
Resignation – Unhappiness in Section or Supervisor		
Resignation – Unhappiness with Colleagues		
Resignation – Working Conditions		
Resignation – Workload		
Resignation – Re-location		
Resignation – Ill Health		
Resignation – Organization Culture		
Resignation – Discrimination / Intimidation		
Resignation – Sexual Harassment / Victimization		
Resignation – Lack of training / Skills Development		
Resignation – Unresolved Grievance		
Resignation – Leadership (Political, Strategic or Other)		
Resignation - Other		
Retirement – Compulsory		
Retirement – Voluntary		
Retirement – Ill Health		
Retrenchment – Voluntary / Compulsory		

What are your primary reasons for leaving RNM?

If we may ask – which company will you be leaving RNM for?

C. ORGANISATIONAL CULTURE

PLEASE INDICATE HOW YOU FEEL ABOUT THE FOLLOWING STATEMENTS BY CIRCLING THE NUMBER APPLICABLE TO YOUR POSITION AT RNM:

ORGANISATIONAL CLIMATE		EXTREMELY POOR	POOR	AVERAGE	GOOD	EXCELLENT
1	Your work experience at RNM	1	2	3	4	5
2	Communication of RNM's business plan and objectives to all employees	1	2	3	4	5
3	Your department's communication with employees (e.g. staff meetings; clear & understandable objectives)	1	2	3	4	5
4	The availability of senior and top management for all employees to approach and communicate with	1	2	3	4	5
5	Your own participation in making job related decisions (e.g. workload; performance contracts)	1	2	3	4	5
6	Consistent application of policies and procedures	1	2	3	4	5
7	RNM's ability to provide opportunities for training and development	1	2	3	4	5
8	RNM's ability to deal fairly with staff	1	2	3	4	5
9	The communication to all employees on RNM's mission and vision	1	2	3	4	5
10	Participation of Management (e.g. quality; visible; management by walking)	1	2	3	4	5
11	The ability of the organization to work as a team	1	2	3	4	5

D. RELATIONSHIPS

PLEASE INDICATE HOW YOU FEEL ABOUT THE FOLLOWING STATEMENTS BY CIRCILING THE NUMBER APPLICABLE TO YOUR POSITION AT RNM:

RELATIONSHIPS		EXTREMELY POOR	POOR	AVERAGE	GOOD	EXCELLENT
1	Your relationship with your immediate superior	1	2	3	4	5
2	People Management skills displayed by your immediate superior	1	2	3	4	5
3	General Management skills displayed by your immediate superior	1	2	3	4	5
4	Your relationship with your colleagues	1	2	3	4	5
5	Accessibility of manager one level above your immediate superior	1	2	3	4	5
6	Overall leadership quality of RNM	1	2	3	4	5
7	Overall leadership quality of your division	1	2	3	4	5
8	Overall leadership quality of your department	1	2	3	4	5
9	Overall leadership quality of your line manager	1	2	3	4	5

E. TRAINING AND PERSONAL DEVELOPMENT

PLEASE COMPLETE THE FOLLOWING QUESTIONS REGARDING YOUR CHOICE TO RESIGN FROM RNM:

TRAINING & PERSONAL DEVELOPMENT		YES	No	N/A
1	Did you have the need for further development?			
2	Did you have the opportunity for further development?			
3	Did you have the necessary knowledge and skills to perform your job properly?			
4	Were you coached/mentored?			
5	Did you have a Personal Development Plan?			
6	Did you accomplish what was set out in your Personal Development Plan?			
7	Were you aware of training opportunities, internally and externally?			
8	Was there enough support for career advancement in your area?			
9	Were you aware of bursaries offered by RNM?			

F. JOB CONTENT AND SATISFACTION

PLEASE COMPLETE THE FOLLOWING QUESTIONS REGARDING YOUR CHOICE TO RESIGN FROM RNM:

JOB CONTENT AND SATISFACTION		YES	NO	N/A
1	Did you have a job description?			
2	Did you have a Performance Contract?			
3	Did you clearly understand what was expected of you with regard to your job?			
4	Were you satisfied with the nature of your work/job?			
5	Was the job, in general challenging?			
6	Did you feel overworked?			
7	Were there any career prospects in your current position?			
8	Would you recommend employment at RNM to a friend?			
9	Would you work for RNM again in the future?			
10	Would you work in the same department that you are leaving?			

G. PHYSICAL WORKING CONDITIONS

PLEASE COMPLETE THE FOLLOWING QUESTIONS REGARDING YOUR CHOICE TO RESIGN FROM RNM:

JOB CONTENT AND SATISFACTION		YES	No	N/A
1	Did you have the necessary equipment to do your work?			
2	Did you experience any problems regarding the physical working conditions, e.g. safety; noise; light; etc.			

GENERAL QUESTIONS

Do you believe you were fairly paid, according to your skills, experience and qualifications?

Were all your benefit expectations met? If not, what were your expectations?

What are your perceptions on Employment Equity and its impact on your job at RNM?

Please give an indication of your general views about RNM

I understand that the information contained in the exit interview will remain confidential but may be used to improve the working environment where necessary.

Date of Exit Interview	
Interviewer's Name	
Interviewer's Signature	
Interviewee's Signature	



RAY NKONYENI MUNICIPALITY

P O BOX 5, Port Shepstone, 4240

Tel: 039 688 2000

Fax: 039 682 0327

Email: hrofficer@rnm.gov.za

CERTIFICATE OF SERVICE

I, _____ (**Human Resource Officer**)

of

RAY NKONYENI MUNICIPALITY
(10 Connor Street, Port Shepstone)

declare that

MR / MS _____

ID: _____

was employed

from _____ to _____

as

_____ **DESIGNATION** _____

REASON FOR EXIT : _____

CONDUCT : _____

This employee is currently earning per Annum excluding benefits:

R _____ (**___ RAND VALUE IN WORDS ___**)

Employer's signature

Date

EMPLOYEE CLEARANCE FORM

NAME	
DESIGNATION	
DEPT / SECTION	
APPOINTMENT DATE	
TERMINATION DATE	
SUPERVISOR	

CLEARANCE FROM SUPERVISOR / MANAGER / DEPARTMENT HEAD

NO.	LIST OF ACTIVITIES	STATUS (PENDING / COMPLETED)

ACTIVITY	NAME	SIGNATURE	DATE
Employee			
Handing over done to			
Supervisor			
HOD			

CLEARANCE FROM HUMAN RESOURCE

ACTIVITY	NAME		SIGNATURE	DATE
	Y	N		
Resignation letter received				
Long service calculated				
Leave balance calculated				
Pro-rata bonus paid				
Pension documents completed				
Name tags collected				
Office keys collected				
Group scheme documents				
Insurance documents				
Telephone access restricted				

CLEARANCE FROM TREASURY

ACTIVITY			NAME	SIGNATURE	DATE
	Y	N			
Latest claims paid					
Leave balance paid					
Pro-rata bonus paid					

CLEARANCE FROM IT

NO	LIST OF ITEMS	STATUS (RETURNED / NOT RETURNED)		
1	ASSETS (LAPTOP etc.)		YES	NO
2	ERP / CRM ACCESS	DISABLED		
3	INTERNET ACCESS	DISABLED		
4	E-MAIL ACCESS	DISABLED		
5	OTHER	DISABLED		

CLEARANCE FROM FLEET

NO	LIST OF ITEMS	STATUS (RETURNED / NOT RETURNED)
1	ASSETS (Vehicles etc.)	
2	Travel Log Sheets	
3	Petrol Card	
4	Keys / Spare Keys	
5	Service Books	
6	Vehicle Inspection Report	
7	OTHER	

Date	
Employee's Name	
Employee's Signature	
HR Official Name	
HR Official Signature	



HUMAN RESOURCE DEVELOPMENT POLICY

HUMAN RESOURCE DEVELOPMENT POLICY

1 |



1. PURPOSE

The primary purpose of this policy is to provide guidelines and framework for the development and training of employees within the Ray Nkonyeni Municipality. It also aims to enhance employees' developmental opportunities and ensure alignment within parameters of the Integrated Development Plan (IDP) and Human Resources Development Policy in keeping with legislations

2. APPLICABILITY

This policy is applicable to all employees, and Interns/in-service training students in the Municipality. Short-term Contract employees may be afforded an opportunity to attend in-house training programs that will enhance their employability and employees on a fixed term contract will be dealt with in the same manner as permanent employees.

3. DEFINITIONS

- 3.1 **“Formal development and training interventions”** relate to structured programs that are aligned to the National Qualifications Framework and the credits thereof lead to a formal qualification.
- 3.2 **“Informal development and training interventions”** relate to short courses that are geared towards addressing a specific need and are not linked to the National Qualifications Framework.
- 3.3 **“Threshold”**. Indicates the total amount allocated to formal studies, which is determined annually depending on the availability of funds.
- 3.4 **“Short course”**—short course is something you can study for anything from a few hours to a year. A type of short learning programme through which a learner may or may not be awarded credits, depending on the purpose of the programme.
- 3.5 **“General induction”** relates to a session held to introduce new employees to the mission, vision and strategic goals of the Municipality, as well as the objectives of the various programs in the Municipality.

- 3.6 “**Component specific induction**” refers to an induction conducted by the supervisor of an employee by introducing an employee to the program in general and the role of the individual in particular.
- 3.7 “**Human Resource Induction**” refers to the first day induction of an employee into the Municipality usually conducted by Human Resource Department.
- 3.8 “**Permanent Employees**” refers to employees appointed on permanent basis in the establishment.
- 3.9 “**Short term Contract employees**” refers to employees appointed on contract to perform a particular function for a period between one to twelve months.
- 3.10 “**Fixed term contract employees**” relates to employees appointed on a fixed term contract for a period exceeding 12 months e.g. section 57 employees appointed in terms of Municipal Systems Act of 2000.
- 3.11 “**Workplace Skills Plan**” relates to a plan submitted to a Sector Education and Training Authority that indicates the development and training needs for the Municipality according to age, race, gender, and occupational level. It also envisages as to how the Municipality is going to undertake training and development for the specific financial year.
- 3.12 “**Personal Development Plan**” indicates developmental needs identified by employees with their supervisors during the development of the employee’s performance agreement.
- 3.13 “**National Qualifications Framework**” refers to a National Qualifications Framework which is an integrated framework that comprises of registered standards, units, and qualifications at different levels of education and training.
- 3.14 “**Outcome (results)**” refers to contractually demonstration of end product/s of the learning process, in other words, what the learner is able to do.
- 3.15 “**Training Program**” refers to a detailed program aimed at addressing weaknesses, which include a wide range of activities from formal courses to structured work experiences.
- 3.16 “**Skills Development Act**” means the Skills Development Act No. 97 of 1998.

- 3.17 **“Employment Equity Act”** means the Employment Equity Act No. 55 of 1998.
- 3.18 **“Integrated Development Plan”** means the Ray Nkonyeni Municipality strategic plan as adopted by Council.
- 3.19 **“Employee/Staff”** refers to the person/s employed by Ray Nkonyeni Municipal Council.
- 3.20 **“Councilors”** refers to the political structure or any committee or collective structure of a municipality elected, designated, or appointed in terms of a specific provision of the Municipal Structures Act of 1998.
- 3.21 **“Budget”** relates to adopted allocation for training and development approved by council.
- 3.22 **“Training booking”** is when arrangements are made for employees or councilors, or any other body as approved by the Municipal Manager.
- 3.23 **“Data base”** is the list of accredited training service providers belonging outside of the municipality i.e., external training provider.
- 3.24 **“Accreditation”** relates to the approval of every training and development service provider by SETA by issuing him or her certificate of approval to conduct training.
- 3.26 **“RNM” “Municipality”** refers to Ray Nkonyeni Municipality.
- 3.27 **“ETD”** refers to Education, Training and Development
- 3.28 **“Council”** means the Ray Nkonyeni municipality and includes any duly constituted committee thereof and any official to whom any authority or power hereunder has been lawfully delegated.
- 3.29 **“Course”** means any single subject/module in respect of which financial assistance is sought to study at a credible institution.
- 3.30 **“Financial assistance”** includes any amount paid to or on behalf of a Councillor / employee by the council for compulsory registration, tuition, laboratory or examination fees in respect of a course as well as amounts paid in respect of salary whilst a Councillor / employee attends lectures / classes during working hours.

- 3.31 **“Institution”** means any credible education institution and includes any university, University of Technology, professional body, or other organization which offers a course, and which is recognized as an examining authority in respect of such course by the director corporate services.
- 3.32 **“Municipal Manager”** means the Head of the Ray Nkonyeni Municipality
- 3.33 **“Application”** means the standard application form annexed to and forming part of these rules
- 3.34 **“Training Committee”** A Training committee is a forum established & convened by the employer to consult employees on skills development matters. It must have an equal number of managers and representative of staff. It must comprise of senior manager, integrated development planning manager, human resources manager, individual and institutional performance managers, Presentative of staff must include presentative of the registered trade union recognized by the municipality.

4. PRINCIPLES

- 4.1 Immediate Benefits: Preference for training and development interventions shall be given to programs that will enhance the ability of the Municipality to deliver on its Integrated Development Plan (IDP).
- 4.2 Equity and empowerment: Development and training initiatives shall be aligned with the broader plans and programs aimed at improving equity and empowerment of the designated groups.
- 4.3 Consultation and participation: Active participation of all employees should be encouraged to ensure effective implementation of the development and training strategy.
- 4.4 Lifelong learning: Training interventions will be linked to the National Qualifications Framework (NQF) in ways that promote lifelong learning and the development of portable skills and competencies.
- 4.5 Learning organizations: Training interventions will be promoted in ways which enable the Municipality to become a learning organization i.e., capable of continuous development and adaptation through the creative integration of learning with work at all levels.

5. POLICY OBJECTIVES

- 5.1 To capacitate or develop all employees.
- 5.2 To develop and provide capacity building programs for self-development and career-pathing.
- 5.3 To be able to comply with Skills Development Act so as to be able to compile Workplace Skills Plan and Employment Equity Plans.
- 5.4 To endeavor to manage the training and development annual budget.
- 5.5 To keep strict control measures with regard to attendance and bookings at training, seminars, workshops and conferences.
- 5.6 To ascertain the accreditation in accordance with LGSETA of all training and development service providers.

6. TRAINING SERVICE PROVIDERS

- 6.1 Only accredited service provider will be used.

7. TRAINING COMMITTEE

- 7.1 Training committee must consult and make recommendations to the municipal council on:
 - 7.1.1 proposed improvements to skills audit processes
 - 7.1.2 findings and priorities emerging from the skills audit presented by management
 - 7.1.3 the draft workplace skills plan
 - 7.1.4 management's regular skills development report
 - 7.1.5 skills development policies of the municipalities.

8. HUMAN RESOURCES DEVELOPMENT PROCESS

8.1 HUMAN RESOURCES DEVELOPMENT NEEDS ANALYSIS

- 8.1.1 All development and training interventions shall be based on an objective and systematic needs analysis to identify gaps between the current and the desired situation. The process must be linked to the Municipality goals. Needs analysis shall be done on a continuous basis and be integrated into other human resources processes such as the performance management and development systems. Councilors enroll for short courses in line with their Personal Development Plans (PDP).

- 8.1.2 An employee who is funded for a formal program shall be required to submit his/her results to SDF/HR Manager at the end of the semester/ academic year.
- 8.1.3 A beneficiary of this programme shall be required to serve the municipality for the minimum of two years, upon completion of the course.
- 8.1.4 Training needs shall be identified:
- a) at the beginning of the performance cycle through development of personal development plans.
 - b) on a continuous basis by the supervisor in consultation with the employee; and
 - c) when a new employee joins the department; and
 - d) when new changes are being implemented by the Municipality.
 - e) skills Audit for Councillors is conducted to determine the training needs for all councillors.

8.2 COMPETENCY BASED APPROACH TO TRAINING

- 8.2.1 Competence means the blend of knowledge, skills, behavior and aptitude that a person can apply in the work environment, which indicates a person's ability to meet the requirements of a specific post. Departments/Units shall identify competencies required for each position, which should be used for needs assessment and development.
- 8.2.2 All development and training interventions should have clear objectives and measurable outcomes. Feedback emanating from the performance assessment will form part of the personal development plans of employees.

9. OPERATIONAL TRAINING PLANS

- 9.1 Development and training needs emanating from personal development plans will be consolidated into a training plan that forms the basis for developing a Municipal Workplace Skills Plan.
- 9.2 All development and training activities undertaken should be based on the needs identified in the Personal Development Plans and agreed upon with the manager.

10. INFORMAL TRAINING INTERVENTIONS

10.1 HUMAN RESOURCES DEVELOPMENT INTERVENTIONS OFFERED WITHIN THE PROVINCE OF KWAZULU-NATAL

10.1.1 The following types of HUMAN RESOURCES DEVELOPMENT interventions will be considered:

- (a) Short courses
- (b) Workshops/ Trainings
- (c) Formal programs

10.1.2 The criteria for attendance to development and training initiatives shall be as follows:

- (a) The need for the interventions should have been discussed with the with the relevant Head of Department
- (b) The program shall be relevant to the operations of the Municipality
- (c) Only programs that are claimable from Skills Levies will be paid from the Training Budget.

10.2 HUMAN RESOURCES DEVELOPMENT INTERVENTIONS OFFERED OUTSIDE THE PROVINCE OF KWAZULU-NATAL

10.2.1 Types of development and training initiatives outside KwaZulu-Natal, selection criteria for attendance shall be as follows:

- (a) Short courses (a maximum of one calendar month).
- (b) Workshops/trainings
- (c) Formal programs

10.2.2 The selection criteria for attendance to development and training interventions outside KwaZulu-Natal shall be as follows:

- (a) The program cannot be offered locally and extremely necessary for the employee to perform his or her duties.
- (b) The training need shall be part of the workplace skills plan
- (c) Only courses/ programs that are claimable from Skills Levies will be paid from the Training- segment

11. TRAINING/ TRAINING BUDGET

11.1 The Municipality training/ workshop budget shall cover the following things:

- a) Tuition fees
- b) Accommodation including meals.
- c) Any other additional expenses shall be covered by the applicant; and
- d) Travelling will be paid for from Training and Development travel segment.

12. REPAYMENT

12.1 Where a councillor / employee terminates his employment with the council or absconds therefrom or is given notice or termination of employment as a result of his/her misconduct, dereliction of duty or insubordinations, the full amount paid to him/ her or on his or her behalf by the council in respect of such course/s shall be deducted from any monies due to him by council.

12.2 where a councilor /employee upon completion of the course fails to remain in the employment of the council for a period equivalent to the duration of the course, the full amount paid to him/her or on his or her behalf by the council in respect of such course/s shall be deducted from any monies due to him by council

12.3 An employee who fails to complete the course/ programme shall be required to reimburse the municipality all the monies paid towards his/ her studies.

12.4 A failed module/paper shall not be funded by the municipality, the employee shall be required to pay from his/her own funds.

12. TUITION ASSISTANCE

Ray Nkonyeni Municipality is committed to ensuring that personal development and growth of it's employees are maintained in a sustainable manner to achieve effective and efficient service delivery. This goal is to be achieved by providing financial assistance in the form of Tuition Assistance for the purpose of part-time studies at accredited and registered educational institutions, which offer course/s approved by Council.

This policy shall apply to all permanently employed and section 54/6 of Ray Nkonyeni Municipality excluding fixed terms, interns, and in-service training

12.1 TUITION ASSISTANCE OBJECTIVES:

The objectives of this policy are:

- a. to create a learning organisation where further learning is encouraged.
- b. to encourage and support employees who intend pursuing learning at accredited tertiary institutions in order to obtain qualifications in areas which are in line with Ray Nkonyeni Municipality's core functions.
- c. to support and address the Employment Equity (EE) and Affirmative Action (AA) initiatives of the Municipality as spelled out in the Employment Equity Plan.
- d. to encourage and promote organisational needs-based education

12.2 COMMITTEE RESPONSIBILITY

The Human Resources Development Sub-Committee shall be the responsible committee to consider tuition assistance applications:

12.3 ADMINISTRATION PROCESS

The Human Resources Development office shall ensure that:

- 12.3.1 The Human Resources Development Sub-Committee shall be responsible for the assessment of applications and recommend to Municipal Manager for approval thereof
- 12.3.2 the Municipal Manager or his authorized representative may upon receipt of recommendations from Human Resources Sub-Committee approve the financial assistance in respect of a course/s to be undertaken by employee to enable him/her to improve his/her qualifications from an accredited and registered educational institution
- 12.3.3 All applicants are informed of the outcomes of their applications on or before the 31st January.
- 12.3.4 All successful applicants must sign the Contractual Binding Forms for Tuition Assistance.
- 12.3.5 Payments of registration and tuition fees are done directly to the relevant educational institutions upon receipt of proof of registration/acceptance.
- 12.3.6 No refund will be made to a employee for the advance payment s/he made to the institutions

12.4 COURSES OF STUDY

12.4.1 The Human Resources sub-committee shall only recommend Course/s relevant to the operations of the Ray Nkonyeni Municipality.

12.4.2 The approval of such course/s by the Municipal Manager or his authorized representative shall be final and binding upon the Employee who may, however, prior to receiving any financial assistance from the council in respect thereof withdraw his application where he is unwilling to accept any condition or alternative proposal made by the Municipal Manager or his authorized representative.

12.5 FINANCIAL ASSISTANCE

12.5.1 The Financial Assistance to be provided by the Council shall be limited to twenty five thousand rand per application unless a recommendation is made by the Human Resources Development Sub-Committee and approved by the Municipal Manager or his authorized representative.

12.5.2 Financial Assistance shall not include:

- a) Any fees in respect of which approval has not been obtained from the municipal manager or his authorized representative;
- b) Any fees in respect of examinations which the employee is obliged to re-write;
- c) any penalty fees or additional amount charged by an institution whether or not such additional amount of fee is for any reason imposed in the form of a penalty, late entry or similar, and including specifically any fee or amount charged because the Councillor / Employee has failed to obtain the qualification concerned within such period as may be set by the institution;

12.6 ADVERTISEMENT AND APPLICATION PROCESS

12.6.1 An invitation of applications for financial assistance shall be issued on the first working day of November each year via e-mails and notice boards through the Skills Development and Training office to ensure that:

12.6.2 The tuition assistance application forms and policy document shall be made accessible to all departments within the municipality

12.7 SELECTION CRITERIA

In order to qualify for tuition assistance, applicants should:

12.7.1 Submit a fully completed application form in the prescribed format.

12.7.2 Submit proof of admission and fees required from an institution of Higher Learning.

12.7.3 Human Resources Development sub-committee shall only recommend to approve only the applicants that have enrolled in course/s relevant to the operations of the Ray Nkonyeni Municipality.

12.7.4 Priority be given to applicants who wish to enroll for course/s relevant to their line functions.

12.7.5 REPAYMENT

12.7.6 Where an Employee fails any course/s, he/she shall be immediately liable to repay in full the amount paid to him/her or his/her behalf by the council in respect of such course/s, in equal installments over a period that is equivalent to the duration of the course/s.

12.7.7 Where an employee has commenced repayment to the council and desires to simultaneously re-register for the course/s which he/she has failed, the council may pay on his/her behalf any amount required in connection with such re-registration, provided that the council shall not finally have paid more than once in respect of such course to or on behalf of the said Councillor / employee

12.7.8 Where an employee terminates his employment with the council or absconds therefrom or is given notice or termination of employment as a result of his/her misconduct, dereliction of duty or insubordination, the full the amount paid to him/her or on his/her behalf by the council in respect of such course/s shall be deducted from any monies due to him by council.

12.7.9 Where an employee upon completion of the course fails to remain in the employment of the council for a period equivalent to the duration of the course, the full amount paid to him/her or on his/her behalf by the council in respect of such course/s shall be deducted from any monies due to him by council.

12.7.10 Council gives first preference to an employee who has passed the course when considering financial assistance for the following year.

12.10 WAIVER OR REFUND

12.10.1 where an Employee to whom financial assistance has been granted is made redundant, is retrenched or is medically boarded by the council, or dies, the refund of any outstanding amounts in respect of such financial assistance in

terms of these rules shall be waived with effect from the date of redundancy, retrenchment, medical boarding or death, as the case may be.

13. RECOGNITION OF PRIOR LEARNING (RPL)

Recognition of Prior Learning (RPL) is a process through which non-formal learning and informal learning are measured, mediated for recognition across different contexts, and certified against the requirements for credit, access, inclusion or advancement in the formal education and training system, or workplace.

This policy guideline has been formulated to regulate the implementation of RPL within RNM and to ensure that consistent practices and standards are applied in the procedures that are followed.

RNM believes in giving educational and employment opportunities to as many suitable employees/candidates as possible. This is embodied by the principle of promoting equity and access to ETD.

RNM recognizes that employees acquire skills and knowledge through life and career experience, beyond the learning acquired through formal education.

Learning outcomes that have been achieved informally or in the workplace must be equated with learning outcomes listed for units in an approved course. Learning is evaluated and not experience. Learning outcomes, when evaluated both qualitatively and quantitatively, may equate to exemption for a course module or an entire course.

RNM commits itself to RPL employees on application, through examinations; portfolio assisted assessments, workplace assessments and or any other type of recognised RPL, procedure as approved by SAQA. RPL may thus also be referred to as recognition of current competencies.

RPL:

The SAQA Act, 58 of 1995 defines RPL as “Recognition of prior learning means the comparison of previous learning and experiences of a learner, however obtained against the learning outcomes required for a specified qualification, and the acceptance for purposes of qualifications of that which meets the requirements”.

This translates to Recognition of prior learning being a process of assessing and accrediting the acquired knowledge and/or capabilities of a person, gained non-formal learning, against a set of outcomes in a formal course of study or against a set of workplace or social competencies.

a. Guiding principles for the process

In practice, RPL should be applied in the following way:

(i) RPL for access: In this case, access to a training program is permitted through any one off, or a combination of, academic qualifications, practical skills and experiential learning.

(ii) RPL for advanced standing: In this case, the applicant is granted exemption, without necessarily being given formal credit, for the achievement of learning outcomes specified within unit standards, or for a component of a qualification, or a whole qualification

(iii) RPL for workplace competencies: In this case, recognition for past experience and informal or non-formal training is granted to employees in order to enhance their promotability or for them to qualify for promotion or access to training.

b. RPL Assessment Application Procedure for all employees

- Intending Employees/Candidates must make a formal application to the Institution that is accredited to offer RPL on that particular course that she /he wishes to be RPL'd for.
- Upon approval of the merits of the application, the Employee/Candidate will be advised to prepare a portfolio of evidence, alternatively that Summative Assessment (Challenge Examination) will suffice based on the procedures of the chosen institution.
- Skills Development Facilitator will be available to assist in explaining the terminology in a PoE should an employee/ candidate require such assistance.

14. This policy is based on the principles of:

- a) *Equal Opportunity:* Inclusive language will enhance the equal participation of all employees and groups in RNM.
- b) *Anti-discrimination:* Inclusive language avoids communications that harass, exclude or discriminate against individual employees and groups in RNM.
- c) *Clarity of Expression:* Inclusive language avoids words and phrases that do not convey what people intend to communicate and that can be misinterpreted or give offence.

15. RESPONSIBILITIES

15.1 MANAGERS / SUPERVISORS

- (a) The Departmental / Line Managers shall discuss developmental needs with their subordinates.
- (b) Actively ensure that all employees under their supervision are given the opportunity to learn and acquire skills, knowledge and attributes related to their job.
- (c) Ensure that the appropriate climate is created for the transfer of skills and knowledge to the workplace.
- (d) Manage the effectiveness of training during the performance review.
- (e) Provide Human Resources Development unit with information on training interventions attended by employees within their programs.
- (f) Ensure that employees are afforded equal opportunities to attend trainings /courses etc.
- (k) Ensure that submission of the Skills Gap analysis is forwarded to Skills Development section.

13.2 EMPLOYEES

An employee is responsible for:

- (a) Taking responsibility and initiative for his / her own development.

- (b) Identifying development and training needs with the supervisor.
- (c) Planning and managing learning and career development, in accordance with agreed plans, with the supervisor.
- (d) Demonstrating willingness and commitment to grow and learn through work experience.
- (e) Taking full advantage of available development and training opportunities.
- (f) Participating in the development and training programs and initiatives.

13.3 TRAINING COMMITTEE (HUMAN RESOURCES DEVELOPMENT SUB-COMMITTEE)

The Skills Development Act, 1998, provides that an employer with more than 50 employees must establish a forum that includes employee organizations for consultation with regard to skills development.

The training committee inter-alia, responsible for the following functions:

- (a) Assist with the development of the Workplace Skills Plan.
- (b) Monitor the adequacy of Human Resources Development interventions and the implementation thereof.
- (c) Identify opportunities and weaknesses in the implementation of the development and training strategy.



PERSONAL DEVELOPMENT PLAN

By completing a Personal Development Plan (PDP), a staff member takes charge of his or her own learning. A Personal Development Plan (PDP) enables learners to identify key areas of learning and development that will enable them to either acquire new or develop existing skills and behavioural attributes.

BIOGRAPHICAL INFORMATION

This is the Personal Developmental Plan of:

Surname	
Names	
Post	
Division	

Personal details

Identity Number	
Age	
Gender	
Race	
Disability	
Home Language	

Qualifications:

Qualification	
NQF Level	
Institution	
Period of Study	
Degree (s) or Diploma (s) obtained	

Qualification	
NQF Level	
Institution	
Period of Study	
Degree (s) or Diploma (s) obtained	

Experience

Please indicate all relevant work experience within and outside your current organization. Please specify previous employers, positions held and period of employment.

Employer	Dates (from-to)	Position held

Training and Development

Please list significant other training and development courses or programmes you have attended. Please add any certification awarded if applicable.

Training and development courses	Dates of training	Certification (if applicable)

POST REQUIREMENTS

1. Entry Level Requirements

The entry requirements of the post are contained in the table below

Qualification required for post	NQF Level	Qualification status / year obtained

2. Role Competencies

The table below contains the competence required by the incumbent for this post, as specified in the relevant job profile.

Skills required for the post	
Knowledge requirements for post	
Generic skills and behaviours required for post	

STAFF DEVELOPMENT NEEDS

In the table below the priority competencies to be developed by the staff member, as identified during the skills audit, should be listed together with the interventions to develop these competencies.

Competencies To be developed	Competency Description	Functional/ Managerial/ Generic	Learning objectives	Type of intervention or model/form of learning delivery (e.g. Formal training programme or on the job learning or coaching)	Responsible provider facilitators, trainers, provider institution(e.g. universities, private provider, external coach, supervisor)	Estimated duration and cost of learning intervention	



CORPORATE SERVICES POLICIES

SECTION: HUMAN RESOURCES

LEAVE MANAGEMENT POLICY

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1. PURPOSE

- 1.1 The main purpose of this policy is to regulate taking of leave by employees of Ray Nkonyeni Municipality, having regard of the relevant statutory provisions regarding leave.

2. SCOPE OF APPLICATION

2.1 This policy shall apply to all employees of the Ray Nkonyeni Municipality.

2.2 The objective of this policy is to simplify the rules and regulations contained in the following agreements and legislative documents:-

- 2.2.1 SALGA KZN Division
- 2.2.2 SALGBC Main Collective Agreement
- 2.2.3 Local Government legislation in terms of the appointment of Senior Manager (Regulation 21 of 17 January 2014)
- 2.2.4 The Basic Conditions of Employment Act (Act 75 of 1997 updated 2005)
- 2.2.5 Labour Relation Act (Act no 66 of 1995)
- 2.2.6 Employment equity Act (Act no 55 of 1998)
- 2.2.7 Compensation for Occupational Injuries and Diseases Act (Act no 130 of 1993)
- 2.2.8 Constitution of the republic of South Africa (Act no 108 of 1996)
- 2.2.9 Employee Assistance Programme Policy

3. DEFINITION OF TERMS

“**Employee**” means any person, excluding an independent contractor, who works for the Ray Nkonyeni Municipality and who receives, or is entitled to receive any remuneration.

“**Employer**” means the Ray Nkonyeni Municipality.

“**Immediate family member**” means spouse or life partner, children or any legal dependent of the employee. Any family dependent other than a spouse or life partner, children or legal dependent should reside in the same household with an employee to be eligible for the service.

“**Labour Organisations**” means Ray Nkonyeni recognised Unions (IMATU and SAMWU).

“**People with disabilities**” means people who have a long-term or recurring physical or mental impairment which substantially limits their prospects of entry into, or advancement in, employment.

“**External service provider**” means a person or organisation that would have entered into a working agreement with the Ray Nkonyeni Municipality to assist with the resolution of employees’ personal, work and health problems for an agreed fee.

“**Troubled employee**” means an individual whose problems, such as alcoholism, drug addiction, marital difficulties, emotional distress, preoccupy them to the extent that in either their own or their Supervisor’s judgement, work performance is disrupted.

“**Workplace**” refers to the place of work as contemplated in the Labour Relations Act 1995 (Act No. 66 of 1995).

An “**Annual Leave Cycle**” means period of twelve months employment with Council immediately following an employee’s commencement of employment or following completion of that employee’s existing leave

A “**Sick leave cycle**” means the period of thirty six (36) months employment with council immediately following employee’s commencement of employment or following the completion of that employee’s existing leave cycle.

“**Calendar days**” refers to the period from Monday to Friday

“Month” means a calendar month

“Senior Manager” refers to a person that is appointed in terms of the local government regulations on appointment and condition of employment of senior manager (Regulation 21 of 1 January 2014). Also known as section 56/57, appointed in terms of section 54A of the Act, and includes a Manager directly accountable to a Municipal Manager appointed in terms of section 56 of the Act.

“Long Service Leave” means leave granted by the municipality in recognition of long service to an employee with the municipality and which is not classified as annual leave.

“Per annum” means January to December of the same year

“Medical Practitioner” for purposes of the policy includes a practitioner as defined by the Health Professions Council of South Africa, and who is legally certified to diagnose and treat patients.

“Financial year” means the financial year of a Municipality commencing on 01 July each year and ending on 30 June of the following year.

“Earning threshold” means gross pay before deduction ie (before deducting) income tax, pension, medical and similar payments but excluding similar payments (contributions) made by the employer in respect of the employee.

“Shop Steward leave” means leave granted to shop stewards in terms of the organisational rights agreement.

“Overtime” means the time that the employee works during a day or week in excess of the ordinary hours of work

“Leave in lieu of overtime worked” for the purpose of this refers to the threshold as prescribed in the Basic Conditions of Employment Act.

4. LEAVE CONDITIONS AND REQUIREMENTS

4.1 Leave granted may be cancelled or postponed at any time by authority which granted it, or an employee who is on leave may be recalled if this is deemed to be in the best interest of council.

4.2 An employee who is recalled while on leave, shall be entitled to take non-expired portion of his leave at a later date, as may be arranged.

4.3 An employee shall be compensated by council for any irrecoverable expenses or obligations incurred by him before he was notified of such cancellation or postponement or before he was recalled from leave, and if an employee whose leave has been interrupted, has to travel in order to resume his duties, any reasonable expenses, with due consideration of the circumstances, for the journey there and back, shall be paid and he shall be deemed to be on duty during any time spent travelling. Any cancellation or postponement of leave shall be notified to the employee in writing. The employee will be reimbursed subject to submission of proof thereof.

4.4 Any leave or portion of leave granted to an employee may be cancelled at his request at any time before he proceeds on leave, by the authority which granted it and he shall be credited in the leave register/ online leave with any leave not taken

4.5 No leave will be granted to any employees prior or during a strike called by the unions.

5. LEAVE RECORD

5.1 All leave due, leave granted and leave taken, shall be recorded online or on the official leave application form. The official appointed for this purpose, shall be in charge of such records, which shall be open for inspection by any employees at all reasonable times during office hours.

6. CLASSIFICATION OF LEAVE

Leave of absence from duty on working days is classified as follows:-

- Annual leave
- Study leave
- Special leave
- Maternity leave
- Family responsibility leave
- Sick leave
- Shop Steward Leave
- Time of Lieu of overtime

7. GRANTING OF LEAVE

- The final approval of leave application for all employees has to be granted by the Head of Department or his delegated appointee.
- In the case of Senior Managers directly accountable to the Municipal Manager Approval has to be granted by the Municipal Manager.
- In the case of Municipal Manager, approval has to be sought from the Mayor of the Municipality.

8. APPLICATION FOR LEAVE

All applications for leave shall be captured online or in writing on the prescribed form which is obtainable in Human Resources office and, except in the case of sick leave and special circumstances, must be submitted before the commencement date of leave applied for using the official leave form or online leave. An employee shall not proceed on leave unless such leave has been approved.

9. LEAVE GRANTED IN ERROR

If more leave than that which is due to the employee has been granted to him/her in error, but in good faith, and taken by him/her, such leave granted in excess shall be deducted from any leave due to him/her at a later date, and if such employee for any reason whatsoever, leaves the service of the municipality, and does not have the necessary leave to his/her credit to make such deduction possible, the value of such leave take in excess shall be deducted from any salary or monies due to him/her.

10. SERVICE FOR LEAVE PURPOSES

All employees on any type of leave shall be deemed to be in the service of the municipality during the time of the leave taken

11. ANNUAL LEAVE

11.1 Employees are classified in the following groups in respect of annual leave

11.1.1 Twenty-four (24) days per annum for a 5 day worker, and

11.1.2 Twenty-seven (27) days per annum for a 6 day worker

11.1.3 Twenty one (21) days per annum for Senior Managers

11.2 An employee is required to take leave within each leave cycle as follows:-

11.2.1 A five day worker shall take a minimum of sixteen (16) days leave; and

11.2.2 A six day worker shall take a minimum of nineteen (19) days leave.

11.2.3 A Senior Manager must take a minimum of ten (10) days, provided that the remaining days must be taken before the end of the following annual leave cycle, failing which they are forfeited.

11.2.4 The municipality must encourage Senior Managers to take their annual leave in the leave cycle in which they accrue.

11.3 Annual leave is to be taken within six months after the end of an individual leave cycle.

1.14 Annual Leave submissions should be made with notice period equivalent to the number of days leave to be taken:

e.g. If an employee apply for one (1) day leave, the leave application should be submitted one (1) day in advance.

11.5 Notwithstanding the provisions of the abovementioned clause, an employee is entitled to retain a maximum of forty-eight (48) days of accumulated leave

11.6 The vacation leave earned by an employee, transferred or promoted from one group to another, as set out in 11.1.1 and 11.1.2 above shall be transferred and credited to him in the group to which s/he is transferred.

11.7 Annual and compulsory leave earned by an employee transferred or promoted from one group to another shall be transferred and credited to him in the group to which she/he is transferred. The only exception where leave will not be transferred is where an employee is promoted to the post of a Section 57 employee and any leave accrued in the previous post will be paid to the employee prior to commencement in the post of section 57 employee.

11.8 An employee who leaves the service due to normal or early retirement and has minimum of ten consecutive years of service; or as a result of being medically boarded, is entitled to an amount equal to the value of annual leave due to such an employee, including a prorate portion in respect of any partially completed year of service, of long service leave benefits.

12. SPECIAL LEAVE

12.1 Special leave is limited to maximum of ten (10) days per annum and cannot accumulate.

12.2 Application for such leave shall be made to the Municipal Manager or his/her nominee for his consideration and approval.

12.3 This leave may only be granted in the event of;

12.3.1 Study purposes (block classes / lectures)

12.3.2 Court appearance by employees as a witness; and

12.3.3 National and provincial sports representation

12.3.4 The application for special leave must be accommodated by the relevant supporting documentation.

12.3.5 When subpoenaed to appear as a witness in Court, special leave for the period the employee is required to be present in Court and the minimum period it takes to travel to and from court is granted, provided that it does not exceed the maximum number of special leave.

13. FAMILY RESPONSIBILITY LEAVE

13.1.1 Subject to the conditions that an employee has been with the Council for longer than four (4) months, the Council will, on request, grant an employee five (5) days paid leave, which the employee is entitled to take, either when:-

13.1.1.1 the employee`s child is born

13.1.1.2 the employee`s child is sick

13.1.1.3 the employee`s spouse or life partner is sick;

13.1.1.4 in the event of death of:

- the employee`s spouse or life partner, or

- the employee`s parent, adoptive parent, parents in-law, grandparent, child, adoptive child, grandchild or sibling.

13.1.1.5 An employee may take family responsibility leave for the whole or a part of a day.

13.1.1.6 Before granting an employee paid leave for family responsibilities, the Council may require reasonable proof of an event specified above.

13.1.1.7 An employee`s unused entitlement to family responsibility leave lapses at the end of the annual leave cycle in which it accrues

14. MATERNITY AND ADOPTIVE LEAVE

- 14.1 An employee shall be entitled to receive three (3) months paid maternity leave with no limitation to the number of confinements (pregnancies) and the option of further one (1) month of maternity leave. Should the employee opt to take the additional one month, it will then be subject to the maternity benefits as determined by the minister subject to the provisions of the Unemployment Insurance Act, 1966 (Act No 30 of 1966). A Senior Manager is entitled to at least four (4) consecutive month's maternity leave.
- 14.2 To qualify for paid maternity leave an employee must have at least one (1) year uninterrupted service with the Municipality. An employee who was on contract and is successful to become permanent employee, provided that there was no break in service from the date the contract terminated and the permanent appointment took place, will also qualify for maternity leave in terms of clause 14.1 above.
- 14.3 An employee, including an employee adopting a child under the age of three (3) months, shall be entitled to receive three (3) months paid maternity, with no limit to the number of confinements or adoption. This leave provision shall also apply for a person whose child is still born.
- 14.4 An employee may commence maternity leave:
- 14.4.1 At any time from four weeks before the expected date of birth, unless otherwise agreed; or
 - 14.4.2 On a date from which a medical practitioner or a midwife certifies that it is necessary for the employee's health or that of the unborn child.
- 14.5 No employee may work for six (6) weeks after the birth of her child, unless a medical practitioner or midwife certifies that she is fit to do so.
- 14.6 An employee who has a miscarriage during the third trimester of pregnancy or bears a stillborn child is entitled to maternity leave for six (6) weeks after miscarriage or stillbirth, whether or not the employee had commenced maternity leave at the time of the miscarriage or stillbirth;

14.7 An employee must notify an employer in writing, unless the employee is unable to do so, of the date on which the employee intends to;-

14.7.1 Commence maternity leave; and

14.7.2 Return to work after maternity leave.

14.7.3 Notification in terms of subsection 14.7 must be given

14.7.4 At least four weeks before the employee intends to commence maternity leave; or

14.7.5 If it is not reasonably practicable to do so, as soon as is reasonably practicable.

14.8 An employee to whom special leave has been granted in terms of the provision shall subject to the regulations of the applicable pension/provident/group/medical aid funds and be liable for the full payment of contribution to council's aforementioned pension/ provident fund, medical fund, group and provident fund and all compulsory statutory contributions, which contributions shall be payable by means of not more than six (6) equal monthly payments after expiry of such leave.

14.9 An employee to whom special leave without remuneration has been granted for maternity purposes and leaves the service within 12 months from date of expiry of such leave shall be responsible or the reimbursement of all contributions made by council during such leave,

14.10 In the event an employee who has been in the service of the municipality for period of less than 12 months, on the date of commencement of special leave for maternity purposes, such employee shall be responsible for payment of all contributions, with the inclusion of council's contributions.

14.11. Ante and Post Natal Care

14.11.1 All pregnant female employees may within the first seven (7) months of pregnancy be granted one day every four weeks without loss of salary to attend a clinic or visit a doctor

14.11.2 During the last two (2) months of pregnancy she may visit a clinic or doctor twice every 4 weeks without loss of salary.

14.11.3 Where clinics are attended at or on the premises of council, the employee must return to work immediately after being attended to at the clinic.

14.12 Protection of employees before and after child birth

14.12.1 No employer may require or permit a pregnant employee or employee who is nursing a child to perform work that is hazardous to her health or health of her child.

15. ISOLATION LEAVE

Isolation leave will be granted to an employee on the instruction of a doctor in cases where a member of his/her family has contracted an infectious disease or where such employee has been in close contact with any person who has contracted infectious or contagious disease or it is suspected that s/he suffers from such disease.

16. SICK LEAVE

16.1 Sick leave will be granted on the grounds of incapacity to work due to sickness or injury.

16.2 In terms of our collective agreement, the Ray Nkonyeni Municipality will currently permit eighty (80) days sick leave in a three (3) year leave cycle, provided that in respect of new appointments an employee may not take more than 30 days sick leave in the first year of employment.

16.3 A Senior Manager is entitled to thirty six (36) working days paid sick leave during each sick leave cycle.

16.4 Should an employee of the Ray Nkonyeni Municipality exhaust his/her paid sick leave, then he/she will not be entitled to any further paid sick leave during the period concerned.

In the case of the Senior Manager, at the discretion of the Municipality, a maximum of thirty (30) days unpaid leave may be granted when sick leave and annual leave are depleted.

16.5 An employee of the Ray Nkonyeni Municipality who needs to be absent from work for reasons of sickness or injury, must either personally, or through another person, notify his/her department immediately or before 10:00am on such a day of the reasons for the absence and the expected duration of the absence.

- 16.6 Should the absence extend for more than two consecutive days on more than two occasions during an eight-week period.
- 16.7 The department must be provided with a certificate from a registered medical practitioner or any other person who is certified to diagnose and treat patients and who is registered with a professions council established by an Act of Parliament, immediately upon return to work, failing which the department may decline to pay for sick leave taken.
- 16.7 The medical certificate is to state the nature of the sickness or injury, the date upon which the member became unfit to work and the date when he/she is fit to resume work.
- 16.8 The medical certificate must also clearly indicate the name, telephone number and address of the medical practitioner consulted.
- 16.9 The Municipality is not required to pay an employee if such employee is absent on more than two occasions in an eight week period and on request by his supervisor, does not produce a medical certificate stating that s/he was unable to work on account of sickness or injury.
- 16.10 An employee granted sick leave without pay in terms of this agreement and who has the necessary period for annual leave to his/her credit, may elect to take such annual leave instead of sick leave without pay.
- 16.11 If during his/her annual leave, an employee develops indisposition or contracts a disease not due to his/her wilful or negligence and produces a certificate from a registered medical practitioner stating the nature of the disease or complaint was such to make it essential for the employee not to attend work in order to recover, the number of working days of such period of the annual leave for which the employee was thus required to recover, shall be converted into sick leave and his/her annual leave shall be credited with the number of days referred to.

16.12 If an employee is absent regularly from work on a Monday or a Friday due to illness or an accident, his/her supervisor may require such employee to produce a medical certificate stating that s/he was unable to work due to illness. On refusal to submit medical certificate, Council will not be required to pay such an employee for the day/taken until medical certificate is produced or reasonable explanation is given to the Supervisor. In case of a Senior Manager, if there is a reasonable suspicion that a Senior Manager is abusing sick leave, the municipality may at its own cost, require the Senior Manager to be examined by a Medical Practitioner of the Municipality.

16.13 The sick leave provisions do not apply to an inability to work caused by an accident or occupational disease as defined in Compensation for Occupational Injuries Diseases Act, 1993 (Act No. 130 of 1993), except for any period during which no compensation is payable in terms of this Act.

17. SPECIAL SICK LEAVE

17.1 INJURY ON DUTY

An employee who is absent from duty owing to an injury from his duties and occurring in the course thereof or owing to an illness contracted in the course of and as a result of his duties, shall be granted sick leave on full pay for the period during which he is incapacitated to perform his duties and if the case falls within the ambit of the Workman's Compensation Act no 30 of 1941, the amount payable to him in terms of that act shall be paid over to the council. Such leave shall not be deducted from an employee's leave credits.

17.2 SICK LEAVE GRANTED TO ALCOHOLICS AND DRUG ADDICTS

17.2.1 Sick leave shall be granted to an employee who is certified by a registered medical practitioner to be an alcoholic or drug addict and who is prepared to receive treatment voluntarily provided that:-

17.2.1.1 He shall subject himself for treatment as a patient at an approved institution for a period of at least two weeks, provided that where the employee

lives far away from such institution the Council may grant permission for the treatment of the employee by a local registered medical practitioner as an outpatient in accordance with directions of such an institution.

17.2.1.2 After the expiry of the period stated in 17.2.1.1, the employee shall report daily for outpatient treatment to the institution or to the registered medical practitioner, as the case may be, for a further period of least three (3) weeks.

17.2.1.3 After the periods stated above, the employee shall submit to the Supervisor written proof by the head of the institution or medical practitioner, as the case may be, that he complied with all the requirements as set out above; and

17.2.1.4 Sick leave as mentioned above shall not be granted to an employee on more than one occasion without the express permission of council.

17.3 ADDITIONAL SICK LEAVE

If an employee has exhausted all sick leave, but has applied for medical boarding, 20 additional days shall be granted.

18. EXAMINATION AND STUDY LEAVE

18.1 Ray Nkonyeni Municipality recognizes the need and desirability for its employees to improve their knowledge and skill. To this end, it offers Tuition Financial Assistance for assistance for specific, approved study courses and may grant study leave for such specific, approved and work related courses as follows:

18.1.1 Study leave must be planned and organized well in advance and in consultation with the relevant superior.

18.1.2 The employee must apply for study leave online or on the prescribed leave form obtainable from the department and Human Resources Offices.

18.1.3 A copy of the examination timetable from the tertiary institution must accompany the leave form stipulating the day/s that the employee will be

writing the said examinations.

- 18.1.4 Employees may take one working day's study leave for the day on which the actual examination is written or test undertaken.
- 18.1.5 Employees may take one working day's leave to prepare for the examination.
- 18.1.6 When the examination date falls on a Monday, the employee will be granted the preceding Friday as study leave.
- 18.1.7 Should the examination dates be on consecutive days the employee will be granted the day/s equivalent to the actual examination days.
- 18.1.8 If a Senior Manager plans to attend a training programme that forms part of the Senior Manager's personal development plan, the municipality may upon receipt of official programme grant the Senior Manager up to twenty (20) leave per year, ten (10) days for which must be for examination linked to formal qualification and ten (10) days to attend classes or lectures.
- 18.1.9 The municipality may grant appropriate flexible working arrangements to a Senior Manager who is required to complete a structured learning programme.
- 18.1.10 Study leave will not be granted to employees who have failed and who wish to repeat courses and/or examinations.

19. LONG SERVICE BONUS LEAVE

19.1 An employee shall qualify once for the following long service leave at the completion of the following periods from date of this agreement.

10 years' service -	10days
15 years' service -	20days.
20 years' service -	30 days
25 years' service -	30days
30 years' service -	30days
35 years' service -	30days.

40 years' service - 30 days
45 years' service - 30days

19.2 The encashment or taking of the leave must take place in the same year that employee qualifies for the long service leave subject to operational requirements where the employee elects to take leave.

19.3 An employee with 10 (ten) or more years' service with the municipality and who reaches pensionable age, who is medically boarded or retrenched will be paid a pro rata long service bonus for any uncompleted period stipulated in 19.1 above.

20. PAYMENT IN LIEU OF LEAVE DUE

Employees will not be entitled to payment in lieu of leave due except upon termination of employment when accumulated leave not exceeding forty eight (48) days will be paid out.

21. SHOP STEWARD LEAVE

21.1 Shop stewards shall be entitled to fifteen (15) days per year with full pay for trade union activities and training.

21.2 Six (6) days of each shop steward's annual entitlement of time-off shall be pooled and re-allocated at the trade union's discretion, provided that no single shop steward may take more than twenty one (21) days off per year and the total days in the pool are not exceeded.

21.3 Further requests for time off for shop stewards shall not be unreasonably refused.

22. TIME OFF IN LIEU OF OVERTIME WORKED

22.1 In terms of section 6(3) of the Basic Conditions of Employment Act, the Minister of Labour on the advice of the Commission, is required to make a determination that all employees earning in excess of the annual threshold be excluded from certain sections, including being remunerated for overtime worked.

22.2 Any employee whose earnings is above the threshold and has agreed to work overtime will thus be granted time off instead of remuneration.

22.2.1 The employee will be granted ninety (90) minutes time-off of each hour s/he has worked during a normal week day or Saturday

22.2.2 The employee will be granted one hundred and twenty (120) minutes time off for each hours worked on a Sunday or public holiday

22.2.3 The employer must grant the time off in terms of 22.2.1 and 22.2.2 above within one (1) month of the employee becoming entitled to it.

22.3 Time-off as per 22.2.1 and 22.2.2 above will only be granted once proof of overtime is submitted to the leave office.

22.4 Under no circumstances will time off in lieu of overtime worked be converted to the cash value and paid out to the employee

23. UNAUTHORISED ABSENCE FROM WORK

23.1 If an employee is absent from work without permission:-

23.1.1 Such absenteeism will be regarded as leave without pay

23.1.2 The employee will be regarded as having deserted his or her post and therefore resigned

23.1.2.1 If the period exceeds ten (10) consecutive days and in the case of Senior Managers, if the period exceeds fifteen (15) consecutive days

23.1.2.2 If the municipality has taken reasonable steps to trace the Senior Manager without success.

24. DEVIATION FROM THIS POLICY FRAMEWORK

The Municipal Manager may deviate from the provisions of this policy where there is an existence of a bona fide organisational requirement, but it must be motivated in writing and filed.

25. RECOURSE ON APPLICATION

If there is any grievance that may arise with regard to the application of this policy, it shall be handled in terms of the grievance procedure of the Ray Nkonyeni Municipality.



CORPORATE SERVICES POLICIES

HUMAN RESOURCES SECTION

INDUCTION POLICY

INDUCTION POLICY AND CHECKLIST

1. POLICY STATEMENT

Ray Nkonyeni Municipality believes that all new employees MUST be given timely induction training. This training is regarded as a vital part of staff recruitment and integration into the working environment. This policy, associated procedures and guidelines define the Company's commitment to ensure that all staff are supported during the period of induction, to the benefit of the employee and municipality alike.

2. PURPOSE

2.1 It is the aim of Ray Nkonyeni Municipality to ensure that staff induction is dealt with in an organised and consistent manner, to enable staff to be introduced into a new post and working environment quickly, so that they can contribute effectively as soon as possible. This induction policy, associated procedures and guidelines aim to set out general steps for managers and staff to follow during the induction process. It is expected that all managers and staff will adhere to this policy.

2.2 Ray Nkonyeni Municipality expects that the implementation of good induction practice by managers/supervisors will:

- Enable new employees to settle into the Municipality quickly and become productive and efficient members of staff within a short period of time.
- Ensure that new entrants are highly motivated, and that this motivation is reinforced.
- Assist in reducing staff turnover, lateness, absenteeism, and poor performance generally.
- Assist in developing a management style where the emphasis is on leadership.
- Ensure that employees operate in a safe working environment.
- Will reduce costs associated with repeated recruitment, training, and lost production.

3. SCOPE

3.1 This policy relates to all newly appointed employees.

4. THE MUNICIPALITY'S COMMITMENT

4.1 Ray Nkonyeni Municipality will:

- Issue guidelines to familiarise managers and staff with the induction process.
- Maintain and update the Induction Policy.
- Provide a checklist for managers and staff to follow during the induction period.
- Ensure there is effective monitoring of the induction process particularly in the first three months.
- Deal with any problems promptly.
- Review all policy, procedure and guideline documents on a regular basis.
- Provide relevant training where necessary to assist the induction.

5. GUIDELINES FOR MANAGERS/SUPERVISORS

5.1 GENERAL

- 5.1.1 Starting a new job is a demanding and often stressful experience. Quite apart from the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, a new environment and new colleagues. The purpose of induction is to support new employees during this difficult period and to help them become fully integrated into the Municipality as quickly and as easily as possible.
- 5.1.2 Induction has benefits for all involved in the process. Employees who settle quickly into the Municipality will become productive and efficient at an early stage and in turn will experience feelings of worth and satisfaction.
- 5.1.3 It is generally recognised that new employees are highly motivated, and an effective induction process will ensure that this motivation is reinforced.

5.2. BENEFITS OF INDUCTION

5.2.1 The advantages of an effective and systematic induction process are as follows:

- To enable new employees to settle into the Municipality quickly and become productive and efficient members of staff within a short period of time.
- To ensure that new entrants are highly motivated, and that this motivation is reinforced.
- To assist in reducing staff turnover, lateness, absenteeism, and poor performance generally.
- To assist in developing a management style where the emphasis is on leadership.
- To ensure that new employees operate in a safe working environment.
- To reduce costs associated with repeated recruitment, training, and lost production.

5.3. INDUCTION CHECKLIST

- 5.3.1 The Induction checklist is a very useful way of ensuring that information is imparted to new employees when they are likely to be most receptive.
- 5.3.2 It avoids overloading employees with information during the first weeks whilst ensuring that all areas are covered.
- 5.3.3 Managers/supervisors should ensure that these matters have been properly understood whilst the checklist is being completed, perhaps in the form of a weekly chat with the new entrant.
- 5.3.4 Arrangements should also be made for the employee to visit any relevant departments with which they have regular contact in the course of their duties.
- 5.3.5 At the end of the process the induction checklist should be signed by the relevant parties and placed in the member of staff's personnel file.

5.4. FIRST DAY OF EMPLOYMENT

- 5.4.1 Preparations should be made for the arrival of the new entrant well in advance, for example, arrangements should be made to provide desk, equipment, keys, etc.

5.4.2 Most new employees tend to be concerned primarily with two matters:

- a) whether they can do the job and
- b) how they will get on with their new colleagues.

5.4.3 It is therefore important to introduce them to their new workplace and colleagues at the earliest opportunity. An introductory talk will be appropriate at this time and can be combined with the provision of general information and exchanging any necessary documentation. This talk should be as brief as possible, because the employee is unlikely to be receptive to detailed information at this stage and should be conducted by someone who is well prepared and has sufficient time available. Managers/supervisors should refer to the Induction Checklist and use it as a basis for discussion thus ensuring all documentation is complete.

5.4.4 A tour of the workplace should be arranged for the new entrant allowing the Department / Section to be viewed as a whole and the recruit to see where he/she fits into the organisation.

5.4.5 The new entrant will want to get to know his/her colleagues and quickly become part of the team and time should be made for this process. Colleagues should be briefed on the new entrant's arrival. If possible one of the new entrant's colleagues should be nominated to ensure that he/she has every assistance in settling in quickly.

5.5. INDUCTION PROGRAMMES

5.5.1 Graduates

Graduates tend to have a high-level knowledge but may not have the skills relevant to the job. They will want to feel that they are contributing from early on and to understand the organisation of the Municipality and their role within it. Also, they will want to have a clear picture of future career prospects and to gain broad experience with this in mind. The trust should provide the graduate recruit with an adviser - such as a senior official - who can organise the necessary breadth of experience and offer advice and support in relation to career progression.

5.5.2 Managers

Whilst many of the points in the checklist apply equally to all new managerial staff, in most cases individual induction programmes will be necessary. These should be drawn up in consultation with new managers, considering their backgrounds and experience and the nature of their new roles. Priority should be given to helping new managers establish and maintain relationships with management colleagues and opportunities should be provided for them to spend time in other relevant departments to facilitate this process. This will help managers quickly to gain an understanding of the municipality's philosophies, strategic plans and business plans.

5.5.3 Ethnic Minorities

In some cases, it may be necessary to design induction programmes with the special needs of ethnic minorities in mind. Language problems and attitudes amongst existing staff may be areas requiring particular attention. This is preparation that should be completed before any member of staff joins the municipality. Ray Nkonyeni Municipality will not tolerate racist or prejudiced behaviour in any form.

5.5.4 Long-term Unemployed

Previously long-term unemployed people who have been recruited may have been absent from the working environment for some time so it will be helpful to recap on some of the issues relating to school leavers. These should, of course, be adapted to suit older workers, who may need to build up confidence and the induction process can be used to update knowledge of technology which may be new to them such as photocopiers, smart phone systems, tablets as well as the Municipality email and social media systems and intranet if appropriate.

5.5.5 Other Groups

Other groups that may need particular consideration include disabled employees.

Disabled employees may have all or a combination of induction needs, but these needs may be compounded by their disabilities. Part of the induction process for disabled employees will involve checking such things as wheelchair access to parts of the workplace, toilets, and lifts etc. The necessary reasonable adjustments to the workplace required to accommodate the disabled individual should be completed prior to them commencing and carried out in discussion with the individual or their adviser.

6. COMPLETING THE INDUCTION PROCESS

Induction can be said to end when the individual become fully integrated into the organisation. Of course, there is no set timescale within which this will happen and follow up is essential. Giving new employees the opportunity to ask questions several weeks into employment can be useful, and the induction checklist will provide this opportunity. In some areas, such as understanding wider aspects of the organisation, follow up after a number of months may be appropriate.

RAY NKONYENI MUNICIPALITY
INDUCTION PROGRAMME FOR NEW STAFF

DEPARTMENT

NAME OF EMPLOYEE

JOB TITLE

DATE COMMENCED

This is a checklist of information for Induction which managers / supervisors should use with new staff as part of their induction programme within the first few days, and certainly within the first two weeks of employment. Health and Safety items should be identified immediately. The new employee should be asked to tick each subject as he/she has been informed about it, and sign the end of the form. The manager / supervisor then sends the form to HR for inclusion in the employee's personnel file.

Not all the following subjects are applicable to all departments. Should this be the case, record N/A.

Please read the guidance notes below before completing this form.

Guidance Notes

Certain groups of staff have specific induction needs. The main groups are detailed below; particular points to take account of are described.

Staff who describe themselves as having a disability

Disabilities include for example physical handicap, deafness, blindness, mental illness. Consider the following for discussion:

1. Confirm the nature of the disability.
2. Clarify if the employee has any special needs relating to disability.
3. Explore with them any reasonable adjustments that could be made for them.
4. Check whether employee has any particular concerns regarding the workplace.

Graduates and College/School Leavers

These staff may have no previous work experience and will need careful integration into the department. Discuss the following:

1. Their specific role within the department.
2. Reporting responsibilities and the importance of good timekeeping.
3. Allocation and prioritisation of work.
4. Where to go if they need advice or help.

Staff Returning to Work after a Period of Absence

This includes staff who were previously unemployed, women returning after starting a family, or after any other prolonged period of non-employment. Discussion should include, for example:

1. The difference between the employee's previous working environment and this new one.
2. Changes in skills required for this area of work.
3. Requirement for training to update skills.
4. Concerns they might have about returning to work

Managers and Professional Staff

These staff need a broader induction to put their post in context.

1. Structure and culture of department and Municipality
2. Role in relation to Department / Municipality as appropriate.
3. Training course in supervisory and management skills, if required.

ITEMS TO COVER WITH EACH NEW EMPLOYEE

The Department	Complete
1. Department function	
2. Introduction to colleagues	
3. New entrant's own job	
4. Supervision	
5. General layout - entrances and exits	
6. Telephone system	
7. Other topics:	
Conditions of Employment	
1. Information on hours of work, including duty rosters, shift systems, "on-call" breaks	
2. Time recording, flexi-time	
3. Bonus scheme, allowances	
4. Probationary periods of employment	
5. Municipality Pension scheme and eligibility	
6. Reporting in when sick including when on leave	
7. Arrangements for requesting leave: annual leave, unpaid leave, etc.	
8. Issue of uniforms, and uniform policy, protective clothing, replacement, laundry arrangements	
9. Other topics:	
Health and Safety, Security, Fire	
1. Health and safety information relevant to the department	
2. Issuing of fire instructions and procedure	
3. Location of fire-fighting equipment	
4. Accident reporting	
5. First aid facilities/pre-employment health screening/role of Occupational Health / Municipality Nurse	
6. Loss of personal effects	
7. Security of department/building	
8. Arrangement for keys, passes, ID Badges etc.	
9. Violence and aggressive behaviour	
10. Management of monies/valuables	
11. Major Incident procedures	
12. Other topics:	
Conduct	
1. Personal presentation	
2. Disciplinary procedures	

3. Courtesy to the customer and the public	
4. Confidentiality	
5. Noise Control	
6. Acceptance of gifts	
7. Statements to the Press / use of Social Media	
8. Local rules regarding smoking / vaping	
9. Private use of telephones	
10. Standards of Business Conduct	
11. Other topics:	
Facilities	
1. Changeroom, lockers, toilets	
2. Canteen / space for preparing or eating food	
3. Access to drinking water	
4. Other topics:	
Education, Training, Promotion	
1. Learning opportunities	
2. Means of advancement, promotion opportunities	
3. Employee appraisal, review systems	
4. Other topics	
Employee Involvement and Communication	
1. Employee or Trade Union representative	
2. Communication arrangements	
3. Information sources, e.g. notice boards, circulars etc.	
4. Food and Health Policy	
5. Handling Complaints	
6. Other topics:	
Items Specific to Department	
1. Pay	
2. Notice of termination of employment	
3. Sick certificates	
4. Waste disposal	
5. Control of infection	
6. Lifting and handling	
7. Other topics:	

OTHER RELEVANT ISSUES SPECIFIC TO DEPARTMENT

I have been informed about and understand the above items.

Signature: Date:

I confirm that the above Induction Programme has been completed for the above member of staff.

Signature of Supervisor / Manager: Date:



CORPORATE SERVICES POLICIES

SECTION: HUMAN RESOURCES

INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEMS POLICY

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SECTION A

1. Abbreviations

AG	:	Auditor General
IDP	:	Integrated Development Plan
ILP	:	Individual Learning Plan
IPMS	:	Individual Performance Management System
KPA	:	Key Performance Area
KPI	:	Key Performance Indicator
MFMA	:	Municipal Finance Management Act
MSA	:	Municipal Systems Act
MTEF	:	Medium Term Economic Framework
OPMS	:	Organisational Performance Management System
PAC	:	Performance Audit Committee
PMS	:	Performance Management System
RNM	:	Ray Nkonyeni Municipality
SALGA	:	South African Local Government Association
SDBIP	:	Service Delivery and Budget Implementation Plan
SFA	:	Strategic Focus Area
SMART	:	Specific, Measurable, Achievable, Realistic, Time-bound

2. Definitions

“Accounting officer”

means the municipal official referred to in section 54 of the Municipal Systems Act as Amended.

“Analysis”

means a breakdown of information into components of essential features, identified components and the relationship between them.

“Annual report”

means an annual report contemplated in section 121 of the Municipal Finance Management Act.

“Auditor General”

means the person appointed as Auditor-General in terms of section 193 of the Constitution, and includes a person-

- a) acting as Auditor-General
- b) acting in terms of a delegation by the Auditor-General; or
- c) designated by the Auditor-General to exercise a power or perform a duty of the Auditor-General.

“Basic municipal service”

means a municipal service that is necessary to ensure an acceptable and reasonable quality of life and which, if not provided, would endanger public health or safety or the environment.

“Backlogs”

A backlog can be defined as a quality of service/ goods that have accumulated over time that are still undelivered/unattended/still not produced.

“Baseline”

the accurate and quantitative data at a stated point in time that marks the beginning of a trend.

“Competency”

means the skills, knowledge, experience, and qualifications that are required to perform a job effectively.

“Councillor”

means a member of a municipal council.

“Section 54/56 employee”

means a person employed by a municipality as a municipal manager (S54) or as a manager directly accountable to a municipal manager (S56).

“Employer”

means the municipality employing a person as a municipal manager or as manager directly accountable to a municipal manager and as represented by the mayor, executive mayor or municipal manager as the case may be.

“Employment contract”

means a contract as contemplated in Section 57 of the Municipal Systems Act or a specific document signed between employer and employee.

“Evaluation”

means the systematic assessment of worth and/or merit on some object, and assessment of information to provide useful feedback about specific outcomes.

“External service provider”

means an external mechanism referred to in section 76(b) of the Municipal Systems Act; which provides a municipal service for a municipality.

“Financial statements”

means statements consisting of at least-

- (a) a statement of financial position;
- (b) a statement of financial performance;
- (c) a cash-flow statement;
- (d) any other statements that may be prescribed; and
- (e) any notes to these statements.

“Financial year”

means the financial year of a municipality as prescribed in terms of the Municipal Finance Management Act.

“Grievance”

means any dissatisfaction, perceived or otherwise, on part of a staff member arising from factors that include a staff members job, working environment or the municipality’s employment practices.

“Input indicator”

means an indicator that measures the costs, resources and time used to produce an output.

“Integrated development plan”

means a plan envisaged in section 25 of the Municipal Systems Act.

“Key Performance Area”

refers to a broad area of performance, for which the incumbent will be held responsible.

“Key Performance Indicators”

means performance indicators set by the municipality in consultation with the community where by performance in achieving target will be measured.

“Legislative Framework”

means the framework of legislation and policy guidelines prescribing the adoption and implementation of performance management systems.

“Mayor”

in relation to –

- a) a municipality with an executive mayor, means the councillor elected as the executive mayor of the municipality in terms of section 55 of the Municipal Structures Act; or
- b) a municipality with an executive committee, means the councillor elected as the mayor of the municipality in terms of section 48 of that Act.

“MEC”

means the member of a provincial executive council.

“MEC for local government”

means the MEC responsible for local government in a province.

“Minister”

means the national Minister responsible for local government.

“Monitoring”

means the continuous verification of progress made towards the achievement of objectives and goals and includes the collection and analysis of data.

“Municipality”

when referred to as –

- a) an entity, means a municipality as described in section 2; and
- b) a geographical area, means a municipal area determined in terms of the
Local Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998).

“Municipal council” or “council”

means a municipal council referred to in section 157(1) of the Constitution.

“Municipal Finance Management Act”

means the Local Government: Municipal Finance Management Act, 2003, and any regulations made under that Act.

“Municipal manager”

means a person appointed in terms of section 82 of the Municipal Structures Act.

“Municipal service”

has the meaning assigned to it in section 1 of the Municipal Systems Act.

“Municipal Structures Act”

means the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998).

“Municipal Systems Act”

means the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000).

“Notch Increase”

Means the salary notch between a staff member’s current salary and the salary at the next notch on the salary scale at the same job level.

“Outcome indicator”

means an indicator that measures the quality and or impact of an output on achieving a particular objective.

“Output indicator”

means an indicator that measures the results of activities, processes and strategies of a program of a municipality.

“Performance agreement”

means an agreement as contemplated in Section 57 of the Municipal Systems Act or a specific document signed between employer and employee.

“Performance Cycle”

means the period commencing on 1 July annually and ending on 30 June of the following year for which performance is planned, managed, and assessed.

“Performance Management System”

means a system implemented by the municipality in terms of which performance of the municipality continuously monitored to measure progress made towards achieving KPI’s.

“Performance plan”

means a part of the performance agreement which details the performance objectives and targets that must be met and time frame within which these must be met.

“Performance Reporting”

means monthly, midyear and annual reporting on the performance of the municipality as required by legislation.

“Portfolio of Evidence”

means the documentary evidence on progress made by a staff member towards achievement of that staff member’s KPA’s.

“Prescribe”

means prescribe by regulation or guidelines in terms of section 120 and

“prescribed”

has a corresponding meaning.

“Political office bearer”

means the speaker, executive mayor, mayor, deputy mayor or member of the executive committee as referred to in the Municipal Structures Act.

“Political structure”

means the council of the municipality or any committee or other collective structure of a municipality elected, designated or appointed in terms of a specific provision of the Municipal Structures Act.

“Resident”

means a person who is ordinarily resident in the municipality.

“Review”

means the analysis undertaken and a fixed point in time to determine the degree of which stated objectives have been reached.

“Senior management”

means all personnel referred to in section 54 and 56 of the Municipal Systems Act

“Service authority”

means the power of a municipality to regulate the provision of a municipal service by a service provider.

“Service delivery agreement”

means an agreement between a municipality and an institution or person mentioned in section 76(b) of the Municipal Systems Act in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality.

“Service delivery and budget implementation plan”

means a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) of the Municipal Finance Management Act for implementing the municipality’s delivery of municipal services and its annual budget, and which must indicate –

- a) projections for each month of –
 - revenue to be collected, by source; and
 - operational and capital expenditure, by vote;
- b) service delivery targets and performance indicators for each quarter; and
- c) any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1) (c) of the Municipal Finance Management Act.

“Staff”

in relation to a municipality, means the employees of the municipality, including the municipal manager.

“The Act”

means the Local Government: Municipal Systems Act, 2000.

SECTION B

1. Introduction

Performance Management for municipalities is primarily regulated and prescribed by the Municipal Systems Act, 2000 (Act 32 of 2000, Chapter 6). The Local Government: Municipal Staff Regulations published on 20 September 2021 further provide regulations of which Chapter 4 of this Act specifically deals with details of how performance management should be applied in local authorities. A Performance Management System (PMS) will assist the municipality in monitoring and tracking the implementation of its Integrated Development Plan (IDP). A PMS will also lead to increased accountability, continuous learning, and informed decision making as well as providing the municipality with an early warning system of impending deviations from the plan.

Ray Nkonyeni Municipality views Performance Management as a business process. It is an integral part of the business process which hinges on strong teamwork amongst management and employees in order to achieve the organisational goals.

Managers and employees are required to identify and define the competencies and standards to steer the work unit, teams and individuals to produce superior performance, and foster a learning climate conducive to continuous development.

Individual Performance Management is a strategic human resource process aimed at attaining multiple organizational objectives. It is a vital process of enhancing the contribution levels of individuals to be in line with priorities, objectives, indicators, and targets contained in the Municipality's Integrated Development Plan. This then serves as the catalyst for the continuous improvement of the performance of Ray Nkonyeni Municipality.

The process requires that employees actively participate in identifying their own individual objectives which is derived from the operational and strategic plans of the municipality. Individual Performance Management therefore empowers employees to use their skills and knowledge to perform their jobs in a productive manner. It also provides management with an acceptable and agreed upon process to review and assess the individual's performance to ensure that the organisation achieves its goals.

Assessment results will be used to build towards continuous performance improvement, and to set goals for Senior Managers, managers and employees.

2. Establishment of the Performance Management System

Legislation requires the Executive Mayor/Mayor to manage the establishment of the Municipality's PMS to reflect principles of accountability and continuous drive towards improved service delivery. The organization currently deploys an OPMS, which places emphasis on the achievement of the municipal's strategic objectives as per the IDP and performance targets as per the SDBIP.

3. Development of an Individual Performance Management System

The development of the Municipality's IPMS is informed by the need to enhance the effectiveness of the OPMS already established within the organization. The IPMS will allow for the PM system processes in place to be cascaded to other levels of employees apart from Sec. 54/56 managers. The municipality is required to develop a PMS which is commensurate with its resources, best suited to its circumstances, and in line with the priorities, objectives, indicators and targets contained in the IDP; and the PMS seeks to promote a performance management culture among political structures, political office bearers and Councillors and in its administration as well as also administer its affairs in an economical, effective, efficient and accountable manner.

4. Monitoring and Review of the Individual Performance Management System

The development and implementation of an effective performance management system must:

- set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the municipality's development priorities and objectives set out in its integrated development plan;
- set measurable performance targets with regard to each of those developmental priorities and objectives and against the key performance indicators and targets set;
- monitor performance, and measure and review performance at least once per year;
- take steps to improve performance with regard to those developmental priorities and objectives where performance targets are not met, and
- Establish a process of regular reporting to:
 - The Head of Department;
 - The relevant line manager; and
- Ensure that the system applied by a municipality must be devised in such a way that it may serve as an early warning indicator of under-performance.

5. Policy Purpose

The purpose of this policy is to ensure that roles and responsibilities are effectively implemented within the municipal structure and to establish a process whereby the vision and goals of a municipality can be met. A Performance Management Policy provides step-by-step guidelines and standards against which the performance of a municipality and its employees can be measured and managed. The policy must also facilitate the development of employee's skills, competences and organisational capabilities.

6. Policy Objective

The objective of this policy is to establish a set of appropriate key performance indicators for measuring performance including outcomes and impact with regards to the municipality's development priorities and objectives set out in its IDP. This policy aims to achieve the following outcomes:

- Monitor and track the progress in performance on regular basis (quarterly);
- Measure to review the performance at least once a year;
- Steps to improve performance within regards to those development priorities and objectives that was not achieved;
- assist employees to improve their current performance and productivity;
- encourage and reward good performance of employees;
- manage and improve poor performance;
- improve the job satisfaction of individual employees;
- assess the training and development needs of employees and use these to inform the Work place Skills Plan;
- assist with career planning and succession planning;
- identify the potential and abilities of employees and provide focused organisational support;
- encourage good relations between employees and managers;
- identify poor performance and address it in a constructive manner focused on providing effective counselling, support and encouragement that will be to the benefit of the employee and the Municipality;
- establish and maintain a balance between the needs of employees and the requirements of the Municipality; and
- assist with decisions related to the transfer of employees and rewarding of outstanding performance.

This policy will therefore ensure uniformity and the standardized application of performance management processes in order to ensure that accountabilities, responsibilities, data, and process control points are clear at any stage.

7. Principles of the Performance Management System

The performance management of the municipality shall be underpinned by the following principles:

- Provide the strategic direction for both the individual employee and the municipality as well as commitment to achievement of the set objectives;
- Integration and alignment with other municipal processes such as planning, budgeting and human resources;
- Ensure that the workforce is managed for performance excellence in providing basic municipal services by communicating to management and their employees in developing and achieving high standards of performance.
- Ensure that poor performance is addressed, and employee productivity is enhanced through motivating employees to achieve their full potential through on-going education and training.
- Encourage the involvement of all role players as well as communication to all stakeholders in its development, implementation and reviewal processes;
- Implementation and consistent application, in an equitable and fair manner to all employees;
- Promote joint responsibility and accountability by managers/supervisors and employees on performance management processes.
- Promote and inculcate a culture of on-going performance monitoring and feedback.
- Be developmental and not punitive in nature and encourages implementation of corrective action in cases of under-performance.
- Offer both financial and non-financial incentives to employees who attain the desired performance levels.
- Comply with applicable legislative requirements and collective agreements (if any).

8. Legislative Framework

This document is established within the framework of the following legislation and policies. Please ensure that latest legal prescripts are consulted when implementing and reviewing the policy.

- The White Paper on Local Government.
- The Municipal Structures Act, Act 155 of 1996.
- The Municipal Systems Act, Act 32 of 2000: LG: Municipal Staff Regulations.
- The Municipal Planning and Performance Management Regulations, 2001.
- The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006.
- The Municipal Financial Management Act, Act 56 of 2003.
- The MFMA Circulars.

9. Policy Target Audience

This Individual Performance Management Policy is applicable to all Permanent and fixed term Municipal employees subject to relevant regulatory prescripts and in some instance; the provisions of this policy should be included in the relevant Performance Management Contract of staff appointed in specific positions.

This policy is thus concerned with the Planning, Contracting, Measuring and Monitoring, Coaching and Reviewing of the individual performance of all permanent employees within the municipality. The following employees are excluded from the Individual Performance Management Policy:

- Section 54/56 employees.
- Employees on a fixed term contract shorter than 12 months.
- Temporary employees.
- Interns.

10. Alignment (Linking) of Organisational and Individual Performance Management

The performance of the municipality is integrally linked to that of staff. If there is proper management of the performance of staff and employees do not perform, the municipality will still fail. It is important to link organisational performance to individual performance; and to manage both at the same time but separately.

The Performance Management Policy must clarify how the organisational and individual performance management within the municipality would be integrated to create a result orientated organisation whose individual contribution will lead to organisational achievement.

11. Performance Management Cycle

Performance management is embedded within effective management principles and this process has been designed to ensure that key phases are taken into consideration when managing employee performance. The municipal financial year commences on the 1st July of each year to the 30th June of the following year. The performance management cycle comprises of the following main phases:

11.1 Performance Planning and Contracting:

This is a formal process of developing Performance Agreements, Performance Plans/Scorecards/Workplans and Individual Learning Plans and contracting an employee through the signing of these documents which outlines the performance expectations and development needs to be addressed in a specific financial year. For the purpose of performance planning and contracting the following shall apply:

- All employees are required to develop and sign a performance agreement, performance instrument (performance plans/scorecards/workplans) and an Individual Learning Plan (ILP) jointly with their respective manager/supervisor within 30 days of the commencement of the new financial year (in July); and
- All new / newly transferred / promoted employees joining the municipality should develop and sign a performance agreement, performance instrument (performance plans/scorecards/workplans) and a PDP within 60 days of employment.

11.2 Eligibility to be Contracted to the Individual Performance Management System:

It is important for the policy to stipulate the timing of application performance management systems as this may create unnecessary challenges or disputes and have huge financial implications for the municipality. Whilst the policy is applicable to all permanent and fixed term employees in the municipality, the policy must be clear how the performance of various categories of employees are managed at different phases on the PMS processes in terms of eligibility to be contracted on PMS for the following employee categories:

- Employees on fixed term whose employment contract terminates during a performance period;
- Employees on prolonged leave like maternity leave;
- Newly appointed employees on probation;

- Employee facing disciplinary actions;
- Employees in acting positions;
- Internal appointments;
- Temporary staff;
- Resignations;
- Interns; etc.

The policy should stipulate the timing of who should conclude the performance agreement, performance instrument (performance plans/scorecards/workplans) during contracting and as new employees join the municipality, i.e. an employee who joins the municipality after mid-year may not be contracted to IPMS with an expectation of receiving performance rewards at the end of the financial year, this policy should protect employees against unfair assessment during the formal reviews at the end of the financial year; and this policy should also protect the municipality against any unnecessary legal implications and unnecessary financial implications.

11.3 Coaching and Feedback: (Annexure 5)

This is a consistent process of measuring performance and providing on-going feedback to employees on their progress towards reaching their set objectives:

- On-going monitoring provides the opportunity to assess progress and check how employees are doing and to identify and resolve any identified challenges.
- Coaching is equally important to provide feedback on areas of success as well as those requiring improvement.

11.4 Reviewing and Appraising: (Annexure 7)

Performance reviews are an on-going process of planning and monitoring performance:

- This includes formal assessment of the progress made towards attainment of the KPIs and targets in the performance instruments (plans/scorecards/workplans);
- A half-yearly performance review should be held to assess performance for the first six (6) months of the financial year and a final (year-end) review of the current financial year should be conducted after the Auditor-General has submitted his/her report to the municipality.

11.5 Performance Recognition and Rewarding: (Annexure 6)

This is a formal process which involves the recognition and rewarding of employees who have met or exceeded the desired levels of performance expectations agreed during the planning and contracting phase.

- The recognition and rewarding of municipal employees who meet performance expectations outlined in their performance plans/scorecards/workplans would be incentivised with both financial and non-financial awards to motivate excellence.

12. Performance Reviews (Annexure 7)

The performance reviews play a pivotal role in the effectiveness of any PM system as they allow for engagement between the relevant supervisor and employee being reviewed. Feedback is also given on the employee's performance

- The reviews on the performance of individuals must take place quarterly;
- In managing the performance monitoring, coaching and review processes, the HOD/manager/supervisor must keep a record of the mid-year and final review sessions;
- Performance feedback must be based on the HOD/manager's/supervisor's assessment of the employee's performance;
- The HOD/manager/supervisor will be entitled to review and make reasonable changes to the provisions of the performance plan/scorecard/workplan from time to time for operational reasons on agreement between both parties;
- The HOD/manager/supervisor may amend the provisions of the performance plan/scorecard/workplan whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties;
- Two formal performance reviews are compulsory and shall be conducted in a financial year; and
- In this regard the performance of the employee in relation to his or her performance agreement must be reviewed on the dates tabulated below with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

QUARTER	PROCESS	DATE
1st (July- September)	Monitoring and Coaching	October
2nd (October-December)	Mid-year Review	January-February
3rd (January- March)	Monitoring and Coaching	April
4th (April- June)	Final Formal Review	July

13. Individual Learning Plans (ILP) {Annexure 4}

An Individual Learning Plan (ILP) is a mechanism of identifying the development needs of an employee which needs to be addressed through identification and facilitation of appropriate training and development interventions in order to assist the employee to achieve the performance expectations.

14. General Policy Provision

The following sections reflect the provisions for this policy:

14.1 Performance Culture

- The aim of the performance management in the municipality must include the promotion of performance culture across all levels within the municipality; and
- The Performance Management System should assist the Municipality in administering its affairs in an economical, effective, and accountable manner.

15. Performance Monitoring, Evaluation and Auditing

It is important to ensure that the performance information contained in the performance reports of the employee is valid, accurate and reliable; this information should be audited as part of demonstrating transparency. Auditing of performance information is one of the key elements of the monitoring and evaluation processes.

- The Performance Management System is the key to integrate the IDP and SDBIP;
- The municipality must develop and implement some mechanism to ensure that monitoring, reporting, evaluation, review, validation and assessments are performed;
- Performance monitoring is a continuous process that runs parallel to the implementation of the IDP and SDBIP; and
- During performance monitoring, the following activities must be carried out:
- Evidence of performance has to be gathered and presented to substantiate claims of attaining (or failing to attain) the set performance targets and standards;
 - Determine the data/information to be collected in order to assess performance;
 - Determine and select the method of data/information collection, storage, verification and analysis;
 - Comparing of current performance with performance of the previous financial years;
 - Each department, division and individual has the responsibility to collect relevant data, statistics and information to support the Monitoring Process.
 - All evidence gathered will be directly linked to the duties performed by the employee / Teams concerned. This evidence must be discussed and agreed upon by the Supervisor and employee Teams prior to the commencement of the year of review / assessment. Evidence will vary for employees and teams and could include but it is not limited to the following: (Attendance registers, Reports, plans, certificates, minutes of meetings, spreadsheets, articles etc)

Further information regarding performance evidence is listed under **17.3**.

16. Performance Monitoring Components

Performance monitoring approach should include the following:

- A set of appropriate KPI's measuring performance against expected outcomes and impact on the municipal development priorities;
- A set of measurable targets for each of the municipal development priorities;
- Monitor to measure performance at least quarterly;
- Despite the establishment of agreed intervals for evaluation, the employer may in addition review the employee's performance at any stage while the employment contract remains in force
- Steps to improve performance on the municipal development priorities when needed; and
- A process of regular reporting to the relevant HODs, Managers and Supervisors.

17. Performance Criteria

The legislative framework requires that the IPMS must differentiate between general staff and managers directly accountable to the Municipal Manager or second level posts. KPA's should be developed for financial and non-financial purposes and meet prescribed requirements.

17.1 Performance Criteria for Senior Managers and Managers

The following performance criteria must be applied for Senior Manager and Managers:

- Separate performance contract must be agreed with individuals in these positions;
- Performance contract must be based on role profiles, performance objectives & targets and aligned with the relevant KPI's;
- Performance agreements must assess the contribution made towards Key Performance Areas and (KPA's) and Core Competencies requirements (CCR's) on a weighted basis of 80:20 respectively;
- Performance agreements must be entered into for each financial year of the municipality, or part thereof and renewed for the following year;
- Performance agreements terminate when the employments contract terminates;
- The content of valid agreements should be adjusted when the work environment alters, and the content is no longer applicable;
- Performance instruments (plans/scorecards/workplans) must set the time frames within which the performance objectives and targets must be met targets must be met by employees; and
- KPIs should provide details of the evidence that is required to show that task has been met.

17.2 Performance Criteria for General Staff (Annexure 1,2 & 3)

Deliverables of each employee must be defined in an **INPUT** and **OUTPUT** scorecard where the evidence required for each KPA and Each KPI is documented:

- **The KPAs must relate to the staff member's functional area and must consist of not less than 5 and not more than 7 KPAs;**
- The KPA should include what, where, how and when tasks must be completed;
- The KPI should be compiled using the SMART principles;
- Performance evaluation must assess the contribution made towards Key Performance Areas (KPA's) and Core Competencies requirements (CCR's) on a weighted basis respectively;
- Performance of staff will be evaluated on a quarterly basis;
- Supervisors must be trained thoroughly in proper appraisal procedures;
- Supervisor must apply consistent, explicit and objectives related standards when preparing performance appraisals;
- Audit system must be in place to ensure appraisals are unbiased;
- Problem areas must be documented;
- Time table must be established for improvement when appraisals detect sub-standard performance;

- Employees must be given a clear opportunity to respond to negative appraisals including the right to appeal against the ratings given; and
- The Municipality must be able to prove that the employees received the performance appraisal.

17.3 Determining Performance Evidence

- a) “Evidence” refers to the documents – i.e. concrete proof – that must be produced at the time of review to indicate the extent to which the employee has achieved the performance objectives and targets agreed upon during planning and contracting;
- b) The evidence of achievement is agreed upon at the same time when the KPAs, KPIs and targets are set during planning and contracting;
- c) Evidence is utilised in performance management system to ensure that:
 - The employee’s performance is reviewed fairly;
 - There are no allegations of management bias in the assignment of ratings at the time of review; and
 - The work the employee has performed can be quality assured to allow for an assessment of the standard to which a KPI has been achieved.
- d) The evidence forms the basis of the feedback discussion between the manager and employee, and for it to be effective, evidence must be:
 - Indisputable (clearly reflect the facts);
 - Unambiguous (clearly reflect the achievement/non-achievement of the KPI); and
 - Concise (reviewers should not have to “wade through” piles of paper to ascertain whether the KPI has been met – rather, they should be able to tell quickly and with certainty whether the employee has met the KPI).
 - The portfolio of evidence may be subjected to a verification and validation process to ensure that such evidence meets the criteria of reliability and validity; and
 - Internal Audit shall play a role in the auditing of individual employee performance evidence as part of the overall quality assurance process.

17.4 Performance Evaluation (Scoring and Rating) {Annexure 6}

- The scoring and rating of performance shall only occur at mid-year and at the end of the performance cycle, the final formal review, and or at any time during the performance cycle if the supervisor is of the opinion that it is required;
- The municipality would utilise a 5-point rating scale to for the purposes of scoring and rating the performance of employees;
- The Municipal Manager and Managers directly accountable to the Municipal Manager would be rated by the Performance Management Panel as established per the Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006;
- For all other levels of staff, the immediate manager is responsible for reviewing and rating the performance of their direct reports;

- In the event that the immediate supervisor or manager is unable to conduct the performance reviews and rating of their direct reports, another HOD together with the HR Manager would do; and
- The final performance scoring, ratings and all comments must be agreed to and signed off by all parties involved in the review.
- Weightings represent the relative importance of one OUTPUT against another OUTPUT. Every OUTPUT in the performance agreement must be apportioned a weighting.
- The apportionment of weightings shall be as follows:
 - 100% of the total score is allocated to OUTPUTS whilst INPUTS are for employee development and to support OUTPUTS. This illustrates that the core focus of the employee's job is to deliver results, yet still places an emphasis on the employee demonstrating appropriate skills and behaviour to do the job successfully. It is suggested where appropriate INPUTS shall include customer service and teamwork.

By doing so, the employee is made aware of the importance of displaying these behaviour traits when carrying out his / her job.

- In the final performance assessment, a score which is multiplied by the weighting to give a weighted score must be determined for each KPA.
- The objectives under OUTPUT must be SMART. Evidence must be produced to verify the extent of the performance of the employee.

17.5 What Constitute Outstanding Performance (Annexure 6)

- The municipality should develop a framework to define, in practical terms, the desired levels of performance aligned to the 5-point Rating Scale; and
- In the absence of a framework to define the desired levels of performance, 100% performance would refer to the full attainment of the annual target in the performance instrument (plan/scorecard/workplan); and
- Performance would be rated as significantly above expectations if the employee achieves above 100% of the set target.

18. The Rating Scale

- The municipality should adopt a 5-point rating scale as stipulated in the municipal performance management regulations; and
- The 5-point scale shown below is used to properly determine whether the requirements of a performance indicator (KPI) and its associated target and target date have been met:

Rating	Generic Rating Descriptions
1	<p>Unacceptable Performance: Performance does not meet the standard expected for the job. The review/ assessment indicate that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.</p>
2	<p>Performance not Fully Effective Below the Required Performance Level: Performance not fully effective and is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/ assessment indicate that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan.</p>
3	<p>Fully Effective Performance Performance Meets the Required Performance Level: Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan.</p>
4	<p>Performance Significantly above Expectations Exceeds the Required Performance Level: Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.</p>
5	<p>Exceptional Outstanding Performance Achievement: Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year. Excellent performance</p>

19. Evaluation Panels

For purposes of evaluating the annual performance of the Municipal Manager and Managers directly accountable to the MM, an evaluation panel as per the Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 must be established:

For purposes of evaluating the annual performance of managers directly accountable to the Head of Department and lower levels -

- The respective Head of Department will be responsible for evaluating the performance of line managers directly accountable to him/her;
- The performance of other staff below levels of management will be evaluated by their respective supervisors.

20. Performance Moderation

- I. The MM must establish departmental performance moderation committees, which must be convened annually.
- II. Performance moderation processes must take place within a reasonable timeframe after the end of the performance cycle, but not later than 6 months after the end of the financial year.
- III. The departmental performance moderation committees shall be constituted as follows:
 - a) The relevant HODs, who must act as chairpersons in the committees;
 - b) All managers directly accountable to the HODs, who must be recused from the committee before their assessments are considered by the committee; and
 - c) A senior HR functionary who will advise, guide, and provide support, including arrangements for secretariat services.
- IV. The purpose of the departmental performance moderation committee is to:
 - a) Conduct moderation of annual staff performance results in order to ensure that the norms and standards for performance management and development systems are applied in a fair, realistic and consistent manner across the department;
 - b) Assess and compare the performance and contribution of each staff member with his or her peers towards the achievement of departmental goals;
 - c) Ensure fairness, consistency, and objectivity with regard to dispersal of performance recognition and ratings achieved for a common understanding amongst supervisors of the performance standards required at each level of the performance rating scale;
 - d) Determine the cost implications for recognition of performance of all staff members within the department;
 - e) Recommend the moderated performance scores for all staff members to the municipal moderating committee for approval;
 - f) Ensure that performance rewards are based on affordability;
 - g) Consider the impact of the performance assessments on financial rewards and options for various forms of recognition;
 - h) Recommend performance rewards as well as remedial actions for performance considered to be below effective performance; and
 - i) Ensure that the integrity of the performance management and development system is protected.

V. If the departmental moderation committee has reason to believe that any performance assessment by the supervisor does not conform to performance norms and standards or that there is a lack of evidence or information to support the performance ratings, the departmental moderation committee may not reassess, amend or adjust the performance ratings of a staff member, but may refer the assessment back to the relevant supervisor for reassessment in consultation with the affected staff member.

Upon conclusion of the reassessment, the departmental moderation committee may reconvene to moderate the assessment of the staff member concerned.

If the supervisor fails to reassess the staff member within the stipulated timeframe despite the request to do so by the relevant authority or the departmental moderation committee still has reason to believe that the performance ratings are not substantiated, the moderation committee may request the higher-level supervisor to reassess the relevant staff member.

The affected staff member must be consulted and be offered an opportunity to respond.

VI. The municipal council must establish a municipal moderation committee, which must be convened annually.

VII. The municipal moderation committee shall be constituted as follows:

- a. The MM, who must act as the chairperson of the committee;
- b. All HODs;
- c. Head of municipal planning and organisational performance;
- d. Head of municipal internal audit;
- e. A senior HR functionary to guide, advise and provide support, including arrangements for secretariat services; and
- f. A performance specialist, where applicable.

VIII. The purpose of the municipal moderation committee is to:

- a. Provide oversight over the staff performance management and development system to ensure the performance management process is valid, fair and objective;
- b. Moderate the overall performance assessment score for staff determined after the departmental moderation processes;
- c. Ensure that the final individual performance ratings are fair across each grade and department or directorate;
- d. Ensure that the final individual assessment outcome corresponds with the performance of the municipality and the relevant department aligned to the staff member's job description or directorate before any recognition of performance is considered;
- e. Determine the percentages for the merit-based rewards subject to affordability and the annual approved municipal budget in terms of section 16 of the MFMA;
- f. Recommend appropriate recognitions for different levels of performance;
- g. Recommend appropriate remedial actions for performance believed to be substandard;
- h. Advise the municipality on recognition of performance, including financial and non-financial rewards, where applicable;
- i. Identify potential challenges in the performance management system and recommend appropriate solutions to the municipal manager;
- j. Identify developmental needs for supervisors to improve the integrity of the performance management and development system; and

k. Consider any other matter that may be considered relevant.

21. Recognising and Rewarding Performance (Annexure 6)

1. A performance related reward:

a) Is at the discretion of the municipality; and

b) May be awarded to a staff member –

I. Who has served the full assessment period of 12 months on 30 June of each financial year of a municipality;

II. Transferred or seconded horizontally during the performance cycle within the municipality;

III. Who is on uninterrupted approved leave for 3 months or longer;

IV. Who is on approved maternity leave for more than 3 months; and

V. Who received a performance rating of fully effective performance, performance significantly above expectations or outstanding performance during a performance cycle after moderation of performance results.

c) May not be awarded to a staff member –

I. Appointed after 1 July of that performance cycle;

II. Who is serving probation as stipulated in regulation 23 of the Municipal Staff Regulations;

III. Whose performance period is less than 12 months;

IV. Whose employment is for a fixed term duration of less than 12 months; or

V. Whose post was upgraded without a change in performance agreement.

2. A municipality may not spend more than 1.5% of its annual salary and wage bill for staff performance rewards.

- ~~• The municipality would recognise and reward employees who meet and exceed the performance targets and obligations in their individual performance plans/scorecards/workplans;~~
- ~~• The performance rewards (Annexure 6) would be regulated by the municipality's policies and budgetary imperatives;~~
- ~~• Evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.~~
- ~~• The section 54/56 managers will be rewarded in accordance with the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006;~~
- ~~• Permanent employees who fulfil obligations in their individual performance instruments (plans/scorecards/workplans) and comply with all the requirements of the municipality's Performance Management Policy shall be entitled to performance incentives recommended by the Remuneration Committee and approved by the Municipal Council;~~
- ~~• To ensure that performance rewards are applied fairly and equitably in the municipality, all rewards have to be recommended by the Remuneration Committee and approved by the Municipal Council;~~
- ~~• Appropriate rewards as approved by the Municipal Council would be paid to deserving employees (those with a performance outcome/score/rating of 3 and above) within 60 days after such approval and subject to affordability.~~

22. Management of Performance Outcomes

- Every employee should be informed of the results of the performance reviews in writing;
- The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- An employee, who is not satisfied with the outcome of his /her assessment, may refuse to sign it;
- The employee's supervisor must clearly indicate the appeals route for an employee who is not satisfied with the outcome of his /her assessment;
- At any appeal against the outcome of his /her assessment, the employee may be assisted by a representative;
- In the case of persistent unacceptable performance recorded and identified during the reviews, the municipality shall:
 - provide appropriate performance counselling, systematic remedial or developmental support to assist the employee to improve performance; and
 - after and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the municipality would deal with poor performance within the context of principles of fairness espoused in the LRA, 1995 and the Collective Agreement on Discipline. Schedule 8 of the Labour Relations Act (The Code of Good Practice: Dismissal) sets out the procedure for dismissing an employee for poor work performance.

23. Managing Poor Performance

The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance:

- A scenario where employees only find out about gaps/challenges in their performance during the mid-year or final reviews should be prevented at all times;
- Disciplinary processes should be adapted to accommodate measures to address poor performance; and
- In the event that an employee is failing to his/her performance objectives the following guideline should be followed.

22.1 Addressing Poor Performance

In addressing Poor Performance, the following steps should be followed:

- Ensure the employee is fully aware of their job descriptions and requirements;
- Agree performance plan based on KPA's, KPI's and CCR's;
- Provide adequate training, instructions and coaching; and
- Provide regular feedback on improvement.

22.2 Poor Performance Counselling

In instance where poor performance does not improve performance counselling should be applied:

- Employee's direct manager is responsible for conducting any formal counselling session for poor performance;

- Address the reasons why employee is failing to meet performance standards;
- Agree on personal Performance Development Plan that assist employee to improve performance;
- Inform employee of possible consequences of not complying with performance standards; and
- Document all measures taken.

22.3 Corrective Action

- Corrective action should be considered when an employee, after reasonable time of counselling continues to perform unsatisfactory notwithstanding appropriate evaluation, instruction and guidance; and
- Formal disciplinary steps may be implemented, including a disciplinary hearing and corrective action through a series of graduated disciplinary measures considered.

24. Dispute Resolution and Grievance Process

- The provisions of the Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 shall guide the management of any dispute arising from performance reviews for the Municipal Manager and Managers directly reporting to the Municipal Manager; and
- Any dispute about performance objectives or targets must be mediated by the relevant HOD or directorate of the staff member to whom this function is delegated. If the dispute is not resolved to the staff member's satisfaction, the staff member may lodge a grievance in terms of the applicable procedures.
- Any dispute relating to the conclusion of the performance agreement or an amendment to the performance agreement, must be referred to the HOD or directorate not later than 5 days of lodging the grievance in terms of the applicable procedures. This dispute must be resolved within 1 month of receipt of the dispute by the HOD after considering the representation from the staff member and their supervisor as well as consultation with the head of HR.
- A staff member who is not satisfied with the outcome of the procedure may lodge a dispute in terms of the dispute resolution mechanisms of the bargaining council.
- ~~The municipality must establish dispute resolution mechanisms to deal with any disputes arising from the performance outcomes of employees on staff levels not employed as a Municipal Manager or Managers directly reporting to the Municipal Manager.~~
- ~~The panel to deal with the disputes should include the following officials:~~
 - ~~HOD: Corporate Services / HR Manager~~
 - ~~Senior HR Officer~~
 - ~~SAMWU / IMATU~~

25. Roles and Responsibilities (Annexure 5)

Effective performance management relies on the quality of the relationship and understanding between role players in IPMS, and in particular the line manager and direct report. To facilitate this relationship and understanding, the following must apply:

- The Performance Management Policy of the municipality must assign various roles and responsibilities to key role players for the effective development and implementation of the performance management system in the municipality; and

- The roles of every role player in the performance management system of the municipality must be clearly outlined in the policy.

24.1 The Role of HR in the IPMS

- To Champion Performance Management at Department / Section Level.
- Monitor implementation on an on-going basis.
- Performance Management as a standard agenda item at Department / Section meetings.
- Conduct Refresher Trainings at Department / Section Level.
- Deal with Individual Performance Management queries.
- Collate information regarding agreements / assessments
- Draw reports on Monthly basis.
- Do quality assurance on agreements.
- Evaluate effectiveness of Individual Performance Management System.

26. Managing Unacceptable Behaviour

Non-compliance to assigned roles and responsibilities contained within this Policy or unacceptable conduct during the execution of this policy constitutes unacceptable behaviour which may need to be addressed in accordance to the Disciplinary Code and Procedure policies (Collective Agreement).

27. Policy Review

The provisions of this policy may be reviewed on an annual basis in consultation with the relevant stakeholders to ensure the continued relevance and effectiveness.

28. Data Records and Reporting

Performance data must be collated, analyzed to compare existing trends within the municipality. The results should be communicated to develop shared improvement strategies that can enhance performance.

INPUT SCORECARD

(SKILLS, KNOWLEDGE, BEHAVIOUR & ATTRIBUTES)

<i>Competency</i>	<i>Performance Standards</i>	<i>Remarks / Achievements</i>

Employee Signature _____

HOD / Manager / Supervisor Signature _____

OUTPUT SCORECARD

ANNEXURE 2

KEY PERFORMANCE AREA	PERFORMANCE STANDARDS / INDICATORS	WEIGHTING	MID TERM REPORT	SCORE	WEIGHTED SCORE

OUTPUT SCORECARD CONTINUED

KEY PERFORMANCE AREA	PERFORMANCE STANDARDS / INDICATORS	WEIGHTING	MID TERM REPORT	SCORE	WEIGHTED SCORE
		TOTAL = 100%		TOTAL =	

CORE COMPETENCY REQUIREMENTS (CCR's)

Job Knowledge	<ul style="list-style-type: none"> • Standard Definitions
Technical Skills	<ul style="list-style-type: none"> • Standard Definitions
Acceptance of Responsibility	<ul style="list-style-type: none"> • Standard Definitions
Quality of work	<ul style="list-style-type: none"> • Standard Definitions
Reliability	<ul style="list-style-type: none"> • Standard Definitions
Initiative	<ul style="list-style-type: none"> • Standard Definitions
Communication	<ul style="list-style-type: none"> • Standard Definitions
Interpersonal relationships	<ul style="list-style-type: none"> • Standard Definitions
Flexibility	<ul style="list-style-type: none"> • Standard Definitions
Team Work	<ul style="list-style-type: none"> • Standard Definitions
Planning & Execution	<ul style="list-style-type: none"> • Standard Definitions
Leadership	<ul style="list-style-type: none"> • Standard Definitions
Delegation & Empowerment	<ul style="list-style-type: none"> • Standard Definitions
Management of financial resources	<ul style="list-style-type: none"> • Standard Definitions
Management of human resources	<ul style="list-style-type: none"> • Standard Definitions
Project Management	<ul style="list-style-type: none"> • Standard Definitions
Customer Service	<ul style="list-style-type: none"> • Standard Definitions

INDIVIDUAL LEARNING PLAN

RAY NKONYENI MUNICIPALITY

Employee Name: _____

Pay No. _____

Designation: _____

Department/Section: _____

HOD/Manager/Supervisor: _____

Date: _____

Skills/ Performance Gap	Outcomes Expected	Suggested Training and / or Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development Area	Support Person

ROLE OF THE HOD/MANAGER/ SUPERVISOR	ROLE OF THE EMPLOYEE	MODERATOR'S ROLE	ROLE OF HR
Sets Objectives	Suggests objectives, if any.	Reviews Appropriateness and Consistency	Custodian of IPMS
Monitors employee's performance	Assumes responsibility	Discusses with HOD/ Manager/ Supervisor where opinions Differ	Provides support to employees and Line Management
Provides feedback	Develops/ implement action plan	Ensures standard distribution of scores	Guides Managers/ Supervisor, in planning, reviews, etc
Trains, coaches, develops	Seeks information and feed-back from management and from others	Chair Appeals	Conducts follow-up and evaluation studies to assess the effectiveness of the system
Manages poor performance	Assesses ways of improvement		
Reinforces good performance	Keeps Manager/ Supervisor informed of any potential problems that may arise		

SCORE OBTAINED	REWARD
4.5 – 5.0	<p>Employee is awarded a double performance increment (equivalent to two notches on the applicable grade scale).</p> <p>OR</p> <p>Employee who is on the penultimate notch of the grade range, is awarded a single performance increment (equivalent to a single notch on the applicable grade scale) and in addition shall be eligible for a “once-off” payment based on the difference between the maximum notch and the penultimate notch of the applicable grade scale multiplied by 12 (i.e. annualised value).</p> <p>OR</p> <p>Employee who is on the maximum notch of the grade range, is awarded a “once-off” payment equivalent to the total value of the difference of the last two notches on the applicable grade scale multiplied by 12 (i.e. annualised value).</p> <p>AND</p> <p>Shall be eligible for four (4) additional leave days. The leave must be taken within twelve (12) months of it being awarded otherwise it will be forfeited.</p>
4.0 – 4.49	<p>Employee is awarded a single performance increment (equivalent to a single notch on the applicable grade scale) subject to the maximum of the applicable grade scale.</p> <p>OR</p> <p>Employee who is on the maximum notch of the applicable grade scale shall be eligible for a “once-off” payment (equivalent to a single notch) based on the difference between the maximum notch and penultimate notch of the applicable grade scale multiplied by 12 (i.e. annualised value).</p> <p>AND</p> <p>Shall be eligible for two (2) additional leave days. The leave must be taken within twelve (12) months of it being awarded otherwise it will be forfeited.</p>
3.0 – 3.99	<p>Employee is awarded a single performance increment (equivalent to a single notch on the applicable grade scale subject to the maximum of the applicable grade scale.</p> <p>OR</p> <p>Employee who is on the maximum notch of the applicable grade scale shall be eligible for a “once-off” payment (equivalent to a single notch) based on the difference between the maximum notch and penultimate notch of the applicable grade scale multiplied by 12 (i.e. annualised value).</p>
BELOW 3	Employee will not qualify for any Performance Reward.

RAY NKONYENI MUNICIPALITY

MID TERM REVIEW AND FINAL PERFORMANCE APPRAISAL:

<u>MID TERM REVIEW</u>		
<u>Appraiser</u>	<u>Moderator</u>	<u>Employee</u>
Name: _____ Signature: _____ Date: _____		Name: _____ Signature: _____ Date: _____
<u>FINAL APPRAISAL</u>		
Name: _____ Signature: _____ Date: _____	Name: _____ Signature: _____ Date: _____	Name: _____ Signature: _____ Date: _____



The Game changer of South Coast development

PERFORMANCE AGREEMENT

Made and entered into by and between:

Supervisor Name

(SUPERVISOR TITLE)

AND

Employee Name

(POST TITLE)

INTRODUCTION

The Ray Nkonyeni Municipality (“the employer”) has entered into a contract of employment with the Employee in terms of Section 55 of the Local Government: Municipal Systems Act 32 of 2000 (“the Systems Act”).

Chapter 6 of the Systems Act requires the parties to conclude an annual Performance Agreement.

The parties will ensure that they are clear about the goals to be achieved, and secure the commitment of the employee to a set of outcomes that will secure the Ray Nkonyeni Municipality’s goals.

2. THE PARTIES

The Ray Nkonyeni Municipality duly represented by (Supervisor’s Name) in their capacity of Supervisor, (hereinafter referred to as “The Supervisor”)

AND

.....
Full name
(hereinafter referred to as the “The Employee”)

3. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:-

- comply with the provision of Section 55 and Chapter 6 of the Systems Act;
- specify objectives and targets (Output) established between the Employee and Supervisor so as to monitor the expectations of the Employee’s performance and accountabilities (Output);
- specify Input and Output as set out in the Performance Plan (Annexure 1 & 2);
- monitor and measure performance against set targeted Output;

- use the Performance Agreement as the basis for assessing whether the Employee has met with performance expectations applicable to their job;
- complete an Individual Learning Plan (Annexure 4) after the mid-term review;
- appropriately reward the Employee in accordance with the Employer's individual performance management policy in the event of outstanding performance;
- give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

4. COMMENCEMENT AND DURATION

This Agreement will commence on 01 July 2018 and will remain in force until 30 June 2019, where after a new Performance Agreement, Performance Plan and Individual Learning Plan shall be concluded between the parties for the next financial year or any portion thereof.

The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year but not later than the beginning of each successive financial year.

This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

5. PERFORMANCE OBJECTIVES

The Performance Plan (Annexure 1 & 2) sets out :-

- 5.1.1 the performance objectives and targets that must be met by the Employee; and

5.1.2 the time frames within which those performance objectives and targets must be met.

The performance objectives and targets reflected in Annexure 1 and 2 are set by the Supervisor in consultation with the Employee and based on various documents used within the municipality, and shall include key performance areas, key performance indicators, target dates and weightings.

The key performance areas describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key performance area has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key performance areas to each other.

6. INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

The Employee accepts that the purpose of the individual performance management system will be to provide a comprehensive system with specific performance standards to assist the Employee to perform to the standards required.

The Supervisor will consult the Employee about the specific performance standards that will be included in the individual performance management system as applicable to the Employee.

7. PERFORMANCE ASSESSMENT

The Employee agrees to participate in the individual performance management and development system that the Employer adopts.

The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Area's (KPA's) (including special projects relevant to the employee's responsibilities) within the local government framework.

The criteria upon which the performance of the Employee shall be assessed shall consist of the following component, which shall be contained in the Performance Agreement (Annexure 2).

- 7.2.1 The Employee must be assessed against the Key Performance Areas (KPA's).
- 7.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 7.2.3 KPA's covering the main areas of work will account for 100%. Input (Annexure 1) is for employee development and to support the Output (Annexure 2).

The Employee's assessment will be on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure 2), which are linked to KPA's and will constitute 100% of the overall assessment result as per the weightings agreed to between the Supervisor and Employee.

The CCR's will not impact or have any bearing on the Employee's assessment score, which will be recorded in the performance plan (Annexure 1). This would however be used in the development of the Individual Learning Plan.

8. EVALUATING PERFORMANCE

The Performance Plan (Annexure 2) to this Agreement sets out :-

the standards and procedures for evaluation of the Employee's performance.

9. OBLIGATIONS OF THE SUPERVISOR

The Supervisor shall:-

- ❖ create an enabling environment to facilitate effective performance by the employee;
- ❖ provide access to skills development and capacity building opportunities;
- ❖ work collaboratively with the Employee to solve problems and provide general solutions to common problems that may impact on the performance of the Employee;
- ❖ where necessary delegate such powers to the 'employee to enable him / her to meet the performance objectives and targets established in terms of the Agreement; and
- ❖ make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

10. DISPUTE RESOLUTION

Dispute resolution will be guided by the Individual Performance Management System Policy.

11. GENERAL

14.1 The contents of this agreement shall be placed on the Employee's personnel file.

14.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effect of existing or new regulations, circulars, policies, directives or other instruments.

SIGNED AT _____ ON THIS THE _____ DAY OF
_____ 20__.

AS WITNESSES:

1.

THE EMPLOYER

2.

SIGNED AT _____ ON THIS THE _____ DAY OF
_____ 20__.

AS WITNESSES:

1.

THE EMPLOYEE

2.

RAY NKONYENI MUNICIPALITY
INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM
IMPLEMENTATION PLAN

DATE	ACTIVITY
July 21 – June 22	IPMS Implementation – TASK Grades 09 – 16
July 22 – June 23	IPMS Implementation – TASK Grades 03 – 08



Policy name	Probation Policy
Status	approved
Approved by	Council
Date approved	29 September 2022

PROBATION POLICY

1. POLICY STATEMENT

1.1 Ray Nkonyeni Municipality recognises that a supportive and developmental probation process is vital in providing the appropriate level of support and training for new employees on commencement of their employment.

2. PURPOSE

2.1 This policy sets out the Municipality's approach to probation for new employees aiming to ensure the municipality meets its commitment to the fair, equal and consistent treatment of employees within a supportive framework and in line with employment legislation requirements with regards to the probation period.

2.2 To ensure the municipality is provided with an opportunity to assess skills, conduct, capability and attendance of the new employee before deciding whether or not to confirm their appointment.

2.3 To identify the link between induction, probation and developmental processes and emphasize the need for all to underpin the support and development of a newly appointed employee.

3. LEGISLATIVE FRAMEWORK

- The Constitution of the Republic of South Africa
- SALGBC Conditions of Service Collective Agreement
- Labour Relations Act, 66 of 1995 as amended
- Basic Conditions of Employment Act, 75 of 1997 as amended
- Local Government: Municipal Systems Act, 32 of 2000 as amended
- Local Government: Municipal Staff Regulations

1.

4. SCOPE OF APPLICATION

4.1 This policy relates to all newly appointed employees whose terms and conditions of employment state that their appointment is subject to a probationary period.

5. PRINCIPLES

- 5.1 The municipality aims to secure equality of opportunity in all its activities, and in this respect, the probation process must be objective, clear, transparent and free from discrimination.
- 5.2 The probation process should work alongside the induction process to help create a positive and supportive working environment, allowing new employees to settle into the organisation and learn the key elements of the job within a reasonable and realistic timescale.
- 5.3 At their induction, new employees will be made aware by their supervisor of the performance standards expected of them and will be given support, training and feedback necessary to achieve these standards, managers will use the probationary period to monitor the success of the new employee member in reaching those standards.
- 5.4 Clear, comprehensive and accurate records of probation review meetings must be maintained, including how standards are met, what methods are used for measuring them and what timescales are given for reaching them. Induction materials may be used to inform the initial probation review meeting i.e. to clarify the duties and responsibilities of the new employee in line with their terms and conditions of employment, their job description and the policies and procedures which must be followed.
- 5.5 In circumstances where problems arise during a period of probation, the line supervisor should raise these issues with the employee in a timely manner and the employee must be given an opportunity to respond to any concerns. Supervisors should discuss the action required by the employee to address the problem and where necessary give clear, unambiguous warnings if standards are not met.
- 5.6 Employees have the right to be accompanied by a colleague or trade union representative at any formal meetings held to address serious performance issues that have arisen during probation and where dismissal is a possible outcome. This right will not apply in the case of informal discussions between the employee and manager at the normal 3,6 or 9 monthly review meetings.

5.7 Documentation relating to the employee will be treated with the utmost confidentiality and related documentation will be subject to the provisions of the Protection of Information Act as appropriate.

6. DURATION

6.1 The length of probation period will be stated in the terms and conditions of employment and is dependent on the skills and competencies required for the role.

6.2 The probation period must be in line with conditions as set out in the Local Government: Municipal Staff Regulations S(23). These regulations stipulate a minimum probationary period of three (3) months and a maximum probationary period of twelve (12) months which may be extended to 18 months following valid reasons thereof.

6.3 Employees falling within the probation period are subject to the municipality's disciplinary code and procedures, however the municipality reserves the right to invoke the statutory dismissal procedure in cases of alleged serious or gross misconduct or incapability.

7. ROLES and RESPONSIBILITIES

Role	Responsible for
New Employee	<ul style="list-style-type: none"> • Demonstrating their suitability for the post for which they are appointed • Participating as required in their induction • Meeting any reasonable objectives within deadlines set • Identifying to their supervisor at the earliest opportunity any difficulties they are experiencing • Raising with their supervisor any training, development, or support which they believe to be necessary in order for them to fulfil the requirements of the role
Supervisor	<ul style="list-style-type: none"> • Establishing the standards of performance consistent with the requirements of the position, in line with the job description • Communicating the required standards, responsibilities, and objectives to the new employee

	<ul style="list-style-type: none"> • Ensuring the new employee is inducted locally • Making sure that the employee is aware that the records of induction activities may be used to support the probation process. • Maintaining induction records which will provide complete and documented evidence to support the probation procedure • Providing training and guidance as necessary • Monitoring the performance of the employee • Holding regular one-to-one meetings with the employee in order to ensure a good working relationship and provide feedback on the employee's progress • Arranging and conducting formal probation review meetings at the intervals prescribed in the probation procedure • Providing appropriate supervision to monitor progress or identify difficulties and provide opportunity for resolution • Timely conduct and documentation of probation reviews • Advising HR of the outcome of the probation period following an extension of or difficulties during the probation period • Confirming verbally whether or not the employee has completed their probationary period successfully at the final review meeting
<p>Human Resources</p>	<ul style="list-style-type: none"> • Providing HR advice on the probation period to both the supervisor and the employee • Issuing probation review reminders to departmental administrators • Advising on cases of unsatisfactory performance / progress and, where appropriate, supporting supervisors during formal meetings to address serious cases • Confirming in writing the outcome of the probation period following an extension of or difficulties during the probation period

8. CONTRAVENTION OF THE POLICY

8.1 Any contravention of the probation policy shall be dealt within the framework of the Disciplinary Code Collective Agreement and Municipal Systems Act.

9. DISPUTE RESOLUTION

9.1 Any dispute arising from the implementation of this policy shall be handled in terms of grievance procedure

10. EFFECTIVE DATE

10.1 This policy shall be effective from the date of adoption by the Council.



CORPORATE SERVICES POLICIES

SECTION: HUMAN RESOURCES

RECRUITMENT AND SELECTION POLICY

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1. DEFINITIONS

For the purpose of this policy unless the context otherwise indicates –

- 1.1 “**Candidate**” means an applicant for a post
- 1.2 “**Days**” means working days
- 1.3 “**Disability**” means long term or recurring physical or mental impairment which substantially limits a person towards performing his/her duties
- 1.4 “**Recruitment**” means the activities undertaken in the human resource management in order to attract sufficient job candidates who have the necessary potential, compliances and traits to fill job requirements and to assist the municipality in achieving its objectives.
- 1.5 “**Post**” means a post on the approved staff establishment of a municipality which has been budgeted for.
- 1.6 “**Staff establishment**” means the approved posts created for the normal and regular requirements of a municipality.
- 1.7 “**Sifting**” means rejection of applications which do not meet minimum requirements for the post.
- 1.8 “**Shortlisting**” means a fair process of obtaining a manageable number of candidates to be invited for interviews.
- 1.9 “**Reference Check**” means the gathering of information about candidates past history from people with whom such candidate has been associated.
- 1.10 “**Selection**” means the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.
- 1.11 “**Department**” in relation to a municipality means an administrative component of a municipality, headed by a manager appointed in terms of section 56 of the Act.

2. SCOPE OF APPLICATION

This policy is applicable and binding to both the municipality and all candidates (Permanent, Senior Managers and non-full time) and shall become operative immediately after its approval by the Council.

3. OBJECTIVES OF THE POLICY

The purpose of this policy is to set out the policy guidelines and principles regarding the staffing Policy, more especially in terms of recruitment and selection of permanent/non-permanent employees and Senior Managers of the RAY NKONYENI MUNICIPALITY.

This includes the following: -

- Introducing fair and objective principles and procedures for staffing.
- Providing guidelines for the appointment of candidates.
- Establishing principles and procedures ensuring that RAY NKONYENI MUNICIPALITY complies with legislative principles in respect of employment equity and affirmative action.
- Setting out the procedural steps for the advertisement of a vacant post, the selection of applicants for interviews, the conducting of interviews and the appointment of candidates to the permanent staff complement;

4. POLICY STATEMENTS

4.1 FOUNDATIONAL PRINCIPLES

Foundation principles for this policy are: -

- 4.1.1 The staffing policy and its implementation will be fundamentally aimed at matching the human resources to the strategic and operational needs of the Municipality and ensuring the full utilization and continued development of employees.
- 4.1.2 Each appointment must be rationally and objectively justifiable by reference to the strategic and operational needs of the Municipality.

- 4.1.3 All persons appointed must be a south African citizen, permanent resident or foreign national with a valid work permit and possess the relevant competencies, qualifications and experience as set out in "Annexure A" of the Municipal Systems Act: Local Government Municipal staff Regulations. All aspects of the staffing, structuring, recruitment, selection, interviewing and appointment of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except as provided in this policy, Employment Equity Policy and Employment Equity Plan of the Municipality.
- 4.1.4 With reference to the Constitution of South Africa Act 108 of 1996 as amended and the provisions of Chapter II of the Employment Equity Act 55 of 1998, under no circumstances should any person be refused employment on any arbitrary or discriminatory basis, including but not limited to race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV Status, conscience, belief and/or opinion, taking into account the provision of Chapter III of the EE Act, Act 55 of 1998.
- 4.1.5 The RAY NKONYENI MUNICIPALITY is an employment equity employer, and, as such, preference will be given to suitably qualified candidates who are members of designated groups as defined in section 1 of the Employment Equity Act of 1998 as consisting of black people, women and people with disabilities. The Employment Equity Policy and the Employment Equity Plan of the Municipality will be used as a guideline in respect of the Employment Equity targets.
- 4.1.6 Recruitment shall be done according to the competency requirements of the post in accordance with IDP and SDBIP and with consideration of the organisation culture.
- 4.1.7 Recruitment and Selection Policy will be part of the municipality's commitment in terms of the upward mobility for its employees, growing the organisation from within.

5. ELEMENTS OF RECRUITMENT AND SELECTION

5.1 AUTHORITY

- 5.1.1 The responsibility for the appointment of personnel rests with the Municipal Manager or his designated signee except on appointment of personnel directly accountable to the Municipal Manager.
- 5.1.2 The Municipal Manager, his or her delegate, may, deviate from the provision(s) of this policy, where there is an existence of *bona fide* organisational or operational requirements.

5.2 RECRUITMENT

- 5.2.1 Prior to filling a post, the necessity for filling the post shall be assessed and motivated in writing by the **Head of Department Corporate Services** to the Municipal Manager or his delegate.
- 5.2.2 Before any post can be advertised within the Ray Nkonyeni Municipality, such post or posts must be on the permanent organizational structure (organogram) of the council and must be within the approved budgetary provision of the relevant financial year.
- 5.2.3 **All vacant and funded posts must be filled within six (6) months of the post becoming vacant**

5.3 AUTHORITY TO EMPLOY STAFF

The Head of Department Corporate Services shall complete a request form, "Authority to employ" (Annexure A) and then forward such request to the Municipal Manager for approval.

5.4 VALIDATION OF INHERENT REQUIREMENTS

5.4.1 The inherent requirements of a job must reflect the needs of the Municipality and must be appropriate to achieve the business interests of the Municipality.

Prior to the recruitment process commencing, the outputs, skills, knowledge and competencies and stated educational requirements as contained in the competency/job profile or job description are scrutinized as to relevance and applicability.

5.5 RECRUITMENT ADVERTISEMENT

5.5.1 The advertisements shall be drafted by the Human Resources Section

5.5.2 All advertisements shall clearly state the relevant job requirements, application procedures together with closing dates for the receipt of application.

5.5.3 An application for a vacant post must be made on an attached application (Annexure B)

5.5.4 Internal advertisements shall be placed on designated notice boards and other appropriate places.

5.5.5 External advertisements shall be placed in appropriate media publications and community newspapers to ensure maximum access by the designated groups.

5.5.6 Records shall be maintained for all applications received in response to advertised posts and be disposed of in terms of the National Archives and Record Service of South Africa Act, 1996.

5.6 SELECTION

5.6.1 GENERAL PRINCIPLES GOVERNING SELECTION

5.6.1.1 Selection criteria shall be objective and related to the inherent requirements of the job and realistic future needs of the Municipality.

5.6.1.2 The central guiding principle for selection shall be competence in relation to the inherent requirements of the job provided that selection shall favour, as determined by the targets, suitably qualified applicants as defined in section 20[3] of the Employment Equity Act.

5.6.1.3 Unless formal or statutory qualifications are clearly justified as essential for the job, relevant experience/performance, training [internal/external] as reflected and measured through competencies, and potential for the prospective vacancy shall be an important criterion.

5.6.1.4 Canvassing, i.e. attempting to solicit the influence of any person who could substantially influence the selection process by job applicants, or any other person on behalf of job applicants, for posts within the Council's service is prohibited and evidence thereof will disqualify the applicant's application for consideration for appointment.

5.6.1.5 The selection panel shall be appointed by the Municipal Manager or his delegate

5.6.1.6 The selection panel must comprise of at least three (3) but not more than five (5) members.

5.6.1.7 The Chairperson of the panel must be the Supervisor or a staff member employed at least one (1) job grade higher than that of the advertised post

5.6.1.8 The selection panel for a post, once constituted, must remain the same at all times. If a member of the selection panel is unable to proceed with the interviews due to circumstances beyond that member's control, such panel member may be replaced or withdrawn. If the selection panel does not quorate, the panel must be reconstituted.

5.6.1.9 Labour Unions may attend the proceedings only as observers provided that failure by the union to attend the interviews proceedings will not invalidate the decision of the panel

5.6.2 SIFTING OF APPLICATIONS

The Human Resources shall sift the applications and reject those that fall in any of the following categories:

5.6.2.1 Qualification/s below the minimum required qualification as per the advert

5.6.2.2 Not having minimum years of experience where applicable

5.6.2.3 Not having relevant driver's license where applicable

5.6.2.4 Not having other inherent requirements of the post as per the advert.

5.6.3 SHORTLISTING

5.6.3.1 The Selection Panel shall score the applications that have passed the sifting process guided by the scoring template (Annexure C)

5.6.3.2 At least 3 candidates who scored the highest shall be invited for the interviews.

5.6.3.3 Less than 3 candidates may be only shortlisted in the case of scarce skills posts.

5.6.4 INTERVIEWS

5.6.4.1 Applicants who have been shortlisted shall be invited to an interview.

- 5.6.4.2 Applicants shall be given a minimum notice of three (3) days to the interview
- 5.6.4.3 The chairperson shall prepare questions which shall be discussed with the selection panel before the commencement of the interview.
- 5.6.4.4 All candidates shall be asked the same questions.
- 5.6.4.5 Candidates shall be allocated same time to respond to set questions.
- 5.6.4.6 Follow up questions shall not be allowed as it will give some candidates unfair advantage.
- 5.6.4.7 At the conclusion of the interviews, the selection panel shall rank candidates in order of preference, using interview scores
- 5.6.4.8 In the case where the panel is recommending the candidate who did not score the highest points, written motivation shall be prepared by the interview panel.
- 5.6.5.9 The motivation must seek to redress imbalances of the past or respond to the equity plan of the Municipality.

.7 RECOMMENDATIONS BY THE SELECTION PANEL

- 5.7.1 The interview panel shall submit recommendations to municipal manager for his or her approval.
- 5.7.2 The recommendation shall be submitted to the Municipal Manager with the following documents.
- 5.7.3 Minutes of the sifting and shortlisting process.
- 5.7.4 Scores of the shortlisting process.
- 5.7.5 Minutes of the interview process.
- 5.7.6 Scores of the interview process.
- 5.7.7 And other information that may assist the Municipal manager to consider the recommendations.
- 5.7.8 Appointment letter for the successful candidate

5.8 SELECTION AND ASSESSMENT METHODOLOGY

5.8.1 The Municipality will only make use of assessment techniques which

- (a) Have been shown to be valid and reliable
- (b) Can be applied fairly to all employees
- (c) Are not biased against any employee or group

5.8.2 All parties will uphold the strictest confidentiality in respect of any information supplied and will sign confidentiality form (annexure D)

5.8.3 The assessment process is an integrated process and the final decision shall be based on the results of the whole process.

5.8.4 The Human Resources section shall be responsible for ensuring the integrity of the assessment process and the use and application of assessment techniques.

5.8.5 Medical testing will only be utilized if required or permitted by legislation or if it is justified in the light of medical facts with regard to the inherent requirements of the job.

5.9 REFERENCES AND PERSONAL CREDENTIALS VERIFICATION

5.9.1 Pre-screening to validate information on the Curriculum Vitae must be conducted in relation to the inherent requirements of the job

5.9.2 The following references must be contacted to verify the employment history of the applicants :-

5.9.2.1 Current employer

5.9.2.2 Previous employer

5.9.2.3 Reference given by applicant

5.9.3 Annexure E will be used as a reference check document

5.10 RECORD KEEPING

Adequate records of the entire selection process need to be maintained, including:

- Selection and short listing criteria
- Structured interview questions
- Copies of all other assessments utilised
- Assessment ratings
- Reference checks

5.11 THE SELECTION DECISION

5.11.1 The selection decision is based on the assessment of the candidates in conjunction with section 20[3] and particularly 20[3] d of the Employment Equity Act and in the context of Municipality requirements.

5.11.2 Targets, based on the Employment Equity Plan of Ray Nkonyeni Municipality will be set to guide the preferential order of appointment at the Municipality.

5.12 HEAD HUNTING

5.12.1 Head hunting will be applied with caution at all times, and it may be employed at any stage of the selection process, when the selection panel is of the opinion that the assessed candidates are not suitable and / or do not meet the requirements of the employment equity plan.

5.12.2 Normally targeted persons will be provided with the copy of the recruitment advertisement and allowing them to apply on their own accord, unless otherwise the selection panel so decide.

5.13 APPOINTING AUTHORITY

The responsibility for the appointment of personnel rests with the Municipal Manager or his delegated assignee(s) in terms of section 55(1) (e) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) as amended for task grades employees (T3 to T16).

5.14 FEEDBACK TO CANDIDATES

- Shortlisted applicants for advertised posts will be informed in writing of the outcome of the selection process in regard to their application.
- The Human Resources unit informs the successful candidates and makes an employment offer (remuneration, benefits, commencement date).
- All persons appointed to the Municipality accept the appointment by way of signing the offer of employment.
- The Human Resources unit informs the unsuccessful short-listed candidates.
- Enquiries from unsuccessful candidates are dealt with by the Human Resources Manager

6. APPOINTMENT OF SUPPORT STAFF TO OFFICES OF PUBLIC OFFICE BEARERS

- 6.1 The persons appointed as support staff in the office of the Public Office Bearers must either be seconded from the post that is on the approved organogram of RNM or must be from another municipality's approved staff establishment; or
- 6.2 Must be employed on a fixed term contract that is linked to the term of the Public Office Bearer
- 6.3 The duration of the secondment or the fixed-term contract may not be longer than thirty days from the date the POB vacates the office.

7. RE-EMPLOYMENT OF DISMISSED STAFF

- 7.1 Any person who was dismissed from a municipality for any reasons stated in Annexure F may not be re-employed until the period stated on annexure F has expired
- 7.2 Any person who has lodged a dispute in terms of any applicable legislation may be appointed subject to the outcome of the dispute.
- 7.3 The municipality must maintain records of all staff dismissed for misconduct or employees who resigned prior to finalisation of disciplinary proceedings
- 7.4 The record must contain:-
- Full names and identify number of the person

- The title of the post a person occupied
- Nature of misconduct
- date of suspension (if any)
- Conditions of suspension (if any)
- Date which the misconduct was referred to disciplinary hearing or Inquiry by Arbitrator

8. RECRUITMENT AND SELECTION OF SECTION 54/56 EMPLOYEES

8.1 The responsibility for the appointment of personnel rests with Council; and

8.2 The recruitment, selection and appointment of Section 54/56 managers shall be in strict compliance with the following:-

- Municipal Systems Act No 32 of 2000
- The Local Government Regulation on Appointment and Conditions of Employment of Senior Managers as amended from time to time.

9. DISPUTES

Disputes concerning the appointment of a candidate are dealt with in terms of Bargaining Council dispute resolution procedure and relevant Labour Law.

10. INDUCTION

10.6. All newly appointed employees will participate in the Municipality's Induction Process.

10.7. Existing employees may go through a process of re-induction.

11. PRECEDING POLICIES RESCINDED

Please note that all previous policies in respect of this subject are RESCINDED and REPLACED with the adoption of the new policy.



CORPORATE SERVICES POLICIES

SECTION: HUMAN RESOURCES

REMUNERATION POLICY

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1. PREAMBLE

Ray Nkonyeni Municipality believes that its employees are its most valuable resource in achieving its vision, mission and goals in terms of its strategy. The remuneration of employees is a key factor in recruiting, retaining, motivating and rewarding its workforce. In order to recruit and retain staff with the required qualifications, skills, competencies and experience, it is necessary for the Council's policy in determining the Job value and commencing salary of new appointees to have a degree of flexibility within the prescribed grade ranges. To achieve these objectives, a clear concise policy is required to arrive at equitable and transparent decisions in regard to determining Job value as well as the commencing salary of new appointees.

T.A.S.K. is the recognised Job Evaluation System within the local government sector as approved by the National Executive Committee (NEC) of SALGA. Uniformity is essential for a variety of sector processes such as wage bargaining, comparative understanding of workforce establishment levels and organisational development, sector skills planning, employment equity and the organisation of education and training.

SALGA has adopted a Job Evaluations Policy (Annexure "A"). Ray Nkonyeni Municipality subscribes to SALGA and therefore, this policy must be read in the context of the T.A.S.K. Job Evaluation System for the local government sector.

2. SCOPE OF APPLICATION

The terms of this policy are applicable to all employees in the municipality, except the Municipal Manager and Managers directly accountable to the Municipal Manager in terms of Section 56 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000 as amended).

3. PURPOSE

The purpose of this policy is as follows:-

- 3.1 To implement and maintain the T.A.S.K. Job Evaluation System for the Ray Nkonyeni Municipality to achieve uniform norms and standards in the description of similar jobs and their grading across the municipality.
- 3.2 To provide for the necessary structures, institutional agreements and procedures for the evaluation of jobs in the municipality.
- 3.3 To set criteria to be used in the determination of the commencing salary on appointment.
- 3.4 To promote consistency in the application of the policy provisions.
- 3.5 To assist HOD's, line managers and HR practitioners in decision making when determining the commencement salaries of new employees or existing employees appointed to a higher grade.
- 3.6 To ensure that employees in similar positions are remunerated equitably in accordance with their experience in order to attract and retain competent staff.
- 3.7 To ensure that a degree of flexibility is applied in certain circumstances in determining the salary to be applied when making appointments and that this policy provides for this flexibility within the parameters of the applicable grade ranges.

4. DEFINITIONS

All expressions used in this policy, which are defined in the Labour Relations Act, 1995 (Act No. 66 of 1995), shall bear the same meanings as in the Act and unless the contrary intention appears, words importing the masculine gender shall include the feminine.

- 4.1 **“Auditing”** shall mean a technical exercise in verifying that the T.A.S.K. System is being consistently applied in terms of its own rules and any other rules on implementation.
- 4.2 **“Audit Trail”** shall mean the report generated by the T.A.S.K. System detailing the skill level and corresponding factor statements, weighting and points.
- 4.3 **“Council”** means the Ray Nkonyeni Municipality.
- 4.4 **“Commencing Salary”** means the starting salary for an appointee when he or she begins work for the Council, or for an existing employee appointed to a higher grade.
- 4.5 **“Designated Job Evaluation Manager”** shall mean the Official appointed by the Municipal Manager to manage the implementation process.
- 4.6 **“Employee”** mean every person who is in the permanent service of the Municipality or on fixed or short term contracts.
- 4.7 **“Factors”** shall mean the four T.A.S.K. factors of Complexity, Knowledge, Influence and Pressure.
- 4.8 **“Final Outcomes Report (FOR)”** shall mean the audited grading results by the Provincial Audit Committee.
- 4.9 **“Job Description”** shall mean a description/record of the content and duties of a job.
- 4.10 **“JEU”** shall mean the Job Evaluation Unit.
- 4.11 **“Municipal Manager”** shall mean the Municipal Manager of Ray Nkonyeni Municipality.
- 4.12 **“PAC”** shall mean a Provincial Audit Committee.
- 4.13 **“Review”** shall mean an application by an employee or group of employees who are aggrieved with their Final Job Grade Outcome.
- 4.14 **“Review Procedure”** shall mean the process which the PAC shall follow to review grading results arrived at.
- 4.15 **“Salary Notch”** is a specified rate of pay in the applicable salary scale.
- 4.16 **“Skill Level”** shall mean the Basic, Discretionary, Specialised, Tactical and Strategic Levels as per the T.A.S.K. System.
- 4.17 **“Sub-factors”** shall mean the fine-tuning of sub-factors in the T.A.S.K. system.
- 4.18 **“T.A.S.K.”** shall mean Tuned Assessment of Skills and Knowledge.
- 4.19 **“T.A.S.K. System”** shall mean the T.A.S.K. Job Evaluation System in terms of its rules, application, definition and terminology.

5. KEY PRINCIPLES

- (a) The Category pay scales as determined by SALGA shall be utilized to determine the salaries of T.A.S.K. graded jobs.
- (b) Any post which undergoes a permanent substantial change in job content shall be re-evaluated.
- (c) No post in the municipality shall be advertised and filled without having been subjected to the T.A.S.K. Job Evaluation process.
- (d) The compilation of job descriptions shall be in the prescribed T.A.S.K. format.

6. ROLES AND RESPONSIBILITIES OF THE MUNICIPAL MANAGER

- 6.1 The Municipal Manager is responsible for ensuring the implementation and maintenance of the T.A.S.K. Job Evaluation System in the Municipality.
- 6.2 The Municipal Manager shall ensure that the designated Job Evaluation Manager takes full responsibility for supporting and directing the job evaluation implementation and maintenance process in the municipality.
- 6.3 The Municipal Manager shall ensure that sufficient staff and resources are allocated to support the process.
- 6.4 The Municipal Manager shall in terms of Section 66 of the Local Government; Municipal Systems Act, 2000 (Act No. 32 of 2000 as amended) ensure that there is a job description for each post on the staff establishment of the municipality.
- 6.5 The Municipal Manager must ensure that the municipality keeps custody of the copies of job descriptions for all posts.
- 6.6 The Municipal Manager shall incorporate the responsibility for the compilation of the job description in the performance contract of every Manager.
- 6.7 The Municipal Manager shall ensure that all staff are informed of the objectives of the T.A.S.K. Job Evaluation System as required in terms of Section 67 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000 as amended).

7. POLICY PROVISIONS

7.1 Job Evaluation Unit (JEU)

- 7.1.1 The MM shall ensure that officials from Human Resources Section are assigned to the JEU, to take responsibility of implementing and maintaining the job evaluation process.
- 7.1.2 Reference is made to the SALGA TASK Job Evaluation Policy (Annexure "A") for further information.

7.2 PROVINCIAL AUDIT COMMITTEE (PAC)

- 7.2.1 The provincial structures of SALGA shall establish a Provincial Audit Committee to audit the job evaluation outcomes received from the JEU.
- 7.2.2 Reference is made to the SALGA TASK Job Evaluation Policy (Annexure "A") for further information.

7.3 REMUNERATION

7.3.1 The MM will approve any commencing salary for new appointees or salary adjustment in the case of internal employees. (Refer to section 10)

8. T.A.S.K. IMPLEMENTATION REQUIREMENTS

8.1 The critical elements in the evaluation process are as follows:

- (a) An approved organogram reflecting the position of all jobs, their designation and T.A.S.K. grades, where applicable;
- (b) Job Descriptions written in the prescribed T.A.S.K. format;
- (c) That (a) and (b) at minimum have been used to evaluate the job using the T.A.S.K. Software to determine a T.A.S.K. Grade.

9. ADMINISTRATIVE ARRANGEMENTS

The following conditions apply when placing staff on a new T.A.S.K. grade and salary scale:

- 9.1 Employees will be placed on the salary notch/basic salary on the new pay scale for the applicable T.A.S.K. grade which is the closest higher salary notch/basic salary to their existing salary notch/basic salary.
- 9.2 Employees whose current basic salary/ notch is lower than the minimum of the applicable T.A.S.K. grade scale will be placed on the minimum of the applicable new T.A.S.K. salary scale/basic salary.
- 9.3 Employees whose existing notch/ basic salary is higher than the new T.A.S.K. grade maximum will retain their existing notch/basic salary on a personal to holder basis.
- 9.4 In the event of sub clause 9.3 above, annual cost of living adjustments as determined by the South African Local Government Bargaining Council will be applied to the notch/basic salary as retained by the employee from the date on which such an adjustment is applicable.
- 9.5 An employee referred to in 9.3 above who is promoted to a higher graded post with the new maximum notch being lower than his/her salary notch/basic salary, shall retain his/her existing salary notch/basic salary.
- 9.6 The implementation date for a new or changed T.A.S.K. outcome will be the 1st of the month following the month when the PAC has approved the new or adjusted grade. Any adjustment on acting or any other applicable allowance relative to the T.A.S.K. grade outcome shall be adjusted accordingly, if applicable.

10. SALARY ADJUSTMENTS

The determination of commencing salary on appointment for new and existing employees shall, under normal circumstances, be determined as follows:

- 10.1 If the appointee's existing basic salary is below the minimum notch of the applicable grade scale, the salary on appointment shall be the minimum notch.
- 10.2 If the appointee's existing basic salary is within the applicable pay range, the salary on appointment shall be equated to the closest higher notch of the grade scale.

10.3 In a case where an existing employee has been acting in the position to which he/she is being permanently appointed, additional notches to the notch determined in 10.1 OR 10.2 above may be granted in recognition of such acting experience. Likewise an external appointee may be granted recognition in terms of the commencing salary, in respect of acceptable, relevant experience at the same or higher level than the post to which he/she is being appointed.

10.4 Should the notch determination in 10.1 and 10.2 above result in the current total fixed earnings of the appointee being less favorable than the appointee's current fixed earnings, an appropriate adjustment within the applicable pay scale should be made to adequately compensate for the difference and to be sufficiently attractive for the applicant to accept the offer of employment in the post concerned.

A maximum of R2000pm or 3 notches higher than the appointee's existing basic salary, whichever is the higher may be considered.

Any salary offer determined in accordance with this clause, is subject to the approval of the MM.

(Fixed earnings include the appointee's basic salary, 13th cheque, employer contribution to pension and medical aid schemes, housing allowance and any other fixed allowance. Ad hoc allowances, car allowance, performance and incentive bonuses etc should not be taken into account.)

10.5 All external appointees shall be required to provide valid proof of their latest salary and fixed earnings.

10.6 Until such time as documentary proof in terms of clause 10.5 above is provided, the new appointee's commencing salary shall be determined in terms of Clause 10.1 above. Once all relevant details have been received and confirmed, the commencing salary shall be adjusted and backdated to the date of appointment, where necessary.

11. POLICY PROCEDURE

11.1 All posts on the organisational structure must be subject to the Job Evaluation process. In the event of a post being re-evaluated, the incumbent must be notified of the outcome post PAC release of the FOR.

11.2 The Human Resources Manager shall ensure that annexure "B" is duly attached to the letter notifying the employee of the Job Evaluations Outcome.

11.3 The Human Resources Manager shall ensure that annexure "C" is duly completed, and verified with the necessary supporting documents.

11.4 Annexure "C" must be approved by the MM in accordance with the provisions of this policy.

12. POLICY MONITORING AND EVALUATION

The policy shall be reviewed within twelve months from date of adoption.



RAY NKONYENI MUNICIPALITY

T.A.S.K. JOB EVALUATION REVIEW APPLICATION

EXPLANATORY NOTES TO APPLICANTS

1. All employees shall be furnished with the audited T.A.S.K. grade outcome for the position they occupy.
2. Should you wish to review your T.A.S.K. grade, the following requirements shall apply:
 - An employee may lodge a review application no later than thirty (30) days from date of notification of the results by the Municipal Manager. The onus shall be on the employee to prove that the T.A.S.K. System was inconsistently applied when the post was evaluated.
 - You are required to complete the form and submit it to your Human Resources department on or before _____ .
 - The Human Resources department must acknowledge receipt of your application by completing Section C of this form and issue a copy to you as proof of your submission of your Review Application form which you must retain.
 - **The original T.A.S.K. Job Evaluation Review Application form** must be submitted by the Human Resources department, to the relevant Job Evaluation Unit that evaluated the posts in your municipality, for onward submission to the Provincial Audit Committee for consideration in accordance with the Job Evaluation Policy.
 - In cases where more than one employee within the same post wishes to lodge a Review Application on a group basis, one Review Application form must be submitted for the job. An annexure detailing names, service numbers and signatures of all the employees affected must be affixed to the form.
 - Applicants will be informed of the decision of the Provincial Audit Committee once it has finalised all reviews for the municipality.
 - A decision by the Provincial Audit Committee is final on both the employee(s) and the municipality.

T.A.S.K. JOB EVALUATION REVIEW APPLICATION

SECTION A: PERSONAL DETAILS	
Name:	Service No.:
Designation/Job title:	T.A.S.K. Grade:
Cluster/Department:	Post ID:
Unit/Section:	Item No. quoted in publication:
Department:	

SECTION B: MOTIVATION <i>(Detail reasons as to why the T.A.S.K. Job Evaluation System was applied inconsistently in the evaluation of your post.)</i>

Applicant’s Signature:

Date:

ANNEXURE “B”

*ACKNOWLEDGEMENT OF RECEIPT OF:
T.A.S.K. JOB EVALUATION REVIEW APPLICATION*

Date Application received	
---------------------------	--

SECTION C: RECEIVED BY HUMAN RESOURCES SECTION	
Applicant's Name:	Service No.:
Designation/Job title:	T.A.S.K. Grade:
Unit/Section	Post ID:
Name of HR Representative:	Signature:

PLEASE RETAIN A COPY OF THIS SLIP AS PROOF OF SUBMISSION OF YOUR REVIEW APPLICATION FORM

RAY NKONYENI MUNICIPALITY

DETERMINATION OF COMMENCING SALARY ON APPOINTMENT

* INTERNAL APPLICANT		* EXTERNAL APPLICANT	
----------------------	--	----------------------	--

Tick where applicable

DESIGNATION	
POST CODE	
NAME OF APPOINTEE	
DOCUMENTS	
PAY NO (Internal)	
CURRENT SALARY (PM)	
INCREMENT DATE (Internal)	
COMMENCING SALARY	

APPROVED BY:

MANAGER: HR

DATE

HEAD OF DEPARTMENT

DATE

MUNICIPAL MANAGER

DATE



"The Game changer of South Coast Development"

CORPORATE SERVICES POLICIES

HUMAN RESOURCES SECTION

STAFF SECONDMENT POLICY

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1. PURPOSE

To outline principles underpinning secondment of employees, and to clarify procedures to be followed in respect of transfers.

2. SCOPE OF APPLICATION

2.1 This policy is applicable to all employees of Ray Nkonyeni Municipality

3. PREAMBLE

3.1 The Ray Nkonyeni Municipality is committed to fair and transparent Human Resources practices.

3.2 The Human Resources section will be responsible for the implementation and maintenance of the policies.

3.3 The Ray Nkonyeni Municipality's policies, practices and procedures shall be free from barriers which adversely affect people from designated groups.

4. DEFINITION OF TERMS

4.1 "**Secondment**" means voluntary temporary appointment of employee to another post.

4.2 "**Lateral**" sideways. Similar level, salary bracket

4.3 "**Acting**" refers to where an employee, by written approval of the Council or Municipal Manager or Manager reporting to the Municipal Manager, is appointed to act in a higher post

5. SECONDMENT

5.1 GUIDING PRINCIPLES

5.1.1.1 In order to ensure that certain key service delivery functions are performed on an ongoing basis and, to achieve this, it may be necessary that suitably skilled employees are seconded to perform these functions for short durations.

5.1.1.2 The practice of seconding employees as a temporary measure ensures the optimisation of internal human resources as and when needed.

5.2 **IN THE EVENT OF AN EMPLOYEE BEING SECONDED Laterally TO A VACANT SAME SALARY GRADED POSITION:**

5.2.1.1 The salary and benefits of the vacant position shall apply to the seconded employee.

5.2.1.2 The employee's substantive position may not be filled permanently, however the department releasing him/her can appoint a temporary employee for the duration of the secondment period.

5.2.1.3 The secondment to another post may not exceed six months whereupon the employee must return to his or her substantive position or under special circumstances extended up to a maximum of twelve months.

- 5.2.1.4 The seconded employee's period of service shall not be affected negatively by the secondment.

6. PRINCIPLES TO BE TAKEN INTO ACCOUNT IN APPLYING SECONDMENT TO A HIGHER GRADED POSITION

- (a) When an employee is seconded to a higher graded post, then such an employee shall be paid an acting allowance in line of the Acting Policy of the Municipality.
- (b) The secondment period shall not exceed 12 months or otherwise determined by the Municipal Manager.

6.1 APPOINTING AUTHORITY

- 6.1.1 All secondment appointments must be authorised by the Accounting Officer

7. EQUALITY STATEMENT

- 7.1 In applying the policy, Council will have a due regard for the need to eliminate unlawful discrimination, promote equality of opportunity and provide for good relations between people from diverse groups. In particular on the grounds of the following characteristics protected by the Equality Act(2010): age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race religion or belief, sexual orientation. In addition to offending background, trade union membership or any other personal characteristics

8. RECOURSE ON APPLICATION

- 7.1 If there is any grievance that may arise with regard to the application of this policy, it shall be handled in terms of the grievance procedure of the Ray Nkonyeni Municipality.

9. PRECEDING POLICIES RESCINDED

- 9.1 Please note that all previous policies in respect of this subject were RESCINDED and REPLACED with the adoption of the new policy.



Policy Name	Talent Management & Succession Planning Policy
Status	Approved
Approved By	Council
Date Approved	29 September 2022

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TALENT MANAGEMENT POLICY

1. PREAMBLE

The approved talent management strategy provides a strategic framework for the management of talent with Ray Nkonyeni Municipality.

Ray Nkonyeni Municipality recognizes the strategic imperative to attract, develop, engage and retain scarce and critical skills into the Municipality. The Municipality endeavours to develop deliberate talent management strategies and policies that will ensure a sustained supply of competent and stable talent pipeline through succession plans that meet the objectives of the Integrated Development Plan.

The municipality seeks to position itself as an institution of choice to attract and retain top calibre staff, meet the employment equity objectives, provide opportunities to achieve career goals and to develop the full potential of all the employees.

2. PURPOSE

The purpose of the policy is as follows:-

- 2.1 To defines the criteria for identification of talent linked to employee performance, potential and level of work;
- 2.2 Provide guidelines for the talent review process,
- 2.3 To develop a talent pool with respect to high potential employees, those occupying scarce, technical and critical roles within the municipality and continued professional development aimed at nurturing talent.
- 2.4 To provide a link for determining the remuneration payable to the identified talent pool of high potential technical, scarce and critically skilled employees.
- 2.5 This policy must be read in conjunction with other staff related policies and strategies of the Municipality inter alia:-

- 2.5.1 Conditions of services,
- 2.5.2 Recruitment and selection,
- 2.5.3 Performance management,
- 2.5.4 Employment equity,
- 2.5.5 Secondments and transfers

3. SCOPE OF APPLICATION

This policy applies to all staff employed by the Ray Nkonyeni Municipality excluding the section 54 and 56 of the Municipal employees.

4. OBJECTIVES

- 4.1 To identify a pool of managers/leaders and technical specialists in all fields and in particular in fields where there is a shortage of skills.
- 4.2 To define a criteria for identifying mission critical positions and positions requiring scarce and or critical skills.
- 4.3 To enhance Ray Nkonyeni Municipality's reputation as a challenging, stimulating, supportive and enabling place of work.
- 4.4 To provide for special programmes to support initiatives towards the attraction and retention of scarce and critically skilled employees.
- 4.5 To ensure the transfer of skill through coaching and mentoring through relevant Municipal policies.
- 4.6 To provide guidelines for succession planning to ensure business continuity through employee capability development.

5. LEGISLATIVE FRAMEWORK

The policy must be read in conjunction with the following legislation:

- 5.1 Labour Relations Act 66 of 1995
- 5.2 Municipal Systems Act 32 of 2000
- 5.3 Skills Development Act 97 of 1998
- 5.4 Employment Equity Act, No 55 of 1998
- 5.5 COGTA Regulations –Competency Framework for Public Sector Posts
- 5.6 National Treasury Competency Frameworks
- 5.7 And other related legislative requirements.

6. DEFINITION OF TERMS

Term	Description
Coaching	A formal process, entered into by 'contract' between an employee and a third party whereby new skills, behaviours and attitudes are learned in order to enable the employee to step into his / her role more effectively.
Competency	A specific category of knowledge, skills and behaviours which need to be demonstrated to show the person meets the required standard of competence at the defined proficiency level.
Competency dictionary	A list of all the competencies required for all leadership/managerial levels, or for a specific function, including categories, competency areas, definitions and criteria.
Competency gap analysis	The process of comparing the required competence proficiency level (standard) for a role with the actual competency proficiency level of the employee, in order to establish the gap.
Critical positions	Those positions that are critical to the ongoing sustainability and operations of the business, which impact substantially on productivity, delivery and cost. Critical positions can occur at senior levels and at other levels in an organisation.
Engagement	Where employees are involved and committed to a work goal and have a stake in its outcome. This includes finding personal meaning and motivation in their work, receiving positive interpersonal support, and functioning in a meaningful work environment.
Evidence	A collection of tangible examples of performance or competence, which can include business results, measures, reports, survey results, customer or colleague feedback, etc.

Exit interviews	1-1 interviews conducted by HR prior to an individual's exit from the organisation. Designed to understand the reasons for leaving and improve retention issues going forward.
High Flyer	Those individuals who consistently display both high performance and high potential through their high-quality achievements, responsiveness and enthusiasm, insatiable hunger for learning and strong drive and energy
Individual Learning Plan	A plan of learning activities to address competency gaps in the current position and/or to develop competencies required for future potential career paths
Job competency profile	A competency profile of a specific position, which defines the leadership/personal and technical/functional competencies and the proficiency levels required to deliver to the required standard, for that specific position.
Job description	A description of the purpose, essential requirements, key performance areas and detailed activities of a specific position. The job description also includes reporting structures and job grade.
Key player	Those individuals that are good, solid performers, display average potential and are the backbone of the organisation.
Key talent	Those individuals whose skills are extremely critical to the organisation and who therefore undergo targeted strategies to engage and retain them.
Leadership and technical pipeline	Leadership Development model used by organisations to grow their own talent at all levels and focuses on the unique requirements necessary for effective leadership at each level
Performance and competency standard	A generic defined standard of performance and competency at a specific organisational level as per the leadership/technical pipeline. The performance and competency standards include descriptions of the guiding principles, the key performance areas

	and outputs, the key competencies/role behaviours and warning signs of leading at the wrong level.
Performance review	Annual formal discussion between employee and direct supervisor to provide feedback and review performance, determine performance rewards and develop individual learning plans. Also known as performance discussion or performance development discussion.
Potential	willingness to learn new things, as well as being able to transfer them into performance in the current and future role, more complex or higher-quality assignments.
Readiness	The amount of time it will take for someone to develop to the required proficiency level of competence for a future potential role i.e. 1 year
Scarce skills	Those skills that are critical to the business and in short supply either internally in the company or externally in the labour market.
Succession planning	Succession planning involves matching identified talented individuals with future potential positions and creating talent pools for certain key levels and disciplines to ensure all roles are filled timeously to avoid business risk.
Talent attraction	These strategic activities will focus on communicating an attractive employee value proposition to entice talent into the organisation and building strategic sources of critical and scarce skills positions and future competencies.
Talent development	Development includes the various development actions for the talent pool to address the talent gap, including performance development (developing skills for their current jobs) and career development (career planning and developing skills for future potential jobs).
Talent exposure program	A formal program, whereby key talent are seconded to special projects in other parts of the organisation and / or rotated through

	a series of challenging assignments to help accelerate them in their careers.
Talent identification	Talent identification includes the identification of critical positions and scarce skills positions and the categorization of high flyers, key players and under-performers using the 9-box matrix and the Leadership Pipeline.
Talent management	Talent management is the holistic and integrated management practice of balancing the demand for critical skills with the supply of critical skills in both the short-term and the long term. TM includes the proactive identification, planning, attraction, development, retention and monitoring of both the supply and demand of scarce and key/critical talent.
Talent Management Committee	The talent management committees (TMC) is a governance structure responsible for giving input and validating the identification and categorization of talent, succession plans and development plans for critical positions and scarce skills positions.
Talent pool	Often referred to “bench depth,” it is the groups of talented individuals within the different levels and structure of an organisation who have been identified as contenders for critical and scarce skills positions and are being stretched and tested for readiness to compete for future appointments.
Talent release	Release includes the release of employees from the organisation, either through individually initiated movement to another career opportunity in another company or through a company initiated process of release due to poor performance, incapacity, disciplinary issues or retirement.
Talent retention	Retention includes the retention of the existing talent pool and broad category of employees, through the perception that the Durban ICC is viewed as an employer of choice with a sound value proposition.

Talent sourcing	Talent recruitment involves a strategic approach to attracting and recruiting talent both internally and within the external labour market to address the gaps that may be identified in the succession planning process and TMCs.
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POLICY PROVISIONS

7. TALENT MANAGEMENT APPROACH

The talent management approach adopted by the municipality incorporates both performance and potential. These are described as follows:

7.1 Performance

Performance review and assessment as set out in the performance management policy is a key driver of the talent management process. The aim of the review and assessment process is to promote strategic alignment, continuous learning and improvement through a process of self-assessment, assessment by line management and feedback.

7.2 Potential

Talent will be identified based on a combination of characteristics that do not change much (e.g. learning agility) and those that develop across time as the person learns to deal with new situations (e.g. business acumen). Therefore, Learning Agility and Job Competencies (for the levels above current role) are the fundamental considerations for reliable and valid talent identification which should be confirmed through occupational assessments, stretch assignments and the like. Scientific and objective assessments of employee potential may be conducted through the **Human Resources Department** in support of the Line Managers assessment.

7.3 Level of Work (for leadership & specialisation pathways)

Level of work is level specific deliverable, which describes the increasing layers of complexity as roles change. It is identifiable through complexity, time horizon and work demand. The pathway's descriptions & behaviours are level specific rather than job & hierarchy specific. Two talent pathways will exist (leadership & specialization) and talent mapping will be performed for each pathway to ensure that the pipeline has a pool of suitably qualified talent.

8. TALENT MANAGEMENT PROCESS

The talent management process outlines platforms for retrospective analysis relative to futuristic expected results and determines the type of talent and competencies required relative to challenges posed by our strategic objectives. The purpose of this step is to determine the talent bench strength and propose plans to ensure the retention of talent competitiveness.

- 8.1 The talent management process is a series of activities flowing from the performance management.
- 8.2 These activities include preparation, career discussions, outputs & actions and feedback & monitoring which are described briefly below.
- 8.3 The talent cycle will follow the performance management cycle as a critical input into talent decisions.
- 8.4 The performance measures are agreed in July each year and reviewed formally in July the following year.

9. PREPARATION

- 9.1 Line managers will set and agree on performance and stretch targets at the beginning of the financial year. Collect evidence of performance, competence & potential of their direct reports during the midterm review Dec/Jan, and the final performance assessment which takes place in July/August each year.
- 9.2 Line management must complete a competence gap analysis to identify development needs to improve employee performance or build readiness for next level positions.
- 9.3 Tools include the leadership pipeline, performance and competence standards, performance contracts, development plan template.

10. CAREER DISCUSSION

- 10.1 A career discussion must take place between the line manager and the employee during the mid-term and final performance review.

11. TALENT REVIEW

The talent review process outlines platforms for retrospective analysis relative to futuristic expected results and determines the type of talent and competencies required relative to challenges posed by our strategic objectives. The purpose of this step is to determine the talent strength of the Municipality and propose plans to ensure that we retain talent.

11.1 Identification of critical positions

- 11.1.1 Critical positions are those that are critical to the ongoing sustainability and operations of the Municipality, which impact substantially on productivity, delivery and cost.

11.2 Talent Identification

- 11.2.1 This step is guided by the principle of successful leadership, namely: conceptual, personality and emotional intelligent – and their interdependencies; as well as our components of talent namely performance, potential and leadership-specialisation levels.

11.2.2 Talent identification process will be supported by results from (1) a performance management rating.

11.3 Talent Mapping/Profiling

11.3.1 This step is guided by the outcome of talent identification process.

12. TALENT DEVELOPMENT

12.1 All employees must be provided equal opportunities with regards to development. It is critical to accelerate the development of talent pools to build internal capacity and ensure that there is a solid bench-strength at different leadership/ specialisation levels.

12.2 Accelerated development of talent pools increases chances of advancement and this is critical for retention. However accelerated development should not be regarded as a promise for promotion.

12.3 The type of development that an individual is undertaking should be matched with potential to ensure maximum benefit. If the individuals are too stretched this might lead to failure and vice versa.

12.4 Individual employees that are undertaking development still have a responsibility to perform at acceptable levels.

12.5 It is the responsibility of employees to implement the agreed upon development interventions captured in their Development Plans.

12.6 It is the responsibility of the line manager to provide support and guidance to ensure development takes place.

12.7 Ray Nkonyeni Municipality will utilise a combination of development strategies to enable development.

13.7.1 Coaching and Mentoring

Coaching, counselling and Mentoring will be the key tools used to continuously improve job-related tasks and behaviours and to unlock the potential of employees to exhibit the behaviours and achieve the results expected by the Municipality.

13.7.2 Training Courses (Workplace Skills Plan)

Personal development plans must be a projection of two years from a readiness level to ensure alignment with the annual WSP. Accelerated development programmes will form part of unplanned training. This type formal training will address knowledge gaps and enable employees to increase breadth of knowledge to be able to effectively operate at different levels.

13.7.3 On-the-Job Experiential Learning

Selection of any of these interventions should be guided by the type of competency to be developed in alignment with related policies. Each intervention will work differently for different competencies.

This type of learning is the most effective in ensuring transfer of skills and learning. Examples of on the job learning experiences available to line management for accelerated development are:

13.6.3.1 Job enrichment

13.6.3.2 Job enlargement

- 13.7 Development of talent may be implemented in various ways however to be effective it must take into consideration employee's needs and municipal realities. It is critical to match developmental needs with opportunities provided by certain roles before assigning employees, this will ensure maximum development exposure.

The following criteria should be considered in matching individuals to deployment opportunities:

13.7.1 Readiness levels

13.7.2 Willingness

13.7.3 Rotation

13.7.4 Availability of roles with appropriate developmental opportunities

13.7.5 Availability of replacement after deployment

13.8 Employees assigned to projects and specific roles should be provided with adequate support and mentoring to minimise failure. Where employees are assigned to completely different roles, these should be done in alignment to other people processes and policies i.e. promotion, acting, recruitment and secondment and transfer policies.

13.9 The extent to which employee learning, training and development can be supported will depend on budgetary constraints and operational needs of the organisation.

14 ACTIONS AND OUTPUTS

15.1.1 The talent action plans will include learning interventions, coaching and mentorship, which must be captured and action by the Line management, the employee during the performance review process.

15.1.2 Exposure programs will also form part talent action plans, these must be agreed upon between Line **Managers and Human Resources Department**. These may include but are not limited to:

- a) Non-remunerated acting appointments for development which is to be recognised as experience during recruitment.
- b) Rotational secondment for successors with readiness levels between one and two years.
- c) Internal transfers for employees who are mismatched within their substantive roles.

15.1.3 Employment equity representative are required to advice on EE compliance requirements and positions that are committed for designated groups in line with the employment equity policy during the identification of potential successors.

- 15.1.4 Responsible individuals will be expected to report back on progress at quarterly talent reviews.
- 15.1.5 Performance development plans are to be updated to reflect related changes.

16 FEEDBACK AND MORNITORING

- 16.1 It is important that managers provide feedback to individuals and any changes to the career discussion proposals.
- 16.2 Feedback sessions are important to build engagement and thereby reduce mismatched expectations and retention risk.
- 16.3 Responsible managers are required to report back on progress on quarterly basis.

17 ROLES AND RESPONSIBILITIES

The following stakeholders are crucial to the successful implementation of talent management at Ray Nkonyeni Municipality. Below are their roles and responsibilities:

17.1 Human Resources Unit

- 17.1.1 Development and implementation of the talent management policy.
- 17.1.2 Facilitating the attraction of talent by employing effective recruitment processes that drive transformation and succession planning.
- 17.1.3 Facilitate development opportunities for employees.
- 17.1.4 Facilitating the retention of talented employees.
- 17.1.5 Provide support to Line on employee accelerated development requirements.

17.2 Line Managers

Line managers are responsible for:

- 17.2.1 Taking responsibility for engaging with the Human Resources Unit in the implementation of talent management policy in their respective departments/branches.
- 17.2.2 Conducting career conversations with employees whereby employee's career ambitions and aspirations are discussed to support talent management initiatives.
- 17.2.3 Supporting sustainability of development programmes by engaging in mentorship programmes with employees within the departments which also aligns with the Municipality's learning and development policy.
- 17.2.4 Providing sufficient information to employees regarding benefits and rewards.
- 17.2.5 Facilitating employee engagement.

17.3 Employees

Employees are responsible for:

- 17.3.1 Having insight into one's job profile and the level of competencies (knowledge, skills, experience and behaviour).
- 17.3.2 Taking responsibility for own career growth and engaging the line manager, including matters of skills development.
- 17.3.3 Realizing own developmental areas, career aspirations and motivation levels.
- 17.3.4 Improving the range of development and learning opportunities to meet individual and institutional talent needs.
- 17.3.5 Having greater understanding about what is required to move from one career stage to the next, for example manager of self to manager of others.
- 17.3.6 Participating in self-directed career development and competing when opportunities for advancement arise.

18 IMPLEMENTATION AND MONITORING

18.1 The Human Resources Section shall monitor the overall implementation of the talent management policy thereby observing the integrity, reliability and validity of the processes.

18.2 On an annual basis the Corporate Services Department shall report to the Local Labour Forum on the progress made towards the implementation of the talent management policy.

19 DISPUTE PROCESS

Grievances and disputes arising from the implementation of this policy will be dealt with in terms of the existing dispute resolution procedures adopted by the SALGBC.

20 IMPLEMENTATION

This policy will be implemented as from the first day of the month following the date of approval by Council.



"The Game changer of South Coast Development"

CORPORATE SERVICES POLICIES

HUMAN RESOURCES SECTION

STAFF TRANSFER POLICY

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1. PURPOSE

To outline principles underpinning transfer of employees, and to clarify procedures to be followed in respect of transfers.

2. SCOPE OF APPLICATION

2.1 This policy is applicable to all employees of Ray Nkonyeni Municipality

3. PREAMBLE

3.1 The Ray Nkonyeni Municipality is committed to fair and transparent Human Resources practices.

3.2 The Human Resources section will be responsible for the implementation and maintenance of the policy.

3.3 The Ray Nkonyeni Municipality's policies, practices and procedures shall be free from barriers which adversely affect people from designated groups.

4. DEFINITION OF TERMS

4.1 "**Transfer**" means the appointment of an employee in another position in another post in the municipality, where the maximum salary pertaining to such other post is the same as that of the post that of the post occupied by the employee before such appointment.

4.2 "**Lateral**" sideways. Similar level, salary bracket

4.3 "**Cross transfer**" transfer between two employees on the same level and same job content,

5. GUIDING PRINCIPLES

5.1 The municipality acknowledges the need for the voluntary movement of staff to other suitable vacant positions under specific circumstance, if in the interest of service delivery.

5.2 Transfers can only be approved for lateral movements of employees under the following circumstances:

- a) An employer initiated transfer when the municipality is of the opinion that it will be to the benefit of the Municipality's service delivery programmes.
- b) An employee initiated transfer to a vacant post on the same post level and job content.
- c) Cross transfer between two employees on the same level and same job content, on condition that where the job content is not the same, the employee will be subjected to an interview process.
- d) When an employee is transferred, (s)he shall retain his salary and incremental date, on condition that where the job content is not the same, the employee will be subjected to an interview process.

6. CONDITIONS APPLICABLE TO TRANSFERS

- 6.1 A vacant funded position on municipality's structure must be available.
- 6.2 The job content, salary of the vacant position must be similar to that of the employees' current position.
- 6.3 Transfer of an employee which entail relocation outside a 30km radius from the current workplace of the employee within the boundaries of the Ray Nkonyeni Municipality, then Staff Relocation policy will apply.
- 6.4 An employee may not canvas to be transferred for whatever reason including personality clashes or personal differences with fellow employees and supervisors, pending disciplinary action.
- 6.5 Inter departmental lateral cross transfers of staff will be subject to the recommendation of both Heads of Departments.
- 6.6 That the transfer principles be effected with due cognisance of promoting equity and fairness.
- 6.7 A request for the transfer of an employee is subject to the written recommendation of the Head of the Department and approval of the Municipal Manager. Such requests must be fully motivated as to the reasons thereof.
- 6.8 For all employee initiated transfers, written request and motivation by the employee must be attached to the memorandum from the Head of Department.
- 6.9 For inter departmental transfers, the Head of Department will submit a memorandum for consideration by the Municipal Manager. Such memorandum must contain a written recommendation by the other affected Head of Department.
- 6.10 All applications for transfers must be submitted to Head of Department Corporate Services for comments

6.11 A Head of a Department may not commit to or effect a transfer departmentally without the written approval of the Municipal Manager.

6.12 The implementation of all approved transfers shall be the responsibility of the Human Resources section, Corporate Services Department.

7. EQUALITY STATEMENT

7. 1 In applying the policy, Municipality will have a due regard for the need to eliminate unlawful discrimination, promote equality of opportunity and provide for good relations between people from diverse groups. In particular on the grounds of the following characteristics protected by the Equality Act (2010): age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race religion or belief, sexual orientation. In addition to offending background, trade union membership or any other personal characteristics

8. RECOURSE ON APPLICATION

8.1 If there is any grievance that may arise with regard to the application of this policy, it shall be handled in terms of the grievance procedure of the Ray Nkonyeni Municipality.

9. PRECEDING POLICIES RESCINDED

9.1 Please note that all previous policies in respect of this subject were RESCINDED and REPLACED with the adoption of the new policy.