



RECRUITMENT AND SELECTION POLICY

PIXLEY KA SEME DISTRICT MUNICIPALITY

PREAMBLE

The Pixley ka Seme District Municipality endeavours to match the human resources to its strategic and operational needs whilst ensuring the full utilisation and continued development of the staff members. All aspects of the employment – structures, recruitment, selection, interviewing and appointment of staff members - shall be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except where explicitly provided for affirmative action and employment equity.

1. PURPOSE

1.1 Enable the Municipality to recruit suitable candidates for appointment in specific posts in order to deliver the required services to the community and to assist in the optimal development of the municipal area and its residents;

1.2 Ensure that the process of recruitment, selection and appointment is objective, transparent and equitable as required by the Employment Equity Act, Labour Relations Act and other applicable legislation;

1.3 Establish proper structures and clear responsibilities for the purpose of recruitment;

1.4 Establish clear procedures for all role-players participating in the recruitment process;

1.5 This policy is further based on the principles of best practice human resource management that ensures the Municipality must –

1.5.1 be characterised by a high standard of professional ethics;

1.5.2 promote the efficient, economic and effective utilisation of staff members;

1.5.3 conduct human resources in an accountable manner;

1.5.4 be transparent;

1.5.5 promote good human resource management and career development practices, to maximise human potential; and

1.5.6 ensure that its administration is broadly representative of the people of South Africa, with human resources management practices based on ability, objectivity,

fairness and the need to redress the imbalances of the past to achieve broad representation.

2. SCOPE OF APPLICATION

2.1 This policy is applicable to all staff members and prospective staff members of the municipality but excludes the following:

2.1.1 Appointments under the Extended Public Works Programme / Community Development Workers; and

2.1.2 Appointments of students and interns.

3. LEGISLATIVE AND POLICY FRAMEWORK

- Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996)
- Income Tax Act, 1962 (Act No. 58 of 1962)
- Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)
- South African Qualifications Authority Act, 1995 (Act No. 58 of 1995)
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Employment Equity, 1998 (Act No. 55 of 1998)
- Skills Development Act, (Act No. 97 of 1998)
- Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Immigration Act, 2002 (Act No. 13 of 2002)
- Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
- Employment Services Act, 2014 (Act No. 4 of 2014)
- Local Government: Regulations on appointment and conditions of employment of senior managers, 2014
- Local Government: Municipal Staff Regulations, 2021
- Local Government: Guidelines for the Implementation of the Municipal Staff Regulations, 2021
- Collective agreement on Conditions of service
- National Qualifications Framework

4. DEFINITIONS

All terminology used in this policy shall bear the same meaning as in the Regulations or applicable legislation, or as defined and / or explained in the Glossary of Terminology in the Human Resources Policies Manual.



5. PRINCIPLES

5.1 The Recruitment Policy and its implementation will be aimed at ensuring the right people with the right skills and competencies in the right place at the right time

5.2 Each appointment shall be rationally and objectively, justifiable by reference to the strategic and operational needs of municipality.

5.3 All aspects of the staffing process shall be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions in line with the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) as amended and the relevant provisions of the Employment Equity Act, 1998 (Act No. 55 of 1998).

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

5.5 The selection shall be competency based in relation to the inherent requirements of the job provided that selection shall favour, as determined by the approved Employment Plan suitably qualified applicants as defined in section 20(3) of the Employment Equity Act, 1998 (Act No. 55 of 1998).

5.6 Canvassing or use of undue influence by job applicants or any other person on behalf of job applicants, for posts within the municipality's service is prohibited and evidence thereof will disqualify the applicant's application for consideration.

5.7 The expeditious filling of posts within prescribed time frames will require an active partnership between Line Departments and Corporate HR.

5.8 The recruitment process will be non-discriminatory and no person should be refused employment on any arbitrary or discriminatory basis such as race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth except for the purpose of affirmative action as stipulated in section 6(1) of the Employment Equity Act (referred to herein as EEA).

5.9 The municipality is an Employment Equity Employer and preference should thus be given to suitably qualified candidates who fall within the designated and under-represented groups as defined in section 1 of the EEA.

5.10 Person who are on Internships and or Work Integrated learning in the Municipality will be allowed to apply for internal vacant posts.

RECRUITMENT

6.1 Determination of recruitment needs

6.1.1 Prior to filling a post, the need will be assessed with due consideration to and compliance with all applicable policy or legislative requirements.

6.1.2 The municipality is obliged to advertise a vacant funded post as prescribed in the Regulations: Provided that during emergency situations, the municipality may use alternative recruitment methods, including but not limited to short term project linked contracts, temporary appointment, fixed term contracts, internal transfer, secondments, alternative placement, job rotation, promotion and acting appointment. The nature of the recruitment methods required will determine the nature of the sourcing mechanism to be utilised.

6.1.3 If a funded post on the approved staff establishment becomes vacant or is due to become vacant the relevant head of department must submit a recruitment requisition form for approval by the Municipal Manager or delegate. No post may be filled unless and until approval has been granted by the Municipal Manager or delegate.

6.1.4 The Municipal Manager or delegate must confirm the following before granting an approval:

- (a) the post exists on the approved staff establishment of the municipality; and
- (b) the post has been budgeted for.

6.1.5 Each post should have a job description explaining the purpose, tasks and responsibilities attached to the post as well as a job specification indicating the qualifications, skills, knowledge etc. required for the particular post.

7. INHERENT AND COMPETENCY REQUIREMENTS FOR STAFF MEMBERS

7.1 A person appointed as staff member in terms of this policy shall, where applicable have the necessary competencies; and comply with the minimum requirements for education qualifications, work experience and knowledge as set out in Annexure A of the Regulations.

7.2 In the event that the inherent and competency requirements do not appear in Annexure A of the Regulations, the municipality must adopt the same in line with the framework provided in the Regulations.

7.3 The inherent requirements of a job shall refer to the key performance areas, competencies, knowledge, skills and qualifications required in order to perform in that role to achieve the service mandate of the organisation.

7.4 Prior to the process commencing, the key performance areas, skills, knowledge, competencies and stated educational requirements as contained in the competency framework and job description are determined for utilisation in the selection and assessment process.

7.5 The inherent and competency requirements must be so stated as to attract the right pool of applications and not to unfairly exclude potential applications to the position.

8. ADVERTISING OF VACANT POST

8.1 Prior to recruitment or advertising a vacant post, the relevant delegated authority, in consultation with Human Resources, should ascertain whether the job description and job specification should be adapted in response to any change in inherent and competency requirements. If any changes are necessary, the proper procedure that may include the involvement of job evaluation should be followed.

8.2 The job description and job specifications referred to in par. 10.1 should form the basis of an advertisement. The advertisement shall, at least, specify the –

- (a)** job title;
- (b)** term of appointment;
- (c)** place of work;
- (d)** applicable salary scale or pay range;
- (e)** competency requirements of the post, and where applicable minimum qualifications and experience as set out in Annexure A of the Municipal Staff Regulations;
- (f)** inherent requirements of the job;
- (g)** summary of the core functions;
- (h)** need for signing of employment contract and, where applicable, a performance agreement and disclosure of benefits and interest;
- (i)** address where applications must be sent;
- (j)** place where applicants can obtain the application form;
- (k)** contact person;
- (l)** where necessary, the need to undergo screening and vetting; and
- (m)** closing date for submission of applications.

8.3 A shortened advertisement may be placed in the relevant newspapers and on relevant digital mediums as pre-approved by the Municipality, but the full advertisement shall be available on the Municipal website and at the Human Resources Division.

8.4 The advertisement must, where necessary and at the discretion of the Municipal Manager, also contain the following:

- (a)** Statement that Municipality subscribes to principles of employment equity;
- (b)** Statement that canvassing will disqualify any candidate from being considered for appointment; and
- (c)** Statement that applications received after the closing date will not be accepted or considered.
- (d)** Statement that it is the responsibility of the applicant to evaluate all foreign qualifications by SAQA prior to submission of application.

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(e) The municipality reserves the right of employment.

8.5 The Human Resource Unit shall, where required, register job vacancies with the Public Employment Services (PES), as well as notify the PES when filling the vacancies.

8.6 The advertisement may be utilised to create a pool of potential candidates valid for a period not exceeding six months from the date of advertisement to fill any other vacancy in the municipality if—

(a) the job title, core functions, inherent requirements of the job and the salary level of the other vacancy is the same as the post advertised; and

(b) the recruitment process as per this policy has been complied with.

8.7 The municipality may advertise any funded vacant post, as a minimum, within the municipality, but may also advertise such post—

(a) locally; or

(b) nationwide.

8.8 Vacancies must be advertised internally and may at the same time be advertised externally, provided that external advertisements may only be published in terms of section 21(1) of the Municipal Systems Act, as follows:

Nature of Post	Medium
Low level staff members	Local newspapers and Internally
Middle Managers	Local , provincial or national newspapers
Senior Management	National Newspapers

9. UNSOLICITED APPLICATIONS

Unsolicited applications received during the course of the Municipality's operations shall be returned forthwith to the applicant stating that the Municipality did not have any vacancies at the time when the application was submitted and that should any vacancy arise, the Municipality would advertise such vacancy. Nobody may promise or undertake to accept an unsolicited application for appointment and to submit it when a vacancy is advertised.

10. HEAD HUNTING

10.1 Head hunting through recruitment agencies shall, where utilised, 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. The following conditions shall also apply:



10.1.1 Recruitment agencies on the preferred list of recruitment service providers shall be provided with a copy of the recruitment advert for use in finding suitable candidates.

11. APPLICATION FOR VACANT POST

11.1 An application for a vacant post must be made on the prescribed form of the Municipality, in both hard copy and online version. Any applicant or category of applicants, who has not complied with this requirement and did not complete the official application form, will be automatically disqualified. The Municipality will accept applications submitted electronically through an email dedicated for recruitment purposes.

11.2 Human Resources must ensure that a sufficient supply of official application forms is available and accessible at all times.

11.3 An application for a post must disclose an applicant's –

11.3.1 qualifications and experience;

11.3.2 contactable references.

11.3.3 registration with a relevant professional body, if applicable;

11.3.4 full details of any dismissal for misconduct or substandard performance; and

11.3.5 any disciplinary actions, whether pending or finalised, instituted against the applicant in his or her current or previous employment.

11.4 Misrepresentation or failure to disclose material information contemplated in clause 14.3 and the application form is a breach of the Code of Conduct for Municipal Staff.

11.5 Applications not made on the prescribed application form for employment shall render any appointment or contract entered into, between the municipality and the successful candidate invalid.

11.6 Record of all applications received in response to advertisements as well as ad hoc applications received by Human Resources, should be maintained and disposed in line with the National Archives of South Africa Act

11.7 The record shall contain –

(a) the applicants' biographical details and contact information;

(b) the details of the post for which the applicants were applying;

(c) the applicants' qualifications; and

(d) any other requirements outlined in the application form.

12. SELECTION

12.1 Selection panel: The short-listing and interviewing committees for positions T 06-14 shall be:

- 1x Head of Department
- 1 x line department representation
- 1 x representative per Union (only as observer)
- 1 x Human Resources Department representative

The shortlisting and interviewing committees for positions 15 and above:

- 1x Portfolio Councilor
 - 1x Head of Department
 - 1 x line department representation
 - 1 x representative per Union (only as observer)
 - 1 x Human Resources Department representative

The Selection Panel for positions of Municipal Manager and section 56 Managers shall include representatives from:

- Department of Co-operative Governance
- Treasury
- SALGA
- Development Bank of Southern Africa

12.1.1 The Municipal Manager or his or her delegate shall appoint a selection panel for each of the advertised post to recommend the appointment of suitable persons to the vacant post.

12.1.2 The selection panel for a post shall once constituted, always remain the same. 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 shall be reconstituted.

12.1.3 The selection panel shall comprise of at least 3 but not more than 5 members.

12.1.4 The chairperson of the panel shall be the supervisor, or a staff member employed at least one job grade higher than that of the advertised post.

12.1.5 In deciding on the composition of the selection panel, the Municipal Manager or his or her delegate shall consider the following:

(a) nature of the post;

 8

(b) skills, expertise, experience and availability of the person to be involved.

12.1.6 A member of a selection panel shall –

(a) disclose any interest or relationship with shortlisted candidates during the short-listing process

(b) recuse himself or herself from the selection panel if –

(i) his or her spouse, partner, close family member or close friend has been shortlisted for the post;

(ii) the panel member has a de facto relationship or some form of indebtedness to a short-listed candidate or vice versa; or

(iii) any other conflict of interest.

(c) sign a prescribed declaration of confidentiality to avert the disclosure of information to unauthorised persons.

12.1.7 Where a union representative is allowed to attend interviews as an observer, he or she shall sign the declaration as prescribed to prevent the disclosure of information to unauthorised persons.

12.1.8 The head of human resources or his or her delegate shall facilitate and provide advisory services during the selection process to ensure compliance with the Regulations in the recruitment and selection process.

12.1.9 A staff member delegated to provide secretarial services during the selection process may not form part of the selection panel.

12.1.10 Each panel member shall disclose potential conflict to be considered by the full selection panel at the initial meeting of the panel.

12.1.11 If a conflict of interest becomes apparent during the selection process, the Municipal Manager or his or her delegate shall take the appropriate steps to remedy the situation, which may include declaring the selection process invalid and commencing a new process.

12.1.12 If a conflict of interest becomes apparent after the appointment, the Municipal Manager or his or her delegate shall report the matter to the Council, which shall take remedial action, including possible disciplinary action.

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12.2 Compiling shortlist of applicants

12.2.1 The Municipality shall compile a list of all applications received for the post evaluated against the relevant competency requirements for the post.

12.2.2 The selection panel shall compile a short-list based on the inherent requirements of the position and with due regard to Section 20 of the Employment Equity Act and Employment Equity Plan of the municipality.

12.2.3 Any candidate, internal or external, should be placed on the shortlist only if they meet the requirements of the advertisement and the selection criteria. If a large number of applicants meet the minimum selection criteria, a further short listing process may be required.

12.2.4 If a post is advertised locally, only applicants residing within the municipal, district or provincial boundaries shall be considered for the short listing.

12.2.5 If a post is advertised provincially only applicants residing in the Province may be considered for the short listing.

12.2.6 If a post is advertised nationally all applicants shall be considered for the short listing.

12.2.7 If a post is advertised internally, only internal candidates shall be considered for the shortlist of candidates.

12.2.8 The criminal record and disciplinary record of applicants shall be taken into consideration when compiling a shortlist.

12.2.9 If no candidate matches the inherent and prescribed competency requirements during the shortlisting process, the municipality must re-advertise the post.

13.3 Interviews

13.3.1 The Human Resource functionary must notify shortlisted candidates of their shortlisting, the venue, date, time and nature of the selection process at least five (5) days prior to the interviews using the contact details provided by the candidate on the Application Form for Employment. Interviews may be conducted virtually and in person.

13.3.2 Where necessary, travel and accommodation arrangements may be organised in terms of the municipality's travel and subsistence policy.

13.3.3 On the day of the interview, the Human Resource functionary must provide the selection panel with the list of short-listed candidates, screening reports and copies of applications prior to the commencement of interviews.



13.3.4 The Municipality shall grant observer status to each of the recognised trade union representatives during the interviews: Provided that failure by trade union representatives to attend the interview shall not invalidate the outcome of the selection process.

13.3.5 All selection panel members and trade union representatives must sign the Declaration of Confidentiality Form as contained in Annexure C of the Regulations to prevent the disclosure of information to unauthorised persons.

13.3.6 Before the interviews for a specific post commence, the selection panel shall confirm the selection criteria for the advertised post, based on the relevant competencies required for the advertised post.

13.3.7 The selection panel must compile a list of questions relating directly to the job concerned, to be asked during the interview and a score sheet and such questions and score sheets to all persons who would be involved in the interview.

13.3.8 The selection panel must utilise the Interview Assessment Form, Evaluation Rating Scales as contained in Guideline 2C of the Guidelines and scoring sheet to evaluate candidates.

13.3.9 Completed score sheets and any written record must be kept in safe storage for a period of at least twelve (12) months after an appointment decision has been made.

13.3.10 After considering all the relevant information, the selection panel shall recommend candidates in order of preference. If the recommended candidate declines an offer of employment, the next suitable candidate, where applicable, may be considered for appointment.

13.3.11 If it is determined that the selection process has not attracted suitable candidates, the post may be re-advertised provided that reasons are recorded.

13.3.12 If the municipality is unable to attract suitable candidates after re-advertising the post, head-hunting may be considered provided that the post is categorised as a critical and scarce skill post.

13.3.13 The municipality must utilise the critical and scarce skills list determined by the Minister responsible for higher education and training.

13.3.14 All candidate headhunted shall be subjected to an assessment and interview process as outlined in this Policy.

13.3.16 The recommendations of the selection panel shall be determined by –

(a) consensus; or

(b) where the panel fails to reach consensus, the matter shall be referred to the Municipal Manager or his or her delegate for mediation or resolution.

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13.3.17 If the selection panel recommends an appointment to the post, it shall submit its recommendation to the Municipal Manager or his or her delegate for approval.

13.4 Competency/proficiency tests

13.4.1 One or more relevant proficiency tests (e.g. computer skills tests, operating equipment, writing tests, technical presentations, etc.) may be required to be conducted before or after an interview is conducted.

14. REFERENCES AND PERSONAL CREDENTIAL VERIFICATION

14.1 The Human Resources section and/or external Service Provider appointed for such purpose must –

(a) verify the candidate's inherent requirements of the job with the current or previous employer;

(b) establish the validity of candidate qualifications and any other verification required by the position before appointment;

(c) determine whether the candidate has been dismissed previously for misconduct or poor performance by another municipality or employer, and, if so, the nature of that misconduct or poor performance; and

(d) verify any other additional personal credentials as may be required by the nature of the job such as criminal records, identification document, security clearance and, where necessary, credit checks.

14.2 Medical testing will only be utilised if required or permitted by legislation or if it is justified in light of health conditions as an inherent requirement of a job.

14.3 When it is expected from a person to register as a Peace Officer, proof of a clean criminal record must be submitted by the shortlisted candidate prior to finalisation of shortlisted candidates to be invited for practical assessments.

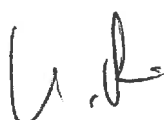
14.4 A written report on the outcome of the reference checks and personal credential verification shall be compiled before the appointment is concluded.

14.5 The absence of a previous employment record shall not disqualify a candidate for appointment to an advertised post.

15. APPOINTMENT

15.1 An applicant may be appointed as a staff member only if they –

(a) possesses the relevant competencies as prescribed in the Municipal Staff Regulations; and



(b) is not disqualified in terms of the policy provisions on the re-employment of dismissed municipal staff.

15.1.1 The Municipal Manager or the staff member to whom this function is delegated shall –

(a) consider the recommendations of the selection panel; and

(b) decide –

(i) on whom to appoint; and

(ii) the terms and conditions of employment.

15.1.2 Before deciding to appoint, the Municipal Manager or his/ her delegate shall satisfy himself or herself that the candidate meets the relevant requirements of the post as provided in the competency framework of the Municipal Staff Regulations.

15.1.3 If the decision of the municipal manager or the delegate does not accord with the recommendations of the selection panel, the reasons for such a decision shall be recorded in writing.

15.1.4 An appointment shall only take effect after the Municipal Manager or his or her delegate has approved the appointment.

15.1.5 Successful candidates should be informed by the Human Resources Division within 7 working days of the final selection decision, if possible. This communication should be in the form of an offer of employment stipulating remuneration, benefits and commencement date. Should such an offer be accepted, communication to the successful candidate in the prescribed manner should be dispatched as soon as possible.

15.1.6 The successful candidate must confirm acceptance or decline of offer within five (5) working days from the date the written employment offer was received by the candidate.

15.1.7 The Human Resources section should inform unsuccessful candidates who attended interviews of the outcome, in writing, no later than 7 working days after the appointment has been accepted by the successful candidate.

15.1.8 Unsuccessful candidates shall on request be provided with, or given reasons, in writing why they were not successful or appointed

15.2 Appointment of permanent staff

15.2.1 Except where specifically determined in terms of this policy, appointments of staff members shall be on a permanent basis.

15.2.2 Where an employee acts in the same position for more than seven consecutive months, the employee becomes entitled to such position, provided that the employee meets the job specifications of the position and that the position has been budgeted for.

15.3. Appointment of support staff to offices of Public Office Bearers and Employees on Full time fixed contracts

15.3.1 An applicant appointed to a post on the approved staff establishment in order to support the office of a public office bearer shall either be –

(a) seconded from a post on the Municipality's approved staff establishment or another Municipality's staff establishment; or

(b) appointed on a fixed-term contract of employment linked to the term of office of the public office bearer.

15.3.2 The duration of the secondment or fixed-term employment contract in this regard will automatically terminate 30 days after the public office bearer vacates office.

15.4 Appointment of staff on fixed term contract

15.4.1 Notwithstanding clause 17.2 above and subject to the provisions of section 198B of the Labour Relations Act, the Municipality may in exceptional circumstances and within the administrative and financial capacity appoint a person or persons on fixed term contract without adhering to the full provisions of this policy.

15.4.2 Procedures and criteria for such appointments shall be agreed to in the Local Labour Forum.

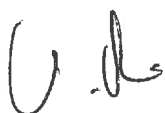
15.5 Appointment of replacement labour in the event of a strike

15.5.1 The employment of replacement labour during a strike in terms of Section 76 of the Labour Relations Act shall be based on the main and divisional collective agreements entered in the SALGBC, and details agreed to in the Local Labour Forum.

15.6 Re-employment of dismissed municipal staff

15.6.1 A person who was dismissed from a municipality for any reason stated in the Category of Misconduct in Annexure E of the Municipal Staff Regulations may not be employed in the Municipality before the period set out, or any concurrent periods set out, has expired.

15.6.2 Notwithstanding clause 17.6.1, a person who has lodged a dispute in terms of any applicable legislation, may be appointed subject to the outcome of the dispute.



15.6.3 The Municipality shall maintain a record of staff dismissed for misconduct and staff who resigned prior to the finalisation of any disciplinary proceedings.

15.6.4 The record shall contain –

- (a)** full names and identity number of the person;
- (b)** title of the post that the person occupied;
- (c)** nature of the misconduct;
- (d)** date of suspension, if any;
- (e)** conditions of suspension, if any;
- (f)** date on which the misconduct was referred to a disciplinary hearing or pre-dismissal arbitration;
- (g)** date of commencement of the disciplinary hearing or pre-dismissal arbitration;
- (h)** finding;
- (i)** whether a dispute was referred to the SALGBC or the Labour Court;
- (j)** costs incurred by the municipality; and
- (k)** date of resignation or dismissal of the person.

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15.7 Probation

15.7.1 The appointment of a person as per this policy shall be effective on a minimum probationary period of three months and a maximum probationary period of 6 months.

15.7.2 The probationary period shall be determined on the basis of job requirements and the minimum period required to establishing whether performance is satisfactory or not.

15.7.3 The period of probation excludes the number of days for which leave has been taken by the staff member during the period of probation or any extension thereof.

15.7.4 The Municipal Manager or his or her delegate shall –

(a) inform the staff member within the first two weeks of employment of that member's performance requirements;

(b) ensure that the staff member completes the Municipality's induction programme; and

(c) assess the staff member's performance and provide the staff member with feedback on their performance on a quarterly basis.

15.7.5 If a staff member's performance is not satisfactory, the Municipal Manager or his or her delegate shall advise the staff member of any aspects that the staff member is failing to meet the required performance standards.

15.7.6 If the Municipal Manager or his or her delegate believes that the staff member's performance does not meet the required standards, he or she may extend the probationary period or dismiss the staff member, provided that –

(a) the staff member shall first be given a reasonable period of time for assessment, training, guidance or counselling; and

(b) the staff member's performance continues to be unsatisfactory after a reasonable period has been given to the staff member to improve his or her performance.

15.7.7 Notwithstanding clause 15.7.1 the Municipal Manager or his or her delegate may extend the probationary period by a period not exceeding six months, in order to afford the Municipality an opportunity to further assess the staff member's performance.

15.7.8 Within one month after the completion of the probationary period, the Municipal Manager or his or her delegate shall –

(a) confirm the appointment if –



(i) the staff member's performance during the probationary period was satisfactory; and

(ii) the staff member complied with all the conditions of the probationary appointment.

(b) subject to the Labour Relations Act, terminate the appointment if –

(i) the staff member's performance was not satisfactory during the probationary period; and

(ii) the staff member did not comply with all the conditions of the probationary appointment.

(i) The probation period be extended; or

(ii) The service of the staff member be terminated, subject to the stipulations of paragraphs 8 and 9 of Schedule 8 of the Labour Relations Act (Act 66 of 1995) as amended.

(d) If a staff member on probation works beyond the initial probation period without being evaluated and informed of the permanent appointment or extension of the probation period, the staff member will be regarded as having successfully completed the probation requirements.

(a) Should the relevant director and/or Municipal Manager be of the opinion that the staff member's performance does not meet the required standards of the post, he/she may extend the probation period on the basis of performance and provided that the extension is not disproportionate to the legitimate purpose that the employer seeks to achieve. The performance of the staff member should be assessed on an ongoing basis.

15.9 Underperformance during probation

During the initial probation period, the relevant line manager/supervisor and director (in terms of their delegated powers) must express in writing to the Human Resources division should they be of the opinion that the incumbent not perform up to standard in terms of his/her job requirements. The Human Resources division shall as a result advise the line manager/supervisor and director as to the necessary steps (refer to clause 7.20.11 and 7.20.12) to initiate in order to provide guidance or training to the incumbent, or to conduct further investigation.

15.10 Extension of the probation period

(a) Should the relevant director and/or Municipal Manager be of the opinion that the staff member's performance does not meet the required standards of the post, he/she may extend the probation period on the basis of performance and provided that the extension is not disproportionate to the legitimate purpose that the employer

seeks to achieve. The performance of the staff member should be assessed on an ongoing basis during the probation period to ensure that shortcomings in performance are identified and the necessary corrective action taken immediately.

(b) The staff member on probation is entitled to be given reasonable evaluation, instruction, training, guidance and/or counselling where necessary to enable him/her to render satisfactory performance.

(c) Should a staff member not meet the required performance standard(s) or is alleged to be incompetent for the post during the probation period, the line manager must advise the staff member on aspects in which he/she does not meet the required performance standards of the post or is alleged to be incompetent and record such detail on the prescribed form. The line manager and director must furthermore supply written reason to the staff member as to why an extension of the probation period is necessary and the terms thereof. Areas of under-performance must be indicated on the probation record form.

(d) The period of probation excludes the number of days for which leave has been taken by the staff member during the period of probation or any extension thereof. It is the responsibility of the relevant line manager to obtain the staff member's leave record from the Human Resources Division and to ensure that the probation period less leave taken amounts to three (3) months.

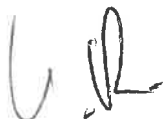
15.11 Termination of employment based on incapacity and/or poor performance during the probation period

(a) In dealing with poor performance or incapacity issues in this regard, the provision of fair labour practice indicated in the Labour Relations Act shall be adhered to the following:

(i) For posts on levels 1 to 12, the relevant supervisor may, after thorough investigation of reports, recommend termination of employment of a staff member based on incapacity and/or under-performance after sufficient reasons have been recorded in writing (on Collaborator task or per memorandum) for termination.

(ii) For posts on levels 13 and above, the relevant director shall motivate and give reasons in writing (on Collaborator task or per memorandum) to the Municipal Manager as to why permanent appointment of the specific incumbent is not recommended. The report to the Municipal Manager should contain results of monthly probation reports extracted from Collaborator, evidence of support and/or training provided to the staff member for improvement of performance, and any written correspondence to the staff member regarding the probation period and/or extension thereof.

(iii) The Municipal Manager may approve the termination of an incumbent in terms of incompetence after satisfactory consultation with the relevant report(s) from the Directorate in which the post exists.



(iv) A staff member may not be dismissed for unsatisfactory performance unless the employer has provided the staff member with appropriate evaluation, instruction, training, guidance and/or counselling. Furthermore, reasonable time for improvement should have been provided to the staff member before dismissal is considered. The procedure leading to dismissal should include an investigation to establish reasons for the unsatisfactory performance and the employer should consider other ways, short of dismissal, to remedy the matter.

15.12 Induction

15.12.1 All new municipal staff members shall attend a standardised induction programme within a month of commencing employment.

15.12.2 Induction programmes shall result in new staff members having a clear understanding of the operations of the Municipality, as well as its structure, strategy, objectives, and culture.

15.12.3 The Municipality shall use induction programme to:

- (a) welcome new staff members in a constructive way that projects a positive image of the Municipality;
- (b) introduce the staff member to the working environment and his or her colleagues;
- (c) facilitate integration into the job functions, the department, team, and the Municipality as a whole;
- (d) provide the new staff member with comprehensive information about the Municipality's policies, health and safety requirements, procedures, facilities, and services;
- (e) highlight and introduce performance standards, expectations and required behaviour patterns for effective job performance;
- (f) establish a solid foundation for the staff member to embrace the challenges of the post and to build commitment to the Municipality; and
- (g) open effective communication channels.

A handwritten signature in dark ink, appearing to be 'U. R.', is located at the bottom center of the page.

15.12.4 The Human Resource Practitioner responsible for Recruitment and Selection, must ensure that the new staff member receives the following documentation/information as part of the employment contract:

- (a) Appointment letter welcoming the new staff member at the Municipality
- (b) Details of package (basic salary)
- (c) Overview of benefits
- (d) Code of conduct
- (e) Job description
- (f) Start date, where and whom to report to
- (g) Recruitment specialist contact name

15.12.5 One week prior to the starting date, the supervisor should give the new staff member a courtesy call. This is not compulsory but is recommended.

15.12.6 Prior to the arrival of the new staff member (i.e. a day or two before the new staff member commences employment), the supervisor should inform the Director/Line Manager and the relevant team of the new staff member and provide information regarding his/her arrival in order to ensure a welcoming first day. The supervisor should ensure that the Director/Line Manager knows that the new staff member will be arriving and will accordingly direct the staff member to his/her new workstation.

15.12.7 The supervisor must ensure that the new staff member's workstation, access to equipment, passwords, protective clothing, etc. is prepared and ready prior to the new staff member's arrival.

15.12.8 The Human Resources Division must schedule and run an induction programme. The induction programme should be a one-day session before the end of the month in which the staff member commences employment. During the induction programme information should be shared and explained to the new staff member:

- (a) An overview and purpose of the Municipality's integrated development plan
- (b) The structures of the Municipality
- (c) The Vision and Mission of the Municipality
- (d) The Municipality's culture and values ("the way we do things")
- (e) Overview of policies
- (f) Performance management including reward & recognition structures.

15.13 Roles and responsibilities

The Municipal Manager or his / her delegated assignee(s) accept overall responsibility for the implementation and monitoring of the policy. The financial implications related to implementing this policy shall be qualified and quantified by the Human Resource Unit, in consultation with the Chief Financial Officer (CFO).



16. POLICY MONITORING AND EVALUATION

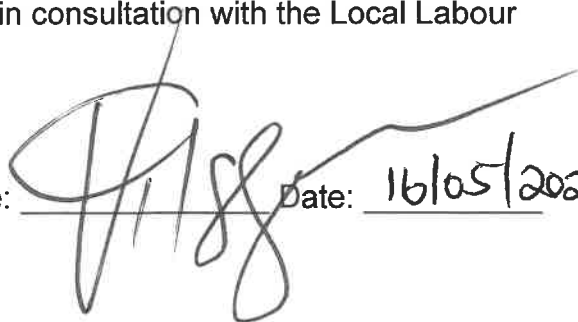
16.1 This policy shall be implemented and effective once recommended by the Local Labour Forum and approved by Council.

16.2 Head of Corporate Services shall carry out the monitoring and evaluation of the policy's implementation.

17. POLICY APPROVAL

This policy was formulated by Management in consultation with the Local Labour Forum.

Authorised by Municipal Manager: Signature: _____

 Date: 16/05/2024

Recommended by Portfolio Committee
on Corporate Services: Signature: _____

Date: 16/05/2024

EXECUTIVE MAYOR:



DATE APPROVED:

16 MAY 2024

RESOLUTION:

R2024-05-16 (9.8.)

