

14. SECTOR PLANS

14.9 SUMMARY OF A BUDGET 2009/2010

ANNEXURE F (A)

14.10 PERFORMANCE MANAGEMENT SYSTEM POLICY

ANNEXURE G

14.11 POLICIES & THEIR OBJECTIVES

1. BUDGETARY POLICIES

The objective of the Budget Policy is set out:

- 1.1 The principles which the Municipality will follow in preparing each Medium Term Revenue and Expenditure Framework budget.
- 1.2 The responsibilities of the Executive Mayor, the Accounting Officer, the Chief Financial Officer and the Senior Managers in compiling the Budget.
- 1.3 To establish and maintain procedures to ensure adherence to Umjindi Municipality's IDP Review and Budget Process.

2. TARIFF POLICIES

The objective of the tariff policy is to ensure that:

- 2.1 The tariffs of the Municipal comply with the legislation prevailing at the time of implementation.
- 2.2 The Municipal services are financially sustainable, affordable and equitable.
- 2.3 The needs of the indigent, aged and disabled are taken into consideration.
- 2.4 There is consistency in how the tariff are applied throughout the municipality and;
- 2.5 The policy is drawn in line with the principles as outlined in the MSA.
- 2.6 To ensure that the municipality, in levying of fees for services provided shall at all times take into consideration tariffs applicable elsewhere in the economic region impact which its own tariffs have on local economic development.

3. CREDIT CONTROL & DEBT COLLECTION POLICY

The objectives of the policy are to:

- 3.1 Provide a framework within which the municipal council can exercise its executive and legislative authority with regard to credit control and debt collection;
- 3.2 Ensure that all monies due and payable to the municipality are collected and used to deliver municipal services in the best interest of the community, residents and ratepayers and in a financially sustainable manner;
- 3.3 Outline the procedures that will ensure that the members of the local community is afforded the opportunity to contribute in the decision-making processes of the municipality and that they are informed of the decisions and affairs of the municipality;
- 3.4 Set realistic targets for debt collection;
- 3.5 Outline credit control and debt collection policy procedures and mechanisms; and
- 3.6 Provide a framework to link the municipal budget to
 - Indigent Support; and
 - Tariff policies

4. INDIGENT POLICY

The objective of the Indigent Management Policy is to ensure the following:

- 4.1 The provision of basic services to the community in a sustainable manner, within the financial and administrative capacity of the Council, and
- 4.2 To provide procedures and guidelines for the subsidization of rates and basic service charges to its indigent households, using the Council's budgetary provision received from National Government, according to prescribed policy guidelines.
- 4.3 Council also recognizes that many of the residents can simply not afford the cost of full provision and for this reason Council will endeavor to ensure affordability through:
- 4.4 Setting rates and tariffs in terms of the Council's Rates and Tariff Policy, which will balance the economic viability of continues service delivery; and
- 4.5 Determining appropriate service levels.

5. CASH MANAGEMENT & INVESTMENT POLICY

Objectives of the Policy:

- 5.1 To ensure the effective, efficient and economical use of cash resources;

- 5.2 To emphasize a culture of accountability over the Municipality's cash.
- 5.3 To speed up inflow and slow down outflow of cash and to keep cash secure at all times;
and
- 5.4 To gain the highest possible return, without unnecessary risk, during periods when excess funds are not being used.
- 5.5 To safeguard the Municipalities cost resources against theft or any fraudulent activities.

6. SUPPLY CHAIN MANAGEMENT POLICY

6.1 The principles of this policy are that it –

- a) gives effect to-
 - (i) section 217 of the Constitution; and
 - (ii) Part 1 of Chapter 11 and other applicable provision of the Act.
- b) is fair equitable, transparent, competitive and cost effective;
- c) complies with-
 - (i) the regulatory framework prescribed in Chapter 2 of the Regulations; and
 - (ii) any minimum norms and standards that may be prescribed in terms of section 168 of the Act;
- d) is consistent with other applicable legislation;
- e) does not undermine the objective for uniformity in supply chain management system between organs of state in all spheres; and
- f) is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

7. DEBT MANAGEMENT POLICY

(1) The objectives are to:

- (a) Record the circumstances under which a municipality may incur debt.
- (b) Describe the condition that must be adhered to by the Municipal Manager or his/her delegate when a loan application is submitted to council for approval;
and
- (c) Record the key performance indicators to ensure access to the money markets.

8. CELLPHONE & 3G CARD POLICY

The Objective of this Policy is to provide accurate framework:

- To safeguard the assets of Umjindi Local Municipality and ensure effective utilization of resources.

- To emphasize a culture of accountability over the Municipality
- To ensure that effective controls are communicated to management and staff through clear and comprehensive written documentation.
- To provide a formal set of Financial Procedures that can be implemented to ensure the Municipality's Financial Policies are achieved and are in compliance with the Municipal Financial Management Act (MFMA)

9. **PETTY CASH POLICY**

The objectives of the Policy:

- To ensure the correct procedure are followed when requesting a petty cash facility
- To ensure that advances are only paid for valid expenses purchases and that all transactions are accurate and complete
- To ensure that the petty cash is balanced and reconciled on a daily basis in order to detect mistakes, and to prevent the float being depleted before replenishment takes place
- To ensure that replenishment of petty cash is done when required and that replenishment only takes place for amounts that are supported by valid supporting documents.
- To ensure that the petty cash facility is available and managed well in the absence of the regular petty cash official.

10. **ACTING ALLOWANCE POLICY**

Objectives of the Policy:

- To ensure that the efficiency of the Municipality is maintained and that the on-the-job experience is directed towards professional development.
- To provide guidelines for the handling of acting in various positions.
- To provide guidelines within acting has to occur.

11. **TRAVEL & SUBSISTENCE POLICY**

Objectives of the Policy:

It is essential that representatives of the Municipality from time to time travel to other cities and town in order to establish and maintain links and relationships with other Municipalities, Government bodies, and other parties, institutions and organizations operating in the sphere of Local Government. It is important for representatives to broaden their knowledge and understanding of and compare local experiences in Local Government transformation, innovation and change in the rest of the country, and this can effectively be done only through the medium of personal contact with a wide range of Local Government stakeholders.

12. COLLECTION PROCEDURE POLICY

Objectives of the Policy:

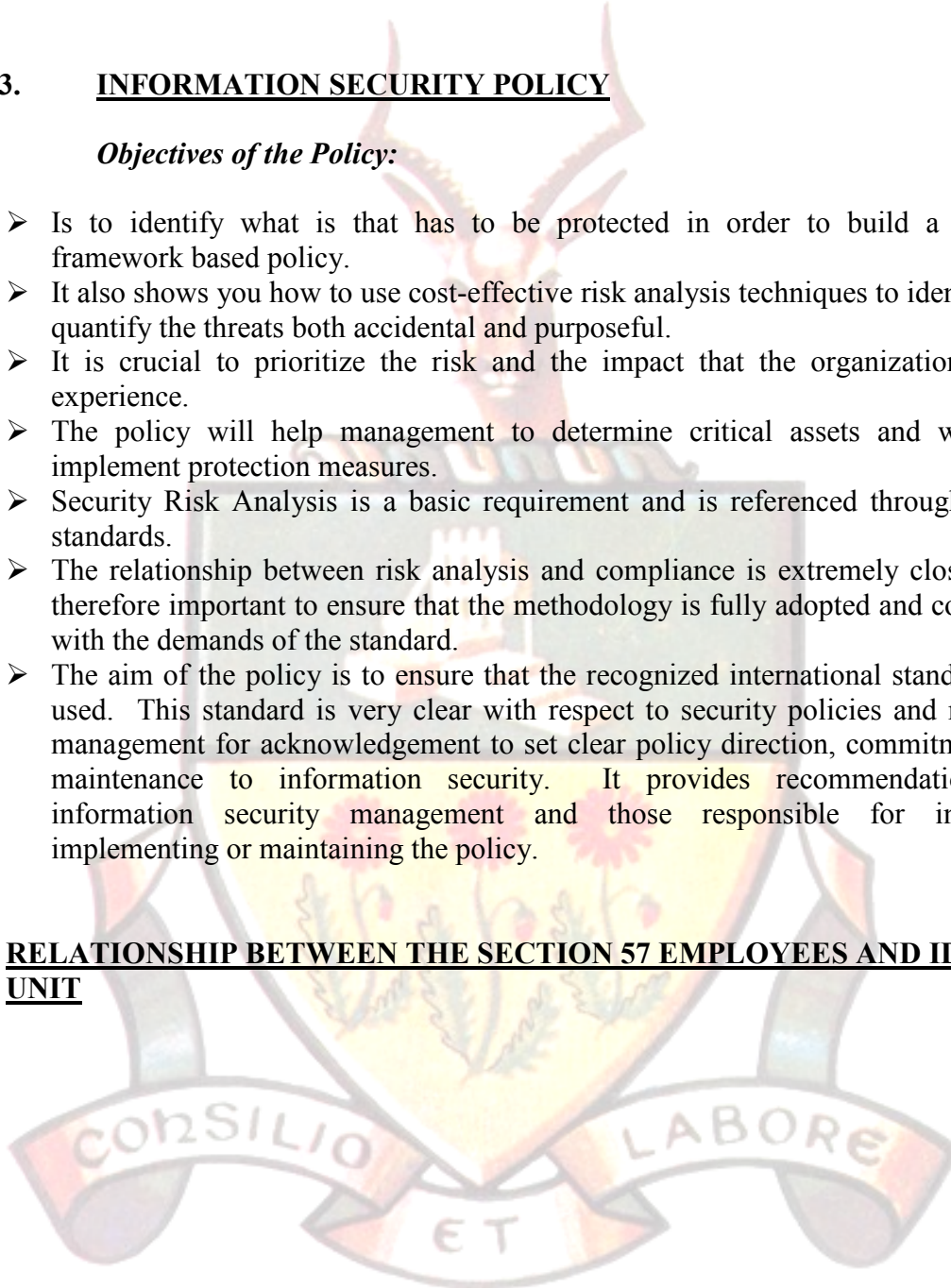
- Is to optimize the income base of the municipality as far as possible.

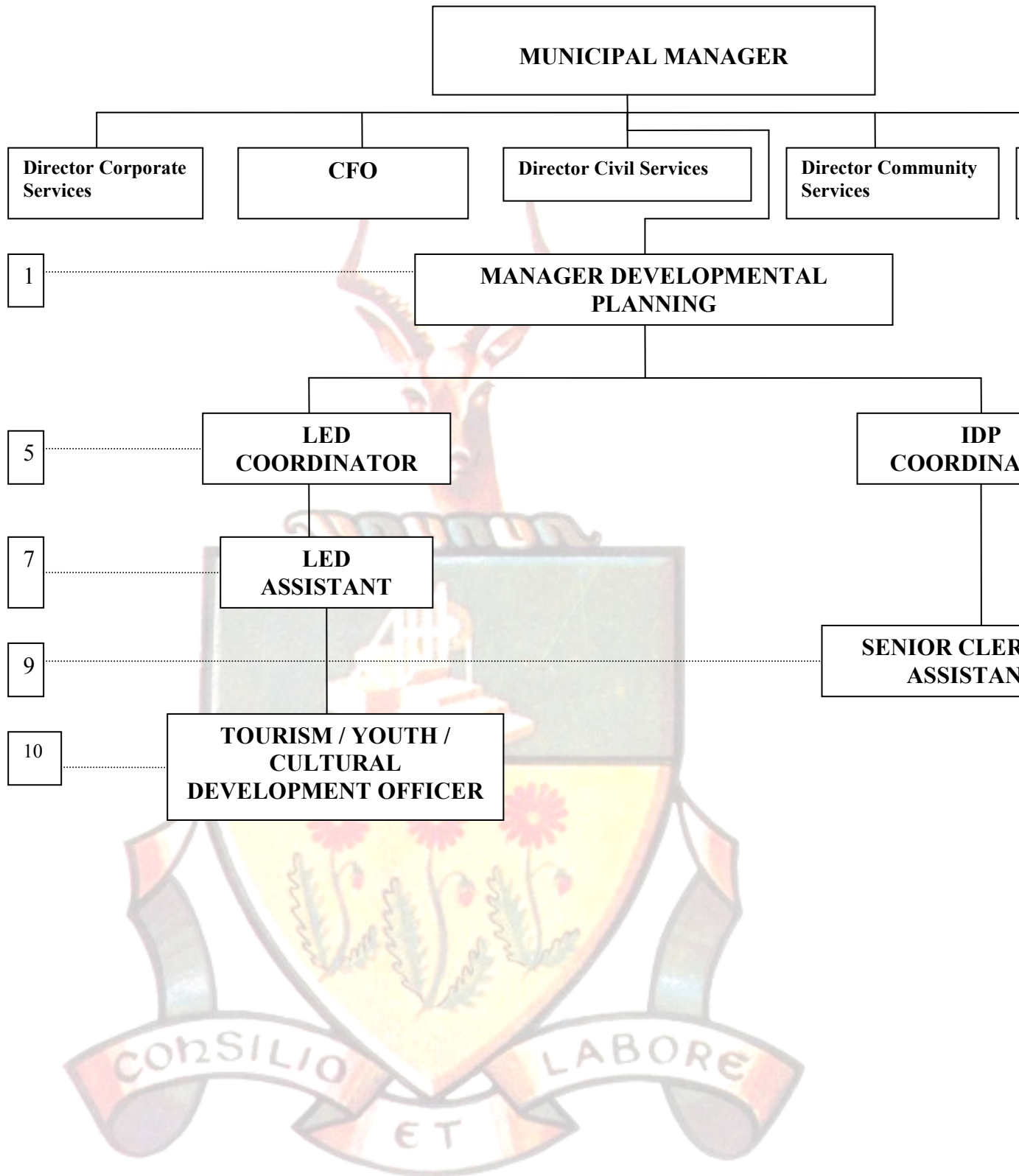
13. INFORMATION SECURITY POLICY

Objectives of the Policy:

- Is to identify what is that has to be protected in order to build a security framework based policy.
- It also shows you how to use cost-effective risk analysis techniques to identify and quantify the threats both accidental and purposeful.
- It is crucial to prioritize the risk and the impact that the organization would experience.
- The policy will help management to determine critical assets and where to implement protection measures.
- Security Risk Analysis is a basic requirement and is referenced throughout the standards.
- The relationship between risk analysis and compliance is extremely close. It is therefore important to ensure that the methodology is fully adopted and consistent with the demands of the standard.
- The aim of the policy is to ensure that the recognized international standards, be used. This standard is very clear with respect to security policies and refers to management for acknowledgement to set clear policy direction, commitment and maintenance to information security. It provides recommendations for information security management and those responsible for initiating, implementing or maintaining the policy.

14. RELATIONSHIP BETWEEN THE SECTION 57 EMPLOYEES AND IDP UNIT





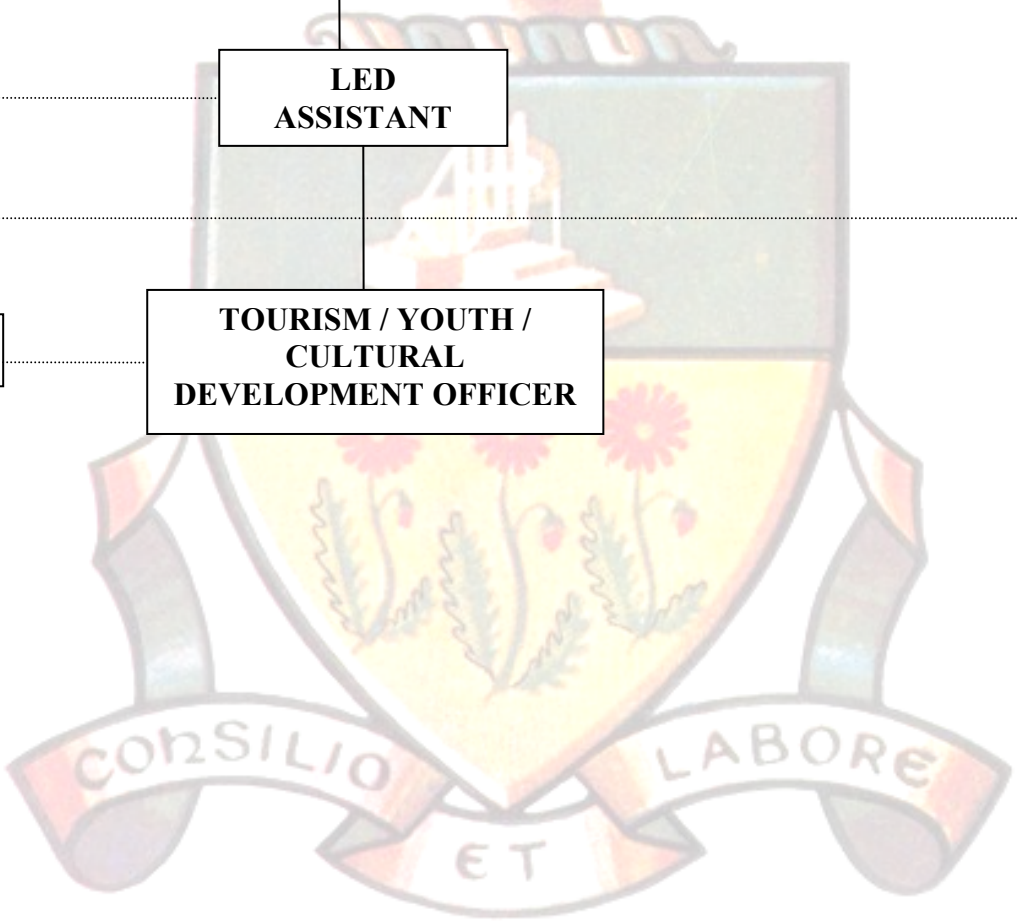
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15. UMJINDI MUNICIPALITY

RECRUITMENT, SELECTION AND APPOINTMENT POLICY



UMJINDI MUNICIPALITY

RECRUITMENT, SELECTION AND APPOINTMENT POLICY

Core Business Area	Corporate Services Directorate
Operational Area	All Directorates

Version:	0.02
Date:	1 July 2008
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REVISION HISTORY

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DOCUMENT APPROVAL

Position	Name	Signature	Approval Date
Mayor	VR Lukhele		
Municipal Manager	SF Mnisi		
Director Corporate Services (Acting)	JM Ndlovu		
Business Owner	Corporate Services		

EFFECTIVE DATE: 1 July 2008



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1.

1. **POLICY STATEMENT**

It is believed that Human Resources are our most important asset and guarantee for an effective organization. To this end we strive in our provisioning efforts to attract the most suitable candidates for appointment in accordance with the functional needs of Council. We are committed to create and maintain a diverse workforce in pursuance of Employment Equity and establishing a sound human resources management function.

2. **OBJECTIVE**

The objective of the Recruitment and Selection Policy for Umjindi Municipality is to provide for a comprehensive policy which accommodates the need for staff provisioning in the most efficient, professional and cost-effective way as to the effect that:

- No unfair discrimination practices exist in the provisioning discipline of Council;
- Such policy contributes and enhances a diverse culture and environment whereby all staff can contribute to the goals of Council and where such staff make-up is representative of the demographic environment of the area it serves.

3. **INTENT**

To ensure personnel provisioning which accommodates a comprehensive process, which is a result of an agreement, reached between all stakeholders concerned. The Policy should be inclusive of the following processes:

- Recruitment procedure;
- Selection procedure
- Advertising procedure
- Interviewing procedure
- Qualification and experience requirements.

4. **DEFINITIONS**

The intention to elaborate on a definition is merely to reach consensus amongst stakeholders in the interpretation and application of a specific definition. Any expression that is defined in the Employment Equity Act, 1998 has that meaning and no other. The following definitions however need further clarity as to understand the practical implication there of.

4.1 **SUITABLY QUALIFIED APPLICANT**

A person may be suitably qualified for a job as a result of any of, or any combination of that person's-

- Formal qualifications
- Prior learning
- Relevant experience
- Capacity to acquire, within a reasonable time (not longer than six months), the ability to do the job.

Note: The Act prescribes that qualification and experience requirements should be based on the inherent requirements of a particular position. It is stated that the inherent requirements were taken into consideration when the Bargaining Council has set qualifications and experience requirements for the industry. Existing qualification and experience requirements is therefore maintained until the Bargaining Council sets revised requirements.

Note: Prior learning is defined as experience obtained on the job as well as academic qualifications that are informal of nature. The value and level of prior learning is however acknowledged as defined by the National Qualifications Framework (NQF).

Internal Applicants: Existing members of staff whom are suitably qualified for the vacancy will get preference.

4.2 **REASONABLE ACCOMMODATION**

Reasonable accommodation means any modification or adjustment to a job or to the working environment that will enable a person from a designated group to have access to or participate or advance in employment.

Note: Deviations from existing practices, standards, norms or procedures should be well motivated with a cost implication to Council for consideration.

4.3 **INHERENT REQUIREMENTS OF THE JOB**

Inherent job requirements refer, inter alia to the following:

- Qualifications/knowledge/skills that are essential to the position
- Duties required
- Physical location
- Requirement of own transport or equipment for performance of duties
- Irregular working hours
- Physical requirements of the position
- Security clearance
- Qualifications as a legal minimum
- Working conditions
- Responsibilities
- Decision making abilities

- Language

3.

Note 1: It is viewed that the existing qualifications and experience requirements were set by the Bargaining Council and that the inherent requirements of positions were taken into consideration when these requirements were set. The status quo is therefore to remain until the Bargaining Council sets new requirements.

Note 2: Directors should however critically evaluate the qualification and experience requirements for vacant positions and any substantive deviation proposed should be brought to the attention of the Municipal Manager with a motivation of proposed amendments PRIOR to such a position being advertised.

Note 3: Deviations from existing qualification and experience requirements are to be agreed upon by all relevant parties before an appointment is to be made.

4.4 **EMPLOYEE**

A definition of an employee means any person other than an independent contractor who works for another person or for the State and who receives, or is entitled to receive any remuneration and in any manner assists in carrying on or conducting the business of an employer.

4.5 **QUALIFICATIONS**

Existing qualification requirements are to be maintained until the Bargaining Council has implemented revised qualification requirements.

4.6 **EXPERIENCE**

Existing experience requirements are to be maintained until the Bargaining Council has implemented revised qualification requirements.

4.7 **ABILITY TO ACQUIRE NECESSARY SKILLS WITHIN A REASONABLE PERIOD OF TIME**

A reasonable period of time is regarded as not longer than six months to enable an employee to familiarize him/herself with performance requirements and performance standards. Performance evaluation should be conducted to timeously communicate to employees whether they adhere to performance requirements and performance standards.

4.8 **PEOPLE WITH DISABILITIES**

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

4.9 **RELEVANT RECRUITMENT AREA**

The relevant recruitment area is that geographic area from which the employer would reasonably be expected to draw or recruit from. Recruitment areas may vary depending upon the level of responsibility and the degree of specialization of the occupation. Usually, the higher the degree of responsibility or specialization required for the job, the broader the recruitment area. Recruitment area refers to the **qualified** labour market where labour is drawn from.

Internal Recruitment: All vacancies will be advertised internally and externally. The horizontal transfer of staff from one Department to another on the same post level is provided for in terms of the Promotion and Transfer Policy of Umjindi Municipality.

4.10 **AFFIRMATIVE ACTION**

Affirmative Action means:

- Implementing positive remedial action, programmes and procedures to address historic and existing inequalities, imbalances, prejudices and injustices in the workplace.
- Taking particular care to ensure that historically disadvantaged people are no longer unfairly held back by discrimination in recruitment, selection, skills development or promoting to all occupational positions.
- Actively pursuing an ongoing strategy to redress imbalances in the workplace to reflect the relevant labour market as defined under “relevant recruitment area” above.

4.11 **EQUAL JOB OPPORTUNITIES**

Equal job opportunities means : Ensuring that anyone regardless of race, ethnic or social origin, colour, culture, gender, religious or political persuasion, disability, age or sexual orientation has an equal chance for appointment to a position based on merit or potential ability. The removal of all forms of discriminatory practices in employment. Establishing the principle and practice of equity in the workplace.

4.12 **REPRESENTATIVES (SHORT LISTING)**

FOR VACANCY OF:

Municipal Manager : Mayor and panel appointed by Council

Directors and Chief Financial Officer : Municipal Manager in consultation with Council.

5.

Staff Post level 2-12: Municipal Manager (Chairperson) in consultation with Directors, Unions to have observer status (ONE PER UNION). The Human Resource Section to provide secretarial support.

Staff Post level 13-18: Director Corporate Services (Chairperson), Deputy Directors, Assistant Directors and Unions to have observer status (ONE PER UNION). The Human Resource Section to provide secretarial support.

4.13 **INTERVIEWING PANEL**

FOR VACANCY OF:

Municipal Manager : Mayor and panel appointed by Council

Directors and Chief Financial Officer : Panel appointed by Council in consultation with Municipal Manager.

Staff Post level 2-12: Municipal Manager (Chairperson), Directors, Unions to have observer status (ONE PER UNION). The Human Resource Section should provide secretarial support.

Staff Post level 13-18: Director Corporate Services (Chairperson), Deputy Directors, Assistant Directors and Unions to have observer status (ONE PER UNION). The Human Resource Section should provide secretarial support.

5. **RECRUITMENT**

5.1 **PRE-RECRUITMENT REQUIREMENTS**

To enable Council timeously to recruit the highest calibre of person in the shortest period of time in the most cost-effective manner, the following processes should be adhered to :

5.1.1 **COUNCIL/MUNICIPAL MANAGER**

To enable Council or the Municipal Manager to approve any appointments either directly or by means of delegated powers, the following documentation should be in place:

- An approved organogram
- An approved staff budget
- Approved qualification/skills and experience requirements
- A recruitment and Selection Policy

5.1.2 DIRECTORATE CORPORATE SERVICES : SECTION HUMAN RESOURCES

The following documentation is needed before the Directorate may start the recruitment process:

- An approved organogram
- An approved job description
- A Council resolution or delegated authority to fill a vacancy
- Approved qualification/skills and experience requirements
- A fully completed personnel requisition form
- Existing vacancy
- A recruitment and Selection Policy

Human Resources must ensure that:

- All relevant documentation has been received
- All necessary documentation has been clearly authorized according to the delegated powers
- Job description, job levels, qualification and experience requirements are correctly stated
- Salary scales are correctly indicated
- Vacancy has been noted on the computer/administrative system/salary schedule
- All appointments are made in accordance with the target setting in terms of the Employment Equity Act.

Note : It is required of Directors to conduct a walk-in audit on the necessity to fill a specific vacancy or not. This audit must include the relevance of the job description as well of the perceived correctness of the job level. If a Director is not satisfied with any aspect regarding the position, the filling of the vacancy should not commence and the Municipal Manager must be requested to advice. Deviations from existing requirements, which have a financial implication, must be calculated and submitted to Council for approval **PRIOR** to recruitment.

5.2 ADVERTISING PROCEDURES

Whenever a vacancy occurs, the following procedures should be followed:

VACANCY : MUNICIPAL MANAGER

The Mayor approves the filling of the vacancy and authorizes the advertisement to appear.

VACANCY : DIRECTORS, CHIEF FINANCIAL OFFICER, DEPUTY DIRECTORS, ASSISTANT DIRECTORS AND POST LEVELS 4 TO 18

The Municipal Manager approves the filling of the vacancy and authorises the advertisement to appear after receiving the duly completed personnel requisition form.

VACANCIES : ADMINISTRATIVE POSITIONS

The advertisements for primarily administrative positions must clearly indicate that people with disabilities are invited and encouraged to apply for the position.

5.3 SELECTION OF MEDIA

The level of the position as well as the relevant recruitment area will dictate the appropriate media in which the advertising will be done. The person authorized in 5.2 (Mayor/Municipal Manager) above to approve the filling of the vacancy also approves the advertising medium to be utilized and the Section: Human Resources are responsible for the placement of the advertisement. The following advertising mediums are available:

- Internal, comprising of the distribution lists, notice boards and union chairpersons.
- Mpumalanga News
- Lowvelder
- Sunday Times
- City Press
- Barberton Times

5.4 PROCEDURE FOR SHORT-LISTING

When the representatives involved meet to shortlist applications, the following criteria are to be used:

Applicants should possess the minimum academic qualifications and experience as set out in the advertisement. To make the recruitment market as comprehensive and inclusive as possible, the definition of a “three year degree” or relevant qualification should be interpreted as wide as possible, but taking into consideration the number of years of academic studies. Agreement should be reached within the group on relevant qualifications prior to short-listing.

When determining selection criteria for short-listing, it should be endeavored to reach consensus before applying such criteria. If no consensus were reached, the ruling of the Municipal Manager would be final.

- ☞ The result of this procedure must be forwarded to the Section : Human Resources on the form attached as Annexure “B”.

- Deviation from academic requirements may not be accepted where legal requirements should be met.
- Applications should be in possession of the Section : Human Resources before or on the closing date.
- Application forms should be fully completed.
- The application form should be signed by the applicant personally.

- Any misrepresentation or untruths will lead to the disqualification of that application.

8.

5.4.1 MUNICIPAL MANAGER

The Mayor and a panel appointed by Council will do short-listing.

5.4.2 DIRECTORS AND CHIEF FINANCIAL OFFICER

The Municipal Manager in consultation with the Council will do short-listing.

5.4.3 DEPUTY DIRECTORS, ASSISTANT DIRECTORS AND VACANCIES UP TO POST LEVEL 12

The Municipal Manager in consultation with the Departmental Head Committee and Unions will do short-listing.

5.4.4 POST LEVELS 13 TO 18

The Director Corporate Services, Deputy Directors and Assistant Directors appointed as an Appointment Committee, together with the Unions (1 per union) will do the short-listing.

5.4.6 SCARE SKILLS POSITIONS


The Director of a department may head hunt suitable applicants for a scare skills position.

Upon failure to recruit the desired number of candidates for an interview the Appointment Committee will have the right to interview one applicant for a vacant scare skills position.

Should an applicant referred to in above be found to be competent for the position the applicant may be appointed in the vacant position.

6. **INTERVIEWING PROCEDURE**

All interviews will be structured interviews with the same questions posed to all the applicants interviewed for a specific vacancy.

 Attached as Annexure “C” is an example of such questions to be asked as well as an evaluation to determine the more suitable applicant.

When determining the more suitable candidate, the interviewing panel should endeavor to reach consensus on the successful applicant. If no consensus were reached, the ruling of the Municipal Manager would be final.

9.

Note: The Municipal Manager as indicated in paragraph 5.2 above, is to sign documentation regarding the appointment of an employee (excluding the Municipal Manager).

7. **ASSESSMENT TESTS**

The two applicants who obtained the highest score during an interview for a Section 57 or Post level 1-5 position will be subjected to a written assessment test to determine the suitability of the applicants for the position.

The results of the assessment test and the scores obtained by the applicants will be combined and the applicant with the highest score will be appointed in the vacant position.

Job related tests, for example a typing test and other similar assessments of an employee for a Post level 6-18 position are also permissible to determine the suitability of the applicant for the position.

Agreement should be reached between all stakeholders if and what testing to be conducted PRIOR to applicants being interviewed.

8. **TEMPORARY EMPLOYEES**

One should distinguish between temporary staff and casual employment.

CASUAL EMPLOYMENT refers to an ad hoc request for additional staff, which is not indicated on the organogram, or positions, which are unoccupied for a specific period. The status quo is to remain for these appointments. This refers to the Director employing the most suitable applicants, which is readily available in the shortest period of time. No target settings need to be accommodated for these appointments. Examples of appointments of this nature are Students and replacements for employees on maternity or sick leave.

The appointment of Casual Employees should be conducted in the following way:

- Casual employees performing a specific duty for a period longer than six (6) months should be interviewed by a panel consisting of the Assistant Directors

and Unions within the Municipality and not by the official Appointment Committee of the Municipality. In the case of a department not having an Assistant Director the Deputy Director will form part of the panel.

- The meeting of the interview panel should be chaired by the Director Corporate Services and the Human Resource Section within the Department of Corporate Services should provide logistical and secretarial support.

10.

- Casual employees performing a specific duty for a period less than six months may be short listed and appointed by the Director of a Department in conjunction with the Municipal Manager.
- The short listing of “Casual Employees” will be done by the interview panel referred to in the above.

TEMPORARY EMPLOYMENT refers to the situation where an individual is appointed in a position reflected on the organogram of the Council with the intention to fill the vacancy at some stage in the future. The purpose behind the under-mentioned procedure is to eliminate any unfair advantage that a temporary employee may have when the position is filled on a permanent basis.

The use of temporary personnel should be discouraged if and where possible. Temporary personnel should only be used to alleviate seasonal or temporary additional workload that cannot be accomplished with normal staff structures.

Normal staff structures should be designed to accommodate for most events in the daily activities of each directorate. It is however acknowledged that there are times and situations where temporary personnel may be used.

Step 1 : A personnel requisition form is to be completed by the relevant directorate and sent to the Municipal Manager. As the appointment of temporary staff often advantages the incumbent when the position is filled on a permanent basis, the applicable occupational categories as per target setting in terms of the approved Employment Equity Plan should be adhered to.

Step 2 : An internal advertisement is to be placed inviting applicants through Council employees to apply for temporary appointments. If the appointment is of an urgent nature, the Municipal Manager may authorize the use of an employment agency.

Step 3 : The Municipal Manager and the relevant Director may conduct Interviews for the appointment of temporary personnel.

Step 4 : Human Resources must enter into a contractual agreement with each temporary appointment.

Note :As a guideline, temporary appointments should not exceed 3 months.

9. PAYMENT OF TRAVELLING AND ACCOMMODATION COSTS

Payment for travelling and accommodation costs will be dealt with in terms of the existing Subsistence and Travelling Policy of Council which may be amended from time to time.

11.

10. MEDICAL TESTING

Medical testing includes any test, question, inquiry or other means designed to ascertain, or which has the effect of enabling Council to ascertain, whether an employee has any medical condition.

Medical testing of an employee is permissible if:

- Legislation permits or requires the testing, or
- It is justifiable to do so in the light of medical facts, employment conditions, social policy, and the fair distribution of employee benefits or the inherent requirements of the job.

Testing of an employee to determine that employee's HIV status is prohibited unless such testing is determined to be justified by the Labour Court in terms of section 49(4) of the Act.

Medical testing of an applicant should be agreed upon PRIOR to advertising.

11. NEPOTISM POLICY

11.1 DEFINITION OF NEPOTISM

A definition of nepotism is “undue favoritism”. One can also define nepotism as the preferred option in candidate selection during the recruitment process because the candidate is a relative or personal friend of the person making such an appointment.

11.2 DISCUSSION

It is proposed that family, friends and relatives may still apply for positions, but, that the representatives on the selection panel should declare their interest and excuses themselves when family, friends and relatives are considered for appointments. A further guideline is that Council should try to avoid placing family and relatives in the same Directorate.

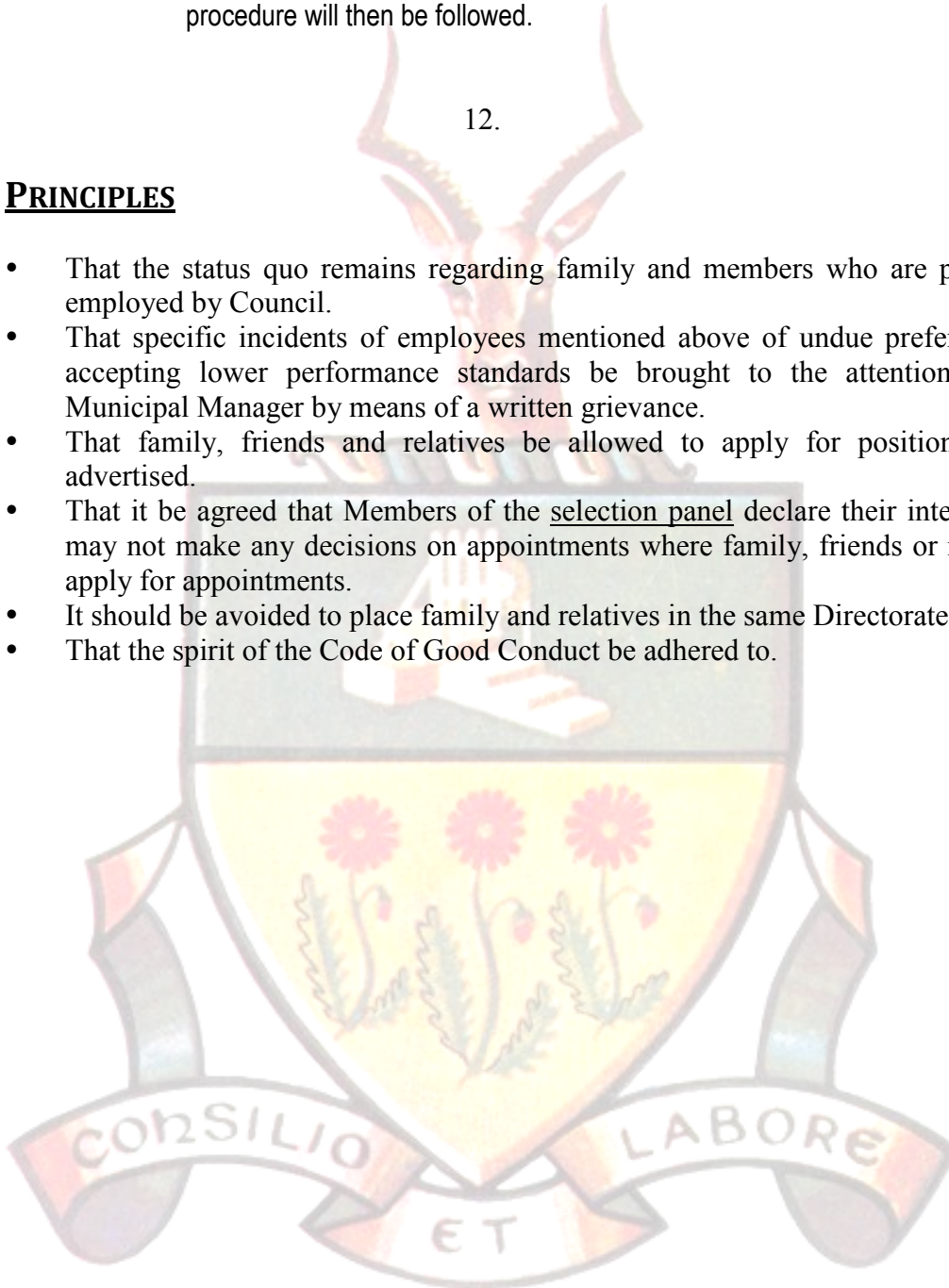
11.3 STATUS QUO TO REMAIN

Where family are presently either working together in one Directorate or within Council no action should be taken or transfers instituted. However, where undue favours are granted like time off or accepting poor performance such specific incidents should be brought to the attention of the Municipal Manager by means of the grievance procedure. The normal channels of the grievance procedure will then be followed.

12.

11.4 **PRINCIPLES**

- That the status quo remains regarding family and members who are presently employed by Council.
- That specific incidents of employees mentioned above of undue preference or accepting lower performance standards be brought to the attention of the Municipal Manager by means of a written grievance.
- That family, friends and relatives be allowed to apply for positions when advertised.
- That it be agreed that Members of the selection panel declare their interest and may not make any decisions on appointments where family, friends or relatives apply for appointments.
- It should be avoided to place family and relatives in the same Directorate.
- That the spirit of the Code of Good Conduct be adhered to.



UMJINDI MUNICIPALITY

To : Director Corporate Services

Annexure "A"

PERSONNEL REQUEST FORM DEPARTMENTAL ACTION

Post Designation: _____ Vacant from: _____
 Supervisor: _____ Work hours: _____
 Directorate: _____ Sub-Directorate: _____

A. INHERENT JOB REQUIREMENTS

B. QUALIFICATION

Minimum requirement _____
 Specify any other _____

C. EXPERIENCE

Minimum requirement _____
 Specify any other _____

D. SPECIAL ABILITIES

Figures	Reports	Physical Work
---------	---------	---------------

Specify any other _____

E. CIRCUMSTANCES

Shift Worker	Drivers License	Code			Office Hours	Noise Zone	Outside Work	Poisonous substances contact
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Specify any other _____

Motivate appointment _____

DIRECTOR _____

DATE: _____

MUNICIPAL MANAGER _____

DATE: _____

The Selection Panel will consists of the following persons: (Relevant clause of recruitment, selection and appointment policy)

1. Municipal Manager
2. Directors of departments
3. IMATU
4. SAMWU



UMJINDI MUNICIPALITY:

RECRUITMENT AND SELECTION SUMMARY

POST LEVEL RANGE	APPROVE FILLING OF VACANCY	ADVERTISING MEDIUM	SHORT-LISTING PROCEDURE	INTERVIEWING PROCEDURE	EMPLOYMENT EQUITY TARGETS
MUNICIPAL MANAGER	Mayor	Internal Mpumalanga News Lowvelder Sunday Times City Press	Mayor and panel appointed by Council	Structured interview. Panel - Mayor and panel appointed by Council	Consult regarding targets for level.
DIRECTORS AND CHIEF FINANCIAL OFFICER	Municipal Manager	Internal Mpumalanga News Lowvelder Sunday Times City Press	Municipal Manager in consultation with Council.	Structured interview panel appointed by Municipal Manager in consultation with Council	Consult regarding targets for level.
PERSONNEL POST LEVEL 2-12	Municipal Manager	Internal/External Mpumalanga News Lowvelder Barberton Times	Municipal Manager in consulting with Departmental Head Committee	Structured interview panel : Municipal Manager, Directors and Unions	Consult regarding targets for level.
PERSONNEL POST LEVEL 13-18	Municipal Manager	Internal/External Mpumalanga News Lowvelder Barberton Times	Structured interview panel : HR Section, Director Corporate Services, Deputy/Asst Directors, Unions	Structured interview panel : HR Section, Director Corporate Services, Deputy/Asst Directors, Unions	Consult regarding targets for level.
CASUAL WORKER (LONGER THAN SIX MONTHS)	Municipal Manager	External Notice boards Barberton Times	Structured interview panel : HR Section, Director Corporate Services, Deputy/Asst Directors, Unions	Structured interview panel : HR Section, Director Corporate Services, Deputy/Asst Directors, Unions	Consult regarding targets for level.
CONTRACT WORKERS	Municipal Manager	External Notice boards Barberton Times	Director in consultation with the Municipal Manager	Director	Consult regarding targets for level.

UMJINDI MUNICIPALITY

STAFF RETENTION POLICY



UMJINDI MUNICIPALITY

STAFF RETENTION POLICY

Core Business Area	Corporate Services Directorate (Human Resource Section)
Operational Area	All Directorates

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Position	Name	Signature	Approval Date
Mayor	VR Lukhele		
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Director Corporate Services (Acting)	JM Ndlovu		
Business Owner	Corporate		

	Services		
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1.

1. INTRODUCTION

Staff retention is a process of ensuring that employees with valued or needed skills or experience in a scarce/critical field where recruitment is difficult are kept within the service of the Municipality by using various techniques.

The Municipality recognizes that its most valuable asset is its human resources. A great deal of time and money is invested in the recruitment, training and development of employees and, as such, every effort should be made to retain those employees who have scarce or critical skills.

2. PURPOSE OF THE POLICY

The purpose of the staff retention policy is:

- To allow Council to effectively retain their staff by providing information on staff retention and some possible staff retention techniques.
- To prevent the loss of competent staff from the Municipality that can have an adverse effect on service delivery.
- To attract and retain competent staff.
- To retain key staff members whose services are regarded as critical to achieve the vision and mission of the Municipality.
- To identify individual's potential for assuming a higher degree of responsibility.
- To help develop a skills base for succession planning.
- To provide internship and learnerships to occupations that is critical to the Municipality's strategic objectives.
- To identify posts which require specialized skills and to determine the level of scarcity thereof.
- To create and sustain a pleasant humane working environment where employees are given the opportunity to thrive.

3. SCOPE OF APPLICATION

- This policy applies to all employees of the Municipality.

4. TOOLS

The following should be regarded as tools to assist in achieving the retention of staff:

- Performance appraisal system.
- Personal Development Plan.
- Career development/training.
- Staff morale assessment/surveys.
- Exit interview reports.

2.

5. EMPLOYEE WELLNESS

The relation between the retention of staff and their physical and emotional wellness should be recognized and the employer should offer work-life balance options which should include:

- Qualitative work-life and equal distribution of the workload.
- Recognizing family responsibilities/obligations.
- Offering controlled flexi-time.
- Limit excessive performance of overtime.
- Effective occupational health and safety programmes as well as an employee wellness programme.
- Improved communication channels to enable employees to express their concerns, complaints, views and suggestions openly and freely as well as to, ease access to information (e.g. provision of well-managed suggestion boxes; employee meetings)
- Effective use of referral system of the Employee Assistance Programme.
- Confidential handling of personal matters and protection of staff.

6. STAFF RETENTION TECHNIQUES

6.1 Scarce skills

- Conducting of a skills audit to identify and classify the current skills needs and the future needs of the Municipality.
- Identification of scarce and critical skills on an annual basis.
- The risk of losing staff with scarce/critical skills must be assessed.

- Where scarce/critical skills have been identified, an executing authority may set the salary for a post or an employee above the minimum notch of the salary scale indicated on the staff structure of Council.
- The process may also be initiated where an employee with scarce/critical skills and/or experience has received a higher job offer and the executing authority may give a counter offer to retain his/her services.

6.2 Employment Equity

- The Employment Equity Act, 1998, requires every employer to retain and develop people from the designated groups. In certain instances the Municipality may experience difficulty in retaining black (African, Indian and Colored) people, women and people with disabilities in certain areas.
- Opportunities should be created to make the employment more attractive for example apprentice, learnership and furthering of studies for the previously disadvantaged groups.
- Decisions of this nature must be taken with due consideration to the relevant Directorate's Employment Equity Plan and the Department's Affirmative Action Policy.

3.

6.3 Service providers

- Every effort must be made to use the skills or create capacity within the Municipality before engaging the services of service providers.
- The use of consultants must be limited and, where internal capacity exists, allocate additional duties to suitably qualified and experienced employees. This could result in a higher job evaluation of the person's post thus improving the Municipality's ability to retain the services of certain employees.
- Where the service providers such as consultants are used, comparison must be made to ensure that the service is fair, equitable, transparent, competitive and cost effective for the Municipality.

6.4 Encourage performance

- Avoid overloading of top performers with secondary tasks.
- Flexible work arrangements should be introduced where the specific circumstances of the employee at that point of time requires it.
- Divide exciting tasks/instructions equally in order to encourage staff.

- Reward employees who are performing well so that those that are under performing can be motivated.
- Balance the performance level by pairing new employees or under performers with top performers.
- Ensure equal distribution of the workload.

6.5 Morale building

- Lead by example as a manager to achieve better results.
- Give employees a chance to develop by trusting them with high profile responsibilities.
- When an employee has performed well, show appreciation. If an employee goes unacknowledged, a message of their unimportance will be sent.
- Attend to staff needs timeously.
- Value employees who are performing well and make them feel valued.
- Introduce rewarding techniques such as issuing a certificate or letter of recognition for a project/task well done.
- A conducive environment should be provided where an employee can learn from his / her mistakes.
- Recognize a job well done.
- Treat staff equal.
- Encourage staff to refrain from gossip as it will lead to a lack of respect for fellow employees.
- Eliminate the disclosing of confidential information as it will create a bridge of trust amongst employees.

6.6 Sense of ownership

- Less supervision is important. Employees who are followed around may not feel trusted with the work they are doing.

4.

- Involve employees in decision-making processes. This will create a sense of ownership of what has been proposed and they will do their best to achieve high results.
- Avoid de-motivating employees. Once a person is de-motivated it is difficult to correct the situation.
- Employees are de-motivated when they are doing the same job for many years. Introduce staff rotation to allow for exposure to learn new activities.
- Allow employees to see a project through from start to finish.

6.7 Communication

- Interact equally with employees. Do not lead them into thinking that there is favoritism within the department.
- Listen to employee's ideas and take them seriously.
- When in a meeting, give an employee your full attention as it makes the employee feel valued.
- Encourage feedback and exchange ideas by meeting in an informal basis with the employee.
- Technology plays a critical role in communicating corporate messages to all employees. Employees can learn about employment benefits, vacancies and the latest initiatives via the intranet.

6.8 Performance appraisal

- Performance appraisal is a two-way process as it includes the employer and employee as a tool to identify short comings and future development of employees.
- Performance appraisal must take place within the department's policy on performance and the employee's duty sheet.
- Objectivity is important and the person should not be evaluated but his/her performance.

6.9 Job rotation

- Job rotation should be used as an important approach for achieving job satisfaction, making the job more challenging, enhancing skills and knowledge and ultimately assisting in employee retention. It shall be implemented through "on the job" training by the relevant supervisor.
- Management shall rotate employees within their respective Directorates. Care shall be taken to ensure consultation with employees and their Unions first before embarking on job rotation to ensure a buy-in.

6.10 Performance Management and Development

- Each and every employee must have a performance agreement, which is cascaded from the departmental score card and is valid for a period of 12 months.
- The output must be specific and measurable with clear time frames for achievement.
- The performance must be assessed four times per financial year.
- The identified needs or shortcomings must be followed by the appropriate training.

6.11 Staff development and training

- Staff development and training embraces the formal and informal acquisition of knowledge, skills, attitudes, thinking and habits required of an employee to render quality service and secure him/her a rewarding career.
- Employees should be continually trained with relevant development programmes that put them on par with their peers in the job market and thereafter be supplied with the necessary modernized work-tools and be allowed space to practice the skills they have acquired.
- Practices that promote staff development include self-development, formal and informal training, career development, study aid, job rotation, job enrichment/enlargement and mentorship and coaching.
- Employees who obtain higher qualifications should be given preference in the filling of vacant posts which require such qualifications.
- In a situation where the employee cannot be accommodated in a suitable post, his / her job should be reviewed with an intention of adding more responsibilities and re-evaluating the post to ensure the maximum utilization of the employee's potential.
- The culture of continually developing staff shall be maintained in line with the Skills Development Act and Performance Management System within the Municipality.
- The career development plan should by no means be misconstrued to be creating expectations for either promotion or monetary rewards.
- Information about the employee's career path should be kept confidential and under no circumstances should it be conveyed to the employees concerned. However, the employee should be reasonably informed about their performance status in the organization and can generally, not specifically be informed about their career prospects within the organization.

6.12 Succession Plan

- A succession plan database should be compiled from the career discussion outcomes and should be in the custody of Human Resource Section and kept confidentially.
- The Human Resource Section should identify potential key competencies to be developed in the light of the identified succession plan positions.
- Succession planning is fostering activities like job rotation to expose staff to the workings of the Municipality. This can assist in the identification of top performers and employees with potential.

6.13 Multiskilling

- Multiskilling is a process that organizes work in a manner that enables staff to acquire and use a greater range of skills.
- Multiskilling must be linked to the skills requirements of the department and should form part of its strategic empowerment and employment equity plans.
- All multiskilling efforts should be properly planned and scheduled.

7. Classification of Employees for Career Development and Retention Purposes

7.1 High flyers:

- These are employees who are high performers as per performance management policy and are ready for promotion, have scarce skills/Critical/Rare expertise.
- Employees categorized as high flyers will be placed on the succession plan list, which will be utilized as a pool to draw from whenever vacancies arise. However, such candidates should meet the minimum requirements and have skills for the identified post.
- The Human Resource Section will be the custodian of the succession plan list and will accordingly advise managers whenever a vacancy arises.
- The management could include delegation of responsibilities and autonomy as well as extending the latitude of discretion to deserving employees, granting an opportunity to manage employees or a responsibility to manage a special project.

7.2 Potential for development:

- Employees with potential for development who must be on an accelerated development program. Employees classified as "potential for development" will have a personal development programme aimed at specifically addressing and closing the skills gap.
- Once the programme has been completed successfully these employees can be moved to the succession plan list.

8. ATTRACTING SCARCE SKILLS

8.1 Head-hunting

- This individual based method of recruitment can be used to seek and identify suitably qualified candidates for positions where difficulty is experienced to recruit suitably qualified candidates as well as candidates from historically disadvantaged groups.
- Recruitment shall also be done through head hunting by engaging specific institutions of higher learning in this regard for recruitment.

- This method shall be used only in conjunction with the normal advertising of vacancies, in other words an identified suitable candidate shall be requested to apply for the advertised position, and where after the normal processes will apply.
- In cases where no suitable candidates are identified during the final interviews, further headhunting shall be undertaken.
- At least two candidates shall be identified and interviewed by the same panel and against the same criteria used during the initial interviews.

8.2 Granting of a higher salary

- In the event of an employee, whose services are considered critical to the mission of the Municipality, getting an offer from elsewhere, Council shall consider matching the said offer after full motivation has been submitted depending on the nature and level of the offer.
- Scarcity of the skills and/or the competencies that the said employee possesses shall be the key guiding factors that will determine the final outcome.

7.

- In order to attract new employees whose skills are critical to the Municipality's, higher packages can be offered to the employee regardless of the current packages.
- The prevailing market trends should be studied and taken into consideration.
- The granting of higher salaries for the purpose of a counter offer or for attracting competent officials requires that the following measures also be taken into account namely the demonstration of fairness, budgetary provisions to sustain the position and alternatives.

8.3 Skills to be counter offered

- Counter offers can only be done for identified and agreed scarce skills.
- A predetermined database of scarce and critical positions within the Municipality must be readily available.
- Value for money is of utmost importance and when an employee moves up a salary level her/his job should also increase in complexity or responsibility.

9. ADVERTISING OF VACANCIES

9.1 Internal advertising of posts

- Posts below post level 10 that become vacant and available for advertising and filling shall first be advertised internally for 2 weeks in line with the relevant clause of the Recruitment Appointment and Selection Policy.

- Short-listed internal applicants shall be subjected to a fair interview process, similar in all respects to the interview process that external candidates shall be exposed to.
- The short listing panel shall not be rigidly confined to the requirements of the job for short-listing purposes. Should such a candidate, who doesn't meet all the job requirements be identified as the potential successful one, full motivation for relaxation of requirements shall be submitted to the Chairperson of the Appointment Committee.
- The development areas of a candidate that demonstrates the potential to perform the functions of the post shall be included in his/her personal; development plan.

9.2 External advertising of posts

- The inherent requirements of the post make it crucial to encourage the inflow of new skills and positions above post level 10 shall therefor be advertised externally.

10. MONITORING AND EVALUATION

Methods to be used for the evaluation of the effectiveness of the retention strategy shall include:

- Analysis of the staff turnover
- Analysis of the exit interview reports
- Analysis of Labour market trends

8.

11. INCENTIVES FOR GOOD PERFORMANCE

- Measures should be applied to enhance a positive attitude in recognition of improved employee productivity through implementation of a financial incentive scheme and non-monetary rewards.
- Recognition should be given to an employee's excellent performance, best suggestions, improvements and innovate ideas within the workplace.
- Such schemes shall be inculcated as part of the management style and culture in the Municipality.
- Outstanding performance shall be recognized by the awarding of certificates of achievement, which shall clearly state the area of achievement and reasons for such an award.

- A special column shall also be made available in the Municipal newsletter with pictures and names of "Achievers of the month or year".
- A picture of the employee shall be posted in the foyer where such an employee works.
- These awards shall be regarded as prestigious awards and should therefore be awarded under special circumstances.
- Clear criteria shall be worked out to indicate under what circumstances can such awards be given, such as the following: achievement of service delivery targets as per performance indicators, continuously meeting or exceeding service delivery standards and coming up with a good and practical idea.
- The recommendation from internal colleagues and or external clients will also serve as a basis for awarding excellent performance.
- Motivations for the awarding of an incentive to an employee can also be submitted by the direct supervisor or Head of Department.
- Employees should also be congratulated informally to ensure that their positive efforts do not go unnoticed.

12. ROLES AND RESPONSIBILITIES

- Council is responsible for determining and approving the awarding of salaries above the maximum range for the retention of employees with skills or experience in a scarce field where recruitment is difficult and also with regard to employees from designated groups.
- The Director Corporate Services is responsible for ensuring that the criteria to determine the retention of staff are followed.
- Directors are responsible for ensuring that the Municipality does not lose competent, scarce and skilled employees particularly with regard to employees from designated groups.

13. EXIT INTERVIEWS

- A follow up interview/discussion shall take place after three months to establish how the employee has adjusted.
- All employees that have tendered resignations shall be interviewed before leaving the Municipality.
- Exit interviews should be well structured and well organized to determine the potential and reason for the employee leaving the Municipality.

9.

- Exit interviews shall be perceived as a management tool to extract constructive and valuable positive or negative information that can be used to improve the situation and morale of the remaining staff and also as a method of reducing staff turnover.

- Such interviews shall be structured using the questionnaire designed as to allow the leaving employee to view out the reason of leaving the department.
- The exit interview should change organizational threats into opportunities for improvement.
- A suitable venue with no the interruptions must be chosen to conduct the exit interview.
- The questionnaire of the exit interviews will be designed by the Director Cooperate Services in conjunction with the relevant department and shall be made available to the employee at least two days prior to the exit interview.
- For exit interviews to be successful, it is essential that the interviewee be given an unambiguous guarantee in writing that no information emanating from the exit interview shall be used against him/her. The information shall only be used for enhancing efforts towards attraction and retention of staff.

14. IMPLEMENTATION AND REVIEW

This policy is effective once approved by Council. The Directorate Corporate Services will propose amendments to the policy on an annual basis.



16. POLICIES PER DIRECTORATE:

16.1 MUNICIPAL MANAGER

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A.257	QUALIFIED LOCAL GOVERNMENT: DECLARATION
A.203	CLAIMS : ACTIVITIES OF COUNCIL
A.32	DELEGATION: MANAGEMENT COMMITTEE
A.175	DELEGATION: TOWN CLERK
A.345	GATHERINGS/MARCHES
A.335	OFFICIAL NAME ON PRINTING
A.106	PARADES
A.263C	DELEGATIONS : PERSONS TO ACT AS MUNICIPAL MANAGER IN ABSENCE OF MUNICIPAL MANAGER
A.238	LOGISTICAL SUPPORT

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A.329	ALIENATION OF COUNCIL HOUSES TO STAFF
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A.408	AWARDS : AWARDED OF ALDERMAN STATUS
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A.268	CANCELLATION OF DEED OF SALE : R7 500,00 SCHEME

A.305	CELLULAR PHONE
A.102	DELEGATION: CHIEF PROTECTION SERVICES
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15.3 INDIGENT POLICY (Sec 97(1) (c) of Municipal Systems Act

17.3.1	AN INDIGENT DEBTOR WILL BE ANY HOUSEHOLD EARNING LESS THAN R1100.00 PER MONTH.
17.3.1.1	The council will have to keep on providing annually funds on the budget for the subsidizing of indigent debtors on Rates, taxes, refuse removal and sewerage consumption.
17.3.1.2	Indigent debtors will only be entitled to free basic services/subsidy as annually approved by the council on Rates, taxes, refuse removal and sewerage consumption except electricity and water consumption due to the free basic services provided by the council (municipality) on both services.
17.3.2	INDIGENT DEBTOR
17.3.2.1	An indigent debtor (consumer) must apply for the subsidy (writing off of rates, taxes, refuse removal and sewerage consumption) by completing an application form (For 12 month period) where after the Ward Councillor will have to certify the applicant as an indigent debtor and forward the application for approval to the management (administration) for further processing.
17.3.2.2	All consumption of services (Electricity and water) above the approved free basic services as approved by the council can and will not be subsidized by the council (municipality) and must be paid by the debtor him/her self.
17.3.3	ON APPROVAL AS AN INDIGENT DEBTOR
17.3.3.1	All arrear amounts regarding to rates, taxes, refuse removal, sewerage consumption, rental and interest on the indigent account will be written off – once off only
17.3.3.2	Interest levies on the account to be stopped
17.3.3.3	Monthly levies for property tax refuse removal and sewerage consumption will be subsidized once approved as Indigent Debtor out of the Indigent Debtor provision.
17.3.4	RE-APPLICATION FOR SUBSIDY
17.3.4.1	All Indigent debtors will have to apply /verify for subsidy on an annual basis as the subsidy is only approved for a twelve-month (Financial year of council) period.
17.3.4.2	Next application will not be approved if the consumer's account for services (water and electricity consumption higher than the free basic services approved by the Council of Umjindi Municipality) is not paid up to date.
17.3.5	SUSPENSION OF SERVICES: PREPAID METERS
17.3.5.1	No prepaid services will be given to an indigent debtor if the account for services (water and electricity consumption) is not paid in full.
17.3.5.2	No arrangements will be applicable on Indigent debtor accounts

	for services (Water and electricity consumption)
17.3.6	PAYMENT OF A DEPOSIT FOR UNEMPLOYED RDP BENEFICIARIES
17.3.6.1	When a consumer is identified as an indigent, a consumer account can be opened with exemption on paying a deposit
17.3.7	INDIGENTS FAMILY UNITS TENANTS
17.3.7.1	Tenants at the family units who have a maximum income of R500.00 per month be exempted of rental charges.
17.3.7.2	Tenants at the family units who have an income between R501.00 and R1 100.00 only pay 50% of the rental charge.

15.4 CIVIL SERVICES

A.313	BUILDING ACTIVITIES
A.560	DELEGATION: CHIEF CIVIL SERVICES
A.484	TOWN PLANNING
A.395	TOWN PLANNING (WOODEN RAFTER HOUSING)
A.650	BUDGET: PRIORITISATION: CAPITAL PROJECTS
A.650	CAPITAL PROJECTS: EVALUATION
A.409	T E N D E R S
A.149	MAGAZINE STOCK: ROAD BUILDINGEQUIPMENT
A.149	ROAD BUILDING EQUIQMENT: SALE OF
A.464	WATER PROVISION: UPLIFTING OF PENALTY CLAUSE
A.238	LOGISTICAL SUPPORT

15.5 COMMUNITY SERVICES

A.83	CONTAGIOUS DISEASES : PREVENTION
	CEMETERY FEES
A.448	CASE OF THE AGED: BARBERTON ORGANISATION FOR CARE OF THE AGED
A.294	BOOKINGS : GRAVES
A.294	GRAVE : BOOKING OF
A.358(A)	CLINIC SERVICES
A.47	HEALTH CARE : PRIMARY
A.243	SPORT : REPRESENTATION OF COUNCIL ON SPORT FORUM
A.229	LEASING : RIMER'S REST LAPA

A.238	LOGISTICAL SUPPORT
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15.6 ELECTRICAL SERVICES

A.650	BUDGET: PRIORITISATION: CAPITAL PROJECTS
A.650	CAPITAL PROJECTS: EVALUATION
A.409	T E N D E R S
A.209	CABLE FAULTS
A.538	PA SYSTEMS
A.465	OBSOLETE EQUIPMENT : ELECTRICAL POLES
A.465	UITGEDIENDE TOERUSTING : ELEKTRIESE PALE
A.208	APPRENTICE
A.238	LOGISTICAL SUPPORT

