

OCCUPATIONAL HEALTH AND SAFETY POLICY

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1. PREAMBLE

- 1.1** It is the Municipality's official policy to protect its members of Council, Officials and Assets at all times enforcing a high standard of Safety, Health and Hygiene.
- 1.2** The Municipality is fully committed to Safety and Health and therefore, efficiency and effectiveness are not only goals, but also demands for its mutual prosperity and shall be striven for by all members of Council and Officials.
- 1.3** The Municipality undertakes to regard the Safety and Health of members of Council and Officials, Customers/Clients, and the general public within its various establishments as the highest priority.
- 1.4** The Municipality takes as its terms of reference the Occupational Health and Safety Act, (OHSA) of 1993 and the Compensation for Occupational Injury and Diseases Act, (COIDA) of 1993.
- 1.5** All personnel must regard their own Safety and Health as high priority.

2. PURPOSE OF THE POLICY

- 2.1** It is the Municipality's responsibility to ensure that all Health and Safety, legal and statutory obligations are strictly complied with.
- 2.2** The Municipality strives to ensure that Health and Safety functions are completely integrated in Management practices and principles and therefore form part of the daily management activities and responsibilities.

3. APPLICATION OF THE POLICY

- 3.1** This policy is applicable to all Municipal Employees, members of Council, Customers/Clients and Municipal visitors.

4. REGULATIONS

- 4.1** A summarized copy of this policy shall be displayed in every workplace.
- 4.2** A copy of the Occupational Health and Safety Act shall be available in every workplace.
- 4.3** The Municipality shall develop its own Occupational Health and Safety Standards which shall be based on the 5-Star standards as developed by the National Occupational Safety Association (NOSA) These standards shall specifically refer to the following elements: -
 - 4.3.1** Premises and Housekeeping.
 - 4.3.2** Mechanical, Electrical and Personal Safeguarding.
 - 4.3.3** Fire Protection and Prevention.
 - 4.3.4** Incident (Accident) Recording and Investigation.
 - 4.3.5** Safety Organization.

- 4.4 The Municipality shall in all respects comply with the Occupational Health and Safety Act and the Compensation for Occupational Injuries and Diseases Act and the regulations framed under these acts.

5. IMPLEMENTATION

- 5.1 The Municipal Manager and those managers designated under Section 16 of the OHSA shall be responsible for the implementation of this policy.
- 5.2 According to Section 17 of the OHSA, Health and Safety Representatives are appointed in each work area and they are charged with the responsibility to bring any threat to the Health and Safety of employees to the attention of the employer. They will form part of the Safety Committee structure and these committees will meet once quarterly.
- 5.3 The Safety Officer will act as secretary to all Health and Safety Committees and will inspect all workplaces at regular intervals in order to ensure compliance with the OHSA
- 5.4 The Safety Officer will report all deviations from Municipal Council Standards and the provisions of the OHSA and the COIDA to Management.
- 5.5 The Municipality's Disciplinary Code shall be applied in cases where this policy is breached.

6. PROTECTIVE CLOTHING

- 6.1 The Municipality will at all times comply with General Safety Regulation 2 of the Occupational Health and Safety Act which clearly stipulates when and where Protective Clothing will be issued.
- 6.2 Regular risk evaluations will be carried out by the Safety Officer in order to determine the need for Protective Clothing.
- 6.3 Employees will be instructed in the proper use, maintenance and limitation of the Safety Equipment provided.
- 6.4 The Municipality shall not require or permit an employee to work unless such employee uses the required Safety Equipment and failure to use protective equipment /clothing provided to safeguard an employee shall lead to corrective action.
- 6.5 Every Department will keep a record of issues reflecting the employee number, date of issue, quantities, type of equipment and signature.
- 6.6 The custody and safety of the protective clothing and safety equipment shall be entrusted to the employee concerned as well as the supervisor of the employee concerned.
- 6.7 When an employee reports protective clothing and/or safety equipment losses /damage as a result of theft and/or negligence the Supervisor or the Unit Manager concerned shall conduct an investigation of the incident and have proper recommendations made for consideration by the Head of the Department as well as the Municipal Manager.

- 6.8 The employer reserves the right to conduct an inspection of the protective clothing and the safety equipment issued to an employee as and when necessary
- 6.9 Each Unit shall be responsible for budgeting for and procurement of protective clothing as well as the safety equipment for staff members falling within that particular Unit.
- 6.10 A detailed record of issued protective clothing and safety equipment signed for by the receiving employee and the respective supervisor of that employee shall be kept at the Unit concerned as well as in the personnel file of the employee concerned.
- 6.11 The intervals for issuing of the protective clothing and safety equipment shall vary from a period of 12 months to 36 months depending on the state of usage of the item in question.
- 6.12 Wearing of protective clothing as well as uniform in the workplace shall be compulsory for all employees issued with it unless a good cause can be shown by the affected employee.
- 6.13 Under certain circumstances, the Municipality shall reserve a right to reclaim issued uniform and protective clothing as and when required since this forms part of the property of the Municipality, e.g. when an employee tenders a 24hr resignation notice after being issued with protective clothing/equipment in plus minus 48hrs.
- 6.14 As much as the employer has the legal obligation to provide protective clothing and equipment to the employees, the employees have the equal legal right to compel the employer to provide the protective clothing to them.

7. INTERPRETATION OF THE POLICY

- 7.1 All words contained in this policy shall have a direct grammatical meaning unless the definition or context indicates otherwise.
- 7.2 The dispute on interpretation of this policy shall be declared in writing by any party concerned.
- 7.3 The office of the Municipal Manager shall give a final interpretation of this policy in case of a written dispute.
- 7.4.1 If the party concerned is not satisfied with the interpretation of the policy, a dispute may then be referred to the South African Local Government Bargaining Municipal Council.

8. PERMANENT / TEMPORARY WAIVER OF THIS POLICY

- 8.1 This policy may be partly or wholly waived by the Municipal Council on temporary or permanent basis.
- 8.2. Notwithstanding clause 8.1 the Municipal Manager may under circumstances of emergency temporarily waive this policy subject to reporting of such waiver to Municipal Council.

9 AMENDMENT AND OR REPEAL OF THIS POLICY

9.1 This policy may be partly or wholly amended by the Municipal Council

9.2 This policy may be partly or wholly repealed by the Municipal Council.

10 VIOLATION OR NON – COMPLIANCE WITH THIS POLICY

10.1 Violation of or non –compliance of this policy will give a just cause for disciplinary steps to be taken.

10.2 It will be the responsibility of all Managers, Supervisors, General Committee and Municipal Council to enforce compliance with this policy.

CPS/P283 CR 140/26/05/2022



MR. L. MATIWANE
MUNICIPAL
MANAGER



CLLR S. MNGENELA
HON. MAYOR



CLLR N NGWANYA
HON. SPEAKER

ORGANISATIONAL ESTABLISHMENT POLICY

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1 OBJECTIVES

- 1.1 To provide a framework for the formulation of an establishment plan for the Municipality.**
- 1.2 To put into place requirements for organisational establishment as well as organizational components and sub-components**
- 1.3 To give effect to the objectives of the Municipal Structures Act, 1998 and Municipal Systems Act, 2000 as well as subsequent regulations.**
- 1.4 To provide a framework for formulation of a responsive Human Resources Plan.**
- 1.5 To regulate formulation of organograms, creation and abolition of posts within the Municipality.**
- 1.6 This policy shall apply to all permanent and temporary Municipal functionaries of the Municipality, unless otherwise specified.**
- 1.7 This policy will also apply to posts created in terms of Sections 54, 57 and 66 of the Municipal Systems Act, 2000, as amended.**
- 1.8 This policy will apply to the creation of both established and non-established posts within the Municipality.**
- 1.9 To provide a criterion for establishment of Departments, Units, sub units or sections as well as functions and sub-functions for the Municipality.**
- 1.10 This policy shall be binding to Municipal Council, Municipal Councillors, Management and Employees.**
- 1.11 To provide for conducting of organizational work study and/or method study on periodical basis, in intervals of three (3) to five (5) years subject to consultation with organised labour.**

2. DEFINITIONS

- 2.1. Dispute: means an issue of conflict declared in writing by an affected party or parties as such to the other party.**
- 2.2. Established post: means a formally created post intended to be filled on a permanent basis or on a long term basis.**
- 2.3. Non-Section 54 post: means a post not created in terms of Section 54 of the Municipal Systems Act, 2000.**
- 2.4. Organisational component: means a strategic unit of an organisation established to achieve strategic objectives of the organisations.**
- 2.5. Section 56 post: means a post created by the Municipality in terms of the provisions of Section 57 of the Municipal Systems Act, 2000.**
- 2.6. Section 66 posts: means posts other than Section 57 posts created in terms of the provisions of Section 66 of the Municipal Systems Act, 2000.**

3. PRINCIPLES OF ORGANISATIONAL ESTABLISHMENT

- 3.1. The Municipality shall strive within its financial and administrative capacity to achieve the objectives as set out in sub-section 152(1) on Objects of Local Government of the RSA Constitution and the Municipal Systems Act, 2000.**

- 3.2. The Municipality shall determine an establishment plan based on its powers and functions as set out in the RSA Constitution, Municipal Structures Act, 1998, and subsequent Ministerial determinations.
- 3.3. The following structural arrangements shall be put in place in order to fulfill the mandate of the Municipality as set out in its powers, functions and the IDP framework:
 - 3.3.1. Functional structure;
 - 3.3.2. Organisational structure/organogram;
 - 3.3.3. Post establishment;
 - 3.3.4. Job descriptions;
 - 3.3.5. Job specifications.
- 3.4. All jobs/posts shall be evaluated in terms of recognised and agreed-upon SALGBC job evaluation system.

4. POSTS CREATION PRINCIPLES

- 4.1. Job creation shall be the prerogative of the Municipality.
- 4.2. Job creation shall be precipitated by the empirical needs of service delivery.
- 4.3. Job analysis shall precede job creation, job description and job specification.
- 4.4. Job descriptions shall be written by the Head of Department/Designee in conjunction with the job incumbent, where necessary, according to the agreed upon format.
- 4.5. Job specification shall be determined according to the class of the post.
- 4.6. Academic qualifications for the post shall fall in line with stipulations of the South African Qualifications Authority.
- 4.7. The provisional job level shall be determined in terms of the family of post determined by the Bargaining Municipal Council, subject to determination of final job level by the job evaluation committee.
- 4.8. Creation of posts contemplated in Section 57 of the Municipal Systems Act, 2000, as amended shall be approved by the Municipal Council.
- 4.9. Creation of other posts contemplated in Section 66 of the Municipal Systems Act, 2000, shall be approved by the Municipal Manager.
- 4.10. Once creation of a post has been approved, it shall be filled according to the procedural requirements for filling a vacant post.
- 4.11. Freezing and/or abolition of a post on grounds of operational requirements shall be done with the concurrence of the Head of Department.
- 4.12. Initiation of the creation of a new post shall be the prerogative of the Head of Department.

5. ESTABLISHMENT OF ADMINISTRATIVE COMPONENTS OF ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS

- 5.1. Components of operational efficiency and effectiveness in the form of Departments and the office of the Municipal Manager shall be established as the main pillars of the establishment plan.

- 5.2. A Department must have a minimum of three (3) units for it to exist.
- 5.3. Each Unit must have a minimum of three (3) sub-units or sections or functional areas for it to exist.
- 5.4. Each department or organisational component shall have a detailed organogram/staff establishment with a listing of all posts and job levels or TASK Grades.
- 5.5. The initial establishment plan for the entire Municipality shall be presented to Municipal Council for adoption.
- 5.6. Subsequent amendments to the establishment plan shall be presented to Municipal Council provided it involves the creation of more than five (5) posts or the abolition of more than five (5) posts.
- 5.7. Key functions for the highest three posts in each departmental organogram must be captured for exposition of the load of work.
- 5.8. All created posts shall be subject to evaluation, except the posts of Heads of Department and that of the Municipal Manager, prior to filling after creation of restructuring.
- 5.9. Notwithstanding clause 5.6, a newly created post with a provisional post level shall be filled prior to evaluation under circumstances of exigency or urgency.
- 5.10. The Corporate Services Department shall provide assistance with the creation and abolition of posts by the departments.
- 5.11. Trade Unions shall be consulted in respect of massive organisational restructuring.
- 5.12. Organisational restructuring shall not be pursued unreasonably and to the unnecessary detriment of employees or loss of jobs.

6. INTERPRETATION OF THIS POLICY

- 6.1. All words contained in this policy shall have a direct grammatical meaning unless the definition or context indicates otherwise.
- 6.2. The dispute on interpretation of this policy shall be declared in writing by any party concerned.
- 6.3. The Office of the Manager shall give a final interpretation of this policy in case of written dispute.
- 6.4. The party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South Local Government Bargaining Municipal Council.

7. PERMANENT/TEMPORARY WAIVER OF THIS POLICY

- 7.1 This policy may be partly or wholly waived by the Municipal Council on temporary or permanent basis.
- 7.2 Notwithstanding clause No. 7.1 the Municipal Manager may under circumstances of emergency temporarily waive this policy subject to reporting of such waiver to Municipal Council.

8. AMENDMENT AND/OR ABOLITION OF THIS POLICY

- 8.1. This may be partly amended or wholly amended by the Municipal Council**
- 8.2. This policy may be partly or wholly abolished by the Municipal Council**
- 8.3. Violation of or non-compliance with this policy will give a just cause for disciplinary steps to be taken.**
- 8.4. It will be the responsibility of all Managers, Supervisors, Executive Committee and Municipal Council to enforce compliance with this policy.**

9. SUSPENSION OF THIS POLICY

- 9.1. This policy may only be repealed by Municipal Council**
- 9.2. This policy may only be suspended by Municipal Council**

CPS/P284 CR 140/26/05/2022



MR. L. MATIWANE
MUNICIPAL
MANAGER



CLLR S. MNGENELA
HON. MAYOR



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OVERTIME, UNDERTIME AND FLEXTIME REGULATIONS

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1 OBJECTIVES AND APPLICATION OF THESE REGULATIONS

- 3.13. To regulate circumstances under which overtime, undertime and flexitime are worked within the Municipality.**
- 3.14. To give effect to the objectives and precepts of the Basic Conditions of Employment Act, 1997 (BCEA).**
- 3.15. To provide a set of regulations for controlling overtime for general employees and employees earning in excess of the threshold determined by the Minister of Labour in terms of Section 6(3) of the BCEA, 1997.**
- 3.16. These regulations will apply to all employees, interns, trainees and temporary employees except senior managers, middle Managers and employees on TASK grade 14 and above.**

2 REGULATIONS FOR GENERAL EMPLOYEES

- 2.1 Overtime shall be authorised by the HOD/designee.**
- 2.2 Overtime arrangement shall be agreed upon by the employee concerned and the HOD/designee.**
- 2.3 Overtime claims shall be approved by the HOD/designee.**
- 2.4 Overtime to be worked will not be in excess of maximum hours stipulated in the Basic Conditions of Employment Act, 1997.**
- 2.5 Employees will be compensated for overtime, work on Sunday and work on a public holiday in terms of the Basic Conditions of Employment Act, 1997.**
- 2.6 The Municipality shall, prior to undertaking of overtime, agree with the employee on the method of overtime compensation which shall be one of the following:**
 - 2.6.1 Full cash payment for the overtime worked;**
 - 2.6.2 Payment of not less than employees ordinary wage overtime and grant the employee at least 30 minutes of time-off on full pay every hour of overtime worked on a working day basis;**
 - OR**
 - 2.6.3 Granting of paid time-off of 90 minutes for each hour of overtime worked on a working day basis.**
- 2.7 All employees qualifying for over time payment shall be paid for overtime not exceeding 40 hours per month and the balance, there of shall be converted into time-off.**
- 2.8 No overtime shall split over a period of two months or more with a purpose of flouting the regulations.**
- 2.9 The time off in lieu of overtime must be granted within 12 months of the employee becoming entitled to it.**
- 2.10 An employee shall be paid for the outstanding time off when employment is terminated.**

- 2.11 No overtime should be claimed after the three (3) Months has ended from the first month following the month when overtime work was done, unless a motivation approved by the Municipal Manager is submitted to Human Resource unit.
 - 2.12 Overtime worked in June shall be paid in July and failure to submit an overtime claim in July will lead to the lapse of that overtime, unless a motivation approved by the Municipal Manager is submitted to Human Resource unit.
 - 2.13. Overtime claims must be made once a month.
3. **REGULATIONS FOR EMPLOYEES EARNING IN EXCESS OF THE AMOUNT DETERMINED IN TERMS OF SUB-SECTION 6(3) OF THE BCEA, 1997 EXCLUDING SENIOR MANAGERS, MIDDLE MANAGERS AND CO-ORDINATORS**
- 3.1 For the purpose of this sub-section, the following shall apply:
 - 3.1.1 Overtime shall refer to working time falling outside the normal working hours incurred in terms of these regulations;
 - 3.1.2 Time off shall mean an amount of time that can be used as leave of absence from work that an employee may apply for in terms of the leave application procedure.
 - 3.2 Employees may work directly and/or indirectly sanctioned overtime through inter alia:
 - 3.2.1 Attendance of meetings and official gatherings;
 - 3.2.2 Attendance of workshops or seminars or conferences;
 - 3.2.3 Execution of special tasks/assignments.
 - 3.3 Employees may not claim overtime for the first 10 hours of accrued overtime in each calendar month provided that:
 - 3.3.1 The first 10 hours did not accrue from one day;
 - 3.3.2 No part or whole of the first 10 hours pertains to a weekend day or a public holiday;
 - 3.3.3 Overtime due in terms of 3.3.1 and 3.3.2 above is pre-authorised.
 - 3.4 Notwithstanding provisions of clause 3.3 the Municipality may not require employees to work overtime in excess of 40 hours per calendar month or the maximum hours that may be contained in the Code of Good Practice on regulation of working time issued in terms of Basic Conditions of Employment Act No 75 of 1997.
 - 3.5 Employees who, due to the nature of their work cannot easily foresee working overtime in a given situation, shall not be required to seek pre-authorisation for overtime falling within the first 16 hours of the month.
 - 3.6 Non-pre-authorised overtime will be post-authorised based on satisfactory explanation and full motivation.
 - 3.7 Employees may not seek authorisation for working overtime, nor incur overtime on routine operations of the Municipality e.g. voluntary working through lunchtime and after hours, and due regard must be given to Section 7 of the Basic Conditions of Employment Act.

- 3.8 Employees will be compensated for approved overtime by grant of time off worked out in terms of Basic Conditions of Employment Act, 1997 on a working day basis.
- 3.9 The authorising official shall take into account procedures contained in these regulations when approving overtime claims and compensation thereof.
- 3.10 Unclaimed overtime and unused time-off credits shall lapse at the end of a two-year period, reckoned from the date of inception and approval respectively.
- 3.11 Notwithstanding clause 3.10, unclaimed overtime and unused time-off shall lapse with effect from the first day of a notice period for termination of service served by either party in terms of the Conditions of Service.
- 3.12 The Municipal Manager may waive these regulations except clause 3.4, by agreement with the employee concerned.
- 3.13 Notwithstanding the requirements of this section, the Municipality reserves a right to enter into an internal arrangement for overtime payment to employees rendering basic or essential services without granting time-off provided such overtime time does exceed 20 hours in each month and any balance thereof shall be converted into time off.
- 3.14 The Municipality reserves a right to exclusively pay for over time worked to employees rendering basic or essential services mentioned below:
 - 1. Disaster and rescue services
 - 2. Electrical services
 - 3. Traffic services
 - 4. Pound services

4. UNDERTIME AND FLEXTIME

- 4.1 Undertime and flexitime arrangements may be agreed upon between an employee and the Head of Department/designee with due regard to the interests of the Municipality.
- 4.2 Undertime and flexitime must be arranged strictly with due regard to health and safety and family responsibilities of employees.
- 4.3 Undertime and flexitime to be granted may not exceed 1.5 hours per day and 5 hours per week.
- 4.4 Undertime and flexitime, mentioned in 3.3 above, shall be arranged on an informal basis.
- 4.5 Any undertime worked shall be offset by flexitime or underpayment where necessary.

5. PUBLIC HOLIDAYS AND SUNDAYS

- 5.1 Employees who are ordinarily not required to work on Public Holidays and Sundays, shall not be normally required to work on Public Holidays and Sundays.
- 5.2 Employees who have been requested to work on a Public Holiday or Sunday will be compensated in terms of the Basic Conditions of Employment Act, 1997.

- 5.3 Employees who work for the Municipality for more than 24 hours per month shall be paid for a Public Holiday falling on a normal working day.
- 5.4 Employees who ordinarily work on a Public Holiday and Sunday shall be compensated in terms of the Basic Conditions of Employment Act of 1997.
- 5.5 Employees who do not ordinarily work on a Public Holiday and Sunday shall work on these days by agreement.

6 INTERPRETATION OF THIS REGULATIONS

- 6.1 All words contained in this policy shall have a direct grammatical meaning unless the definition or context indicates otherwise.
- 6.2 The dispute on interpretation of this policy shall be declared in writing by any party concerned.
- 6.3 The Office of the Manager shall give a final interpretation of this policy in case of written dispute.
- 6.4 The party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South Local Government Bargaining Council.

7 PERMANENT/TEMPORARY WAIVER OF THESE REGULATIONS

- 7.1 This policy may be partly or wholly waived by the Municipal Council on temporary or permanent basis.
- 7.2 This policy may be partly or wholly waived by the Municipal Council.
- 7.3 Notwithstanding clause No. 6.1 the Municipal Manager may under circumstances of emergency temporarily waive this policy subject to reporting of such waiver to Council and Local Labour Forum

8 AMENDMENT AND/OR ABOLITION OF THESE REGULATIONS

- 8.1 This may be partly amended or wholly amended by the Municipal Council
- 8.2 This policy may be partly or wholly abolished by the Municipal Council
- 8.3 Violation of or non-compliance with this policy will give a just cause for disciplinary steps to be taken.
- 8.4 It will be the responsibility of all Managers, Supervisors, Executive Committee and Municipal Council to enforce compliance with this policy.

9. SUSPENSION OF THESE REGULATIONS

9.1 This policy may only be repealed by Municipal Council

9.2 This policy may only be suspended by Municipal Council

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**MR. L. MATIWANE
MUNICIPAL
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**CLLR S. MNGENELA
HON. MAYOR**



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PROMOTION AND TRANSFER POLICY

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1 DEFINITIONS

In this policy, unless the context indicates otherwise:

- “Casual/part time employees”** - means employees who work less than 25 hours per week.
- “Council”** - means the plenary Committee of the Matatiele Municipality, and/or a standing committee thereof dealing with human resources related matters, and/or any other person with delegated authority.
- “Municipality”** - means the Matatiele local Municipality.
- “Promotion”** - means the permanent movement of an employee from a position in one job category to a position in another job category of increased responsibility or complexity of duties and on a higher salary range.
- “Relative”** - means a parent, adopted parent, grandparent, great grandparent, child, grandchild, great grandchild, brother, sister, aunt, uncle, niece, nephew, cousin, spouse, and/or life partner.
- “Transfer”** - means the permanent/temporary lateral movement of an employee from one position to another position in the same or another job category assigned to the same salary range, which may include the physical transfer from one location to another (e.g. one town to another).

2 PREAMBLE

In pursuit of unlocking and harnessing the potential of the Municipal employees, this policy ushers in a framework for tapping the needed internal talent from the ranks of employees in order to meet Human Resources challenges of the Municipality. This policy seeks to foster sound and fine managerial patterns and practices of driving internal vertical and horizontal mobility of employees.

3 OBJECTIVES

3.1 PROMOTION

- 3.1.1 To achieve optimum utilisation of employees’ skills and talents by placing the suitable persons in more advantageous work positions through promotion.**
- 3.1.2 To enhance career advancement of employees.**
- 3.1.3 To gain and sustain employee motivation for high quality standards and productivity.**
- 3.1.3 To reward employee behaviour emanating from high quality of work and high productivity with a view to retain such behaviour.**
- 3.1.4 To fulfil the legitimate expectations of employees who regard that their efforts will lead to effective performance and who further anticipate important rewards for their accomplishment.**

- 3.1.5 To enhance employees' motivation to work.
- 3.1.6 To minimise the effects of job poaching and hopping by creating a conducive workplace environment in which employees are aware that there are prospects for upward mobility and good incentives for excellent performance where they are employed.
- 3.1.7 To comply with the provisions of the employment equity legislation which obliges designated employers to, amongst other things, implement affirmative action measures aimed at the acceleration of the employment of persons from the previously disadvantaged groups.
- 3.1.8 To provide measures for management of promotion processes.
- 1.1.9 To set out criteria for promotion of employees.

3.2 TRANSFER

- 3.2.1 To ensure that employees are utilized for the purposes of meeting the organisation's human resources needs.
- 3.2.2 To enhance career advancement of employees.
- 3.2.3 To address areas of poor work performance and ill-discipline on the part of employees.
- 3.2.4 To provide measures for transfer of employees.
- 3.2.5 To provide regulations for transfer of employees on grounds of incapacity and/or operational requirements.

4 SCOPE OF APPLICATION

- 4.1 This policy shall be applicable to all posts of the Municipality with the exception of the following categories of posts and employees:
 - 4.1.1 Sections 54 and 56 posts
 - 4.1.2 TASK Grade 25 to 14 or equivalent for promotion only.
 - 4.1.3 Casual/Part time posts.
 - 4.1.4 Any non-permanent full-time employees whose term of employment is less than 6 consecutive months.
- 4.2 This policy will not automatically apply to employee progression resulting from attainment of statutory occupational courses or qualifications.

5. PROMOTION PRINCIPLES

- 5.1. The promotion of an employee shall be effected by the Municipality and the employee shall be promoted only in the event of the occurrence of a senior vacant post.
- 5.2. An employee who canvasses support with a view to be promoted in the Service of the Municipality shall be disqualified for such promotion.

- 5.3. The Municipality encourages the policy of open promotion of individuals on a basis of academic qualifications, work experience and other relevant job requirements with due regard to the provisions of the employment equity legislation.
- 5.4. The Municipality is determined to fill such vacant position(s) earmarked for promotions with the best qualified and the best suited candidate.
- 5.5. The Municipality shall uphold filling of vacant posts by way of promotion where applicable not only as a principle but also as a strategy in order to avoid unnecessary costs or expenditure.

6 FILLING OF A VACANCY BY WAY OF A PROMOTION

- 6.1. Promotion shall be considered as means of filling a vacant post.
- 6.2. General Manager shall ascertain the prospects of filling the vacant post through promotion.
- 6.3. If prospects of filling the vacant post through promotion exist within the Department or institution as a whole, the promotion process shall be set in motion.
- 6.4. The promotion criteria shall be initiated by the General Manager in conjunction with the Corporate Services Department.
- 6.5. The promotion criteria shall be informed by the job requirements and challenges.

7 ASSESSMENT OF EMPLOYEES FOR PROMOTION PURPOSE

- 7.1. An employee earmarked for promotion shall be assessed against the requirements of the post.
- 7.2. The employee's post and current performance will be taken into consideration.
- 7.3. Employee's academic qualifications and/or work experience will play a critical role.
- 7.4. Staff performance management reports, will be considered as well, if there are any.
- 7.5. A promoted employee shall serve a six-month probation.
- 7.6. Promotion shall be initiated and recommended by the General Manager in consultation with the Supervisor of the post where applicable.
- 7.7. All promotion transactions shall be approved by the Municipal Manager.
- 7.8. In the event of inter-departmental promotion, consensus must be reached between the Departments concerned.
- 7.9. An employee shall be free to decline promotion.
- 7.10. Once promotion has been accepted by an employee and all promotion procedures have been approved by the Municipal Manager, the employee loses all his/her rights to the junior position previously held.

8 GENERAL PROMOTION PROVISIONS

- 8.1. A promoted employee shall advise his/her supervisor about his/her promotion once it is confirmed.

- 8.2. In case of an inter-departmental promotion, the effective date of promotion will be determined jointly, by the two departments involved subject to serving a one-month notice by the promoted employee where necessary.
- 8.3. All promotions shall be made on merit.
- 8.4. All promotions shall be made without prejudice to employees of the Municipality.

9 TRANSFER PRINCIPLES

- 9.1 The transfer of an employee may be undertaken by the Municipality in consultation with the employee at its discretion to meet its human resources requirements.
- 9.2 The transfer of an employee may be undertaken by the Municipality in consultation with the employee at its discretion on an ad - hoc or short term basis to occupational address service delivery requirements
- 9.2 An employee shall be transferred only in the event of a vacant post existing unless the Municipality determines otherwise.
- 9.3 Where an employee is transferred for disciplinary reasons such transfer shall be preceded by the invoking of the disciplinary procedures.
- 9.4 The transfer of the employee from one post to another requires a written approval of the Municipal Manager.
- 9.5 Any transfer for non-disciplinary purposes can only be effected once a written consent from the affected employee/s has been obtained.
- 9.6 Notwithstanding clause 9.5, transfer as a result of operational requirements and/or incapacity will be preceded by a meaningful consultation as opposed to a written consent of an employee to be transferred.
- 9.7 Transfer of an employee from one post to another is the prerogative of the Municipality.
- 9.8 Transfer of an employee may be either of permanent or temporary nature.

10 TRANSFER REGULATIONS

- 10.1. Transfers shall be effected by the Municipality upon determination of need by the fully authorised person or persons as means of filling a vacant post.
- 10.2. An employee may apply for voluntary transfer from one post to another subject to meeting the conditions of transfer which shall include existence of a vacancy and requirements of a vacant post.
- 10.3. Transfer of an employee shall be preceded by consultation of an employee and his/her Trade Union if an employee is a member of one, upon the employee's request.
- 10.4. An employee being transferred shall subject to other transfer conditions be given reasonable time to attend to pertinent arrangements like accommodation prior to the effecting of transfer when necessary.

- 10.5. The Municipality may make a provision for hotel accommodation for a maximum of 9 weeks for senior employees only i.e. TASK Grade 25 through 14 in the event if a geographical transfer of a radius of more than 30km.
- 10.5.1 A special paid leave of not more than 5 days may be given to an employee, in the event of a geographical transfer of a radius of more than 30km.
- 10.6. The Municipality shall bear relocation costs which will include transportation of belongings and family members.
- 10.7. An employee shall have a right to object to a transfer but not to non-compliance with the transfer order.
- 10.8. A grievance may be lodged by an employee in case of perceived unfairness or workplace injustice about the transfer action.
- 10.9. Transfer of an employee shall be effected in writing.
- 10.10. All transfers for TASK Grades 14 to 1 will be approved by the Municipal Manager in consultation with Local Labour Forum.
- 10.11. All transfers for TASK Grades 25 to 15 will be approved by the Council.
- 10.12. An employee who has been transferred to a lower post at his/her behest, on grounds of misconduct and/or incapacity shall not retain beneficial conditions of service either on a personal-to-incumbent basis or on any basis.
- 10.13. An employee who has been transferred to a lower post on grounds of operational requirements shall retain his/her beneficial conditions of service on personal-to-incumbent basis or on any basis.
- 10.14. Personal-to-incumbent conditions shall be applied without prejudice to other employees & the Municipality, and shall not be regarded as conditions of service for general application.
- 10.15. An employee who has been transferred against his/her will shall be given a first preference when a suitable vacancy arises at the work place of his/her choice.

11 COMMENCEMENT

- 11.1 This policy will come into effect on the date of adoption by the Council.

12 INTERPRETATION OF THIS POLICY

- 12.1 All words contained in this policy shall have an ordinary meaning attached thereto, unless the definition or context indicates otherwise.
- 12.2 Any dispute on interpretation of this policy shall be declared in writing by any party concerned.
- 12.3 The Office of the Municipal Manager shall give a final interpretation of this policy in case of a written dispute.

12.4 If the party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South African Local Government Bargaining Council or Arbitration.

13 PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS POLICY

13.1 This policy may be partly or wholly waived or suspended by the Municipal Council on a temporary or permanent basis after consultation between the Management and Trade Unions.

13.2 Notwithstanding clause No. 13.1 the Municipal Manager may under circumstances of emergency temporarily waive or suspend this policy subject to reporting of such waiver or suspension to Council and Trade Unions.

14 AMENDMENT AND/OR ABOLITION OF THIS POLICY

14.1 This policy may be amended or repealed by the Council after consultation between Management and Trade Unions.

15 COMPLIANCE AND ENFORCEMENT

15.1 Violation of or non-compliance with this policy will give a just cause for disciplinary steps to be taken.

5.2 It will be the responsibility of all Managers, Supervisors, Executive Committee and Council to enforce compliance with this policy

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MR. L. MATIWANE
MUNICIPAL
MANAGER


CLLR S. MNGENELA
HON. MAYOR


CLLR N. NGWANYA
HON. SPEAKER

REMUNERATION POLICY

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1 DEFINITIONS

- 1.1. CRITICAL SKILL –** is any skill classified as a critical skill for any post in terms of the Staff Retention Strategy
- 1.2. DEPARTMENT –** is a structural unit within the Municipality headed by a General Manager
- 1.3. EARNER –** is any person who is entitled to earn an income from the Municipality in terms of any legal obligation to the Municipality
- 1.4. MIDDLE MANAGER –** is any Management position of the Municipality falling within the TASK grade levels of 26 to 14 or equivalent grades.
- 1.5. SCARCE SKILL –** is any skill classified as a critical skill for any post in terms of the Staff Retention Strategy and Policy.

2. PREAMBLE

Having realized a need for the development and implementation of a Remuneration Policy the Municipality hereby formulates a policy to be known as a “Remuneration Policy “. This policy is intended to provide an operational framework and context in respect of remuneration of Municipal Employees, Councillors and any person defined as an earner in this policy. This will further create a legitimate framework for transacting all remuneration related activities in respect of earners. In so doing, the Municipality will be providing a normative and value system within which earners will be remunerated by the Municipality.

3. PURPOSE

- 3.1 To provide policy requirements for remuneration of all earners within the Municipality.**
- 3.1. To create an internal legitimate frame work for remuneration practices within the Municipality.**
- 3.2. To formalize payment of basic salaries and benefits to all Municipal Employees and Councillors.**
- 3.3. To create a holistic culture of consistency in the course of remunerating Employees and Councillors.**
- 3.4. To create a systemic mechanism for remunerating Employees and Councillors according to their ranks within the Municipality.**
- 3.5. To eliminate a lack of uniformity in remuneration practices in respect of all Categories of Employees, Experiential Trainees/Interns and Political Office-Bearers.**

4. APPLICATION OF THIS POLICY

- 4.1 This policy will apply to all Employees and Councillors.**
- 4.1. This policy will apply to interns, experiential trainees and on-the-job-trainees.**

- 4.2. This policy will also apply to both temporary and fixed contract employees of the Municipality.
- 4.3. This policy will not apply to service and goods providers to the Municipality and third parties.
- 4.4. The policy shall be standardised and be applicable to all employees. This policy will not apply to any other person of which an act of remunerating him or her will constitute the breach of this policy and the law.

5 LEGAL FRAMEWORK AND REQUIREMENTS

- 5.1. This policy is premised on all relevant provisions of the Basic Conditions of Employment Act (75 of 1997) as may be amended and relevant Regulations and Notices issued by the Department of Labour from time to time.
- 5.2. It is further anchored on the legal provisions of the Labour Relations Act (66 of 1995) in terms of sections 27 and 28.
- 5.3. This policy further derives its authority from the relevant provisions of the Remuneration of Political Office Bearers Act (20 of 1998) and Regulations and Notices issued by the relevant Government Department from time to time.
- 5.4. This policy will be implemented in terms of the objects of other relevant sister policies within the Municipality.
- 5.5. This policy shall be implemented in compliance with the requirements of the Collective Agreements concluded by the parties to the South African Local Government Bargaining Council, relevant employment contract, letter of appointment, performance contract and any applicable law.

6 PROVISIONS FOR REMUNERATION OF PERMANENTLY APPOINTED GENERAL EMPLOYEES

- 6.1. All employees shall be remunerated salaries and customary fringe benefits applicable in the local Government sector as follows:
 - 6.1.1. Basic Salary
 - 6.1.2. Medical aid
 - 6.1.3. Pension
 - 6.1.4. Housing subsidy
 - 6.1.5. Group funeral scheme
 - 6.1.6. Annual bonus/13th cheque
- 6.2. Payment of basic salaries, medical aid contributions, pension contributions and housing subsidy must be transacted in terms of the applicable Wage and Salary Collective Agreement.
- 6.3. The Municipality shall pay 50% of the monthly group funeral scheme contribution.
- 6.4. The membership of the group funeral scheme shall be automatic and compulsory to all employees of the Municipality.

- 6.5. The annual bonus/13th cheque shall be paid to the employee on the anniversary of his/her appointment.
- 6.6. The salary notch increases shall be automatically payable when annual salary increment is paid.
- 6.7. The salary structure for the permanently employed general employees shall be implemented as determined by the South African Local Government Bargaining Council (SALGBC) from time to time.
- 6.8. The TASK grade will be the sole determinant of the payable salary scale to the position filled by the Municipality.
- 6.9. The Municipality will pay salary scales based on its category as determined from time to time.
- 6.10. Change or departure from paying a particular salary notch will be an exclusive preserve of the Municipal Manager on the ultimate advice from the Corporate Services Department informed by a motivation from the respective General Manager or Manager of the concerned Department.

7 PROVISIONS FOR REMUNERATION OF SECTION 54/56 MANAGERS AND MIDDLE MANAGERS

- 7.1. The middle managers shall be remunerated in terms of enhanced staff retention mechanism within the Municipality with reference to the SALGBC salary structure.
- 7.2. Their remuneration shall be based on a clustered package of ranking system according to the level of responsibility and generic location of the position in the organizational charter.
- 7.3. The TASK grades for these shall be bench marked against those of the sister municipalities with the same or similar size, characteristics and relevant comparable factors with reference to the prevailing South Local Government job evaluation system.
- 7.4. Jobs of the same and similar amount of responsibility shall be allocated the monetary value of remuneration with reference to the SALGBC salary structure.
- 7.5. The remuneration for these positions shall be based on the recommendations from a scientific research conducted by an independent service provider with a track record in rendering remuneration research services.
- 7.6. Total remuneration package shall be payable in respect of these positions as a key strategic element for enticement & retention employees with key and critical skills and optimization of job satisfaction.
- 7.7. The total remuneration packages which will be total cost to the employer and shall include the following components:
 - 7.7.1. Basic salary
 - 7.7.2. Pension/Retirement/Provident Fund Contribution
 - 7.7.3. Medical Aid Contribution
 - 7.7.4. Travelling Allowance
 - 7.7.5. Housing Subsidy
 - 7.7.6. Group funeral scheme
 - 7.7.7. Non-Mandatory Performance Bonus

- 7.8. Notwithstanding contents of clause No 6.8, an employee concerned may add or cut the basic components within the confines of a legally acceptable remuneration package covered by the Municipality's remuneration system.
- 7.9. The basic salary shall be limited to 60% of the remuneration package.
- 7.10. The travelling allowance shall constitute an indispensable component of the total remuneration package policy with a threshold of 25 to 33 % of the total remuneration package.
- 7.11. Market related annual salary increase shall be effected with reference to the average CPIX for a consecutive 12 month-period and the across-the-board annual salary increase for general employees in the South African Local Government undertaking.
- 7.12. Each employee will be required to submit a breakdown of her or his total remuneration package within seven calendar days upon assumption of duty or change of remuneration in case of newly appointed and existing employees respectively.
- 7.13. A breakdown of the total remuneration will not include the non-mandatory performance bonus.
- 7.14. The payment of performance bonus will be determined in terms of the Performance Management Policy and 2006 Regulations.
- 7.15. The wage differentials amongst the four (4) categories of management positions shall range between 10 and 35%.

8. PROVISIONS FOR REMUNERATION OF COUNCILLORS AND OTHER GOVERNANCE FUNCTIONARIES.

- 8.1. Councillors shall earn their emoluments as determined by the Government from time to time in terms of the relevant Act of law and periodical notices issued by COGTA.
- 8.2. Councillors' remuneration shall be broken down as follows:
 - 8.2.1. Basic salary
 - 8.2.2. Pension fund Contribution
 - 8.2.3. Medical aid Contribution
 - 8.2.4. Travel /Motor car allowance
 - 8.2.5. Cell Phone allowance
- 8.3. Councillors will not be required to write a breakdown of their total remuneration as a cost to the Municipality as this is done through an annual government notice.
- 8.4. The pension membership for Councillors shall be compulsory.
- 8.5. The Councillors' earnings shall be structured in a tax efficient manner in each year after annual increase or upon assumption of service by the Councillors or a particular Councillor.
- 8.6. The earnings of Councillors shall be structured around elements of emoluments within the confines of the legal provisions.
- 8.7. Any other governance functionary of the Municipality will be remunerated in terms of the applicable legal or policy framework.
- 8.8. UIF deductions shall not be effected on Councillors' and governance functionary's remuneration

9. PROVISIONS FOR REMUNERATION OF SHORT TERM/FIXED TERM CONTRACT EMPLOYEE AND EXPERIENTIAL TRAINEES

- 9.1. Employees contemplated in this section shall be remunerated not less than the prevailing monthly minimum wage within the South African Local Government sector.
- 9.2. Employees appointed in terms of particular job TASK grades or posts shall be remunerated according to the relevant and applicable basic salary.
- 9.3. Experiential trainees will be remunerated a monthly stipend in terms of the provisions of the relevant Municipal policy affecting their appointment.
- 9.4. Fringe benefits will not be paid to this category of employees and experiential trainees due to their nature of employment and appointment respectively.
- 9.5. There will be no formal pay structure for this category of earners.

10. GENERAL PROVISIONS IN RESPECT OF REMUNERATION

- 10.1. There shall be no employee of the municipality who will be paid below minimum wage as decided upon by the SALGBC from time to time.
- 10.2. Payment of higher salary other than the one payable in relation to a particular position and the relevant salary notch may be transacted be within the structure of the salary scales after approval by the Municipal Manager.
- 10.3. No amount of money will be paid to a permanently appointed employee outside the salary structure of the respective position.
- 10.4. Payment of a salary package with departure from the payable remuneration package for the positions of the same level or grade, will be done after extensive research on merits of such payment.
- 10.5. Employees earning such special package as contemplated in clause No 10.4. shall earn such income on a personal-to -incumbent basis.
- 10.6. All monies earned by any employee on personal-to- incumbent shall never be regarded as payable across the board except for any other emoluments benefits/allowances falling outside the salary structure.
- 10.7. The payment of the remuneration shall be done on a basis of a valid letter of appointment or a contract of appointment.
- 10.8. No remuneration shall be transacted after the letter of appointment or contract of employment has lapsed unless any emolument or pay is due in terms of the expired letter of appointment and contract of employment.
- 10.9. All implementation of deductions shall be implemented with prior notification of the Earner concerned, for at least a period of fourteen (14) calendar days except statutory deductions.
- 10.10. No- mandatory emoluments like over time, pay for work on Sunday and public holiday, standby allowance, subsistence and travelling reimbursement allowance, annual leave encashment request and shift allowance shall be paid upon submission of a duly approved claim to the Human Resources Management Unit.

- 10.11. Pro rata annual bonus shall be paid to all employees who have served a notice period for voluntary termination of services, reasons of death, left the service on retirement, on medical boarding, operational grounds, and those whose contracts of employment have expired.
- 10.12. No pro rata annual bonus will be paid to an employee who has been dismissed on grounds of misconduct.
- 10.13. Annual leave pay shall be transacted in full compliance with the legal requirements.
- 10.14. A determination of daily rate of pay shall be calculated as follows:
- 10.14.1. Annual salary divided by twelve months = Y
 - 10.14.2. Y divided by 4.33 weeks/21.67 days' p/m = X
 - 10.14.3. X divided by 5 days = Z
 - 10.14.4. Z equals to a daily rate
- 10.15. All earners will be appraised in advance prior to effecting changes in their earnings in payroll in writing by the Human Resources Management Unit.
- 10.16. All emoluments including claims for re-imbursement with tax implications will be transacted through the payroll on a monthly basis.
- 10.17. All claims for non-mandatory payments or reimbursement falling within a particular month shall be paid in the succeeding month of business, subject to approval and submission of such claim to the Human Resources Unit before the cut- off date for submission of payroll inputs.
- 10.18. Leave encashment, refunds, claims additional or salary increase and any other due emolument shall be paid through the payroll subject to meeting payroll inputs submission deadlines.
- 10.19. An employee who has failed to serve a notice period in respect of termination of employment will forfeit the monetary value of his or her income from her/his annual leave pay or pro rata bonus or performance bonus or a combination of these emoluments equivalent to the required length of notice period not served provided there is no agreement for a shorter term of notice/ no notice at all.
- 10.20. No salary advance shall be paid by the municipality to any earner.
- 10.21. No advance pro rata bonus shall be paid to any employee of the Municipality.
- 10.22. No payment of any kind of earning shall be transacted without submission of duly signed necessary documentation of original nature.
- 10.23. Photo copies of payroll input shall only be accepted under exceptional circumstances and in case of input with financial implications, such photo copy must be accompanied by an affidavit signed by a Commissioner of Oath.
- 10.24. Each Department shall make annual budgetary provisions for filling posts as approved in terms of the organogram and Organizational Establishment and Job & Evaluation policy.
- 10.25. Any applicable back pay shall be deductible of all statutory requirements like pension, tax, medical aid and UIF.

- 10.26. The structure of the total remuneration package will be valid for a period of 12 months subject to review within the same period should any change is effected on any of the elements of the structure.
- 10.27 No provision for payment of tax in advance for any type of remuneration will be allowed.
- 10.28 No provision for withholding remuneration in favour of paying a 13th cheque or bonus at a later stage will be allowed on the payroll.
- 10.29 All practices abolished by this policy will cease at the end at their current term of enforceability on a case by case basis.
- 10.30 The Municipal Manager shall have authority to consider and approve remuneration practices not covered in this policy as long the interests of the Municipality are fully taken into account.
- 10.31 Notch increase will be implemented on an annual basis on the 12th month of each annual cycle of employment.

11. PROVISIONS FOR RETENTION-BASED REMUNERATION OF STAFF

- 11.1. Under exceptional circumstances, the Municipal Manager shall approve extra remuneration for a critical skill or scarce skill employee as defined in the Human Capital Retention Strategy of the Municipality.
- 11.2. Extra remuneration will be in the form of monthly scarce skills or critical skills allowance.
- 11.3. The scarce skills or critical skills allowance payable in terms of this policy shall not exceed 35 % of the employee's basic salary.
- 11.4. For the purpose of payment of this allowance to a total remuneration package earning employee, 60% of his or her total remuneration package shall be deemed to constitute a basic salary.
- 11.5. The Housing allowance made up of 50% of an average of the monthly total market-related rental payable for the normal-size local housing units as stipulated in the municipality's housing policy will be paid to critical & scarce skills, Senior Managers, middle management employees who do not own houses in Matatiele, subject to approval by council.
- 11.6. All allowances payable in terms of this policy shall be non-pensionable but taxable in terms of the law.
- 11.7. 11.7 The Municipal Manager will have authority to pay a special allowance to an employee of the Municipality as may be justifiable by the Municipality.

12 REQUIREMENTS FOR PROVISION, MAINTENANCE AND MANAGEMENT OF A HI TECH REMUNERATION SYSTEM

- 12.1. The Municipality shall employ a new generation payroll management system.
- 12.2. This particular system shall be there to provide all payroll solutions in so far as modern payroll requirements are concerned.

- 12.3. The pay roll management system shall be fully compliant with the requirements of the law in so far as they affect the remuneration of earners within the municipality.
- 12.4. Nothing illegal and unauthorized or not approved by a person who has the power to do so shall be transacted or performed in the payroll management system.
- 12.5. The technological payroll management system shall not be subjected to force pay means and mechanism in order to override the entrenched parameters and system commands for payment of emoluments.
- 12.6. The payroll management system shall be used as the most reliable system for calculation of earnings.
- 12.7. The Corporate Services Department shall procure, provide, maintain and manage the payroll and HR management system.
- 12.8. The Corporate Services Department shall make necessary budgetary allocations on an annual basis for the provision and maintenance of a modern and reliable payroll and HR management system.

13. COMMENCEMENT

- 13.1. This policy will come into effect on the date of adoption by the Council.

14. INTERPRETATION OF THIS POLICY

- 14.1. All words contained in this policy shall have an ordinary meaning attached thereto, unless the definition or context indicates otherwise.
- 14.2. Any dispute on interpretation of this policy shall be declared in writing by any party concerned.
- 14.3. The Municipal Manager shall give a final interpretation of this policy in case of a written dispute.
- 14.4. If the party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South African Local Government Bargaining Council/ Arbitration.

15. PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS POLICY

- 15.1. This policy may be partly or wholly waived or suspended by the Municipal Council on a temporary or permanent basis, after consultation with Management and Trade Unions.
- 15.2. Notwithstanding clause No. 15.1 the Municipal Manager may under circumstances of emergency temporarily waive or suspend this policy subject to reporting of such waiver or suspension to Council and Trade Unions.

16. AMENDMENT AND/OR ABOLITION OF THIS POLICY

- 16.1. This policy may be partly amended or repealed by the Council after consultation and interaction with Management and Local Labour Forum.

17. COMPLIANCE AND ENFORCEMENT

- 17.1. Violation of or non-compliance with this policy will give a just cause for disciplinary steps to be taken.**
- 17.2. It will be the responsibility of all Managers, Supervisors, and Executive Committee and Council to enforce compliance with this policy.**

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**MR. L. MATIWANE
MUNICIPAL
MANAGER**



**CLLR S. MNGENELA
HON. MAYOR**



**CLLR N NGWANYA
HON. SPEAKER**

HUMAN CAPITAL RETENTION STRATEGY

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1 INTRODUCTION

Staff retention is a process of ensuring that employees with valued, needed skills and experience are kept within the service of the Municipality. Recruitment and retaining potential staff is one of the important processes of the Human Resources Management Function. It is always desirable for the organisation to have the right number of staff, with the right skills. The Matatiele Local Municipality recognises 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. As a result, this Strategy has been developed to guide the Matatiele Local Municipality in attracting and retaining staff.

2. PURPOSE OF THE STRATEGY

Staff retention is about finding the best employees for the job and finding ways of keeping these employees within Municipality. It involves a range of ideas and practices that should all be seen as interlinked. The focus is on attracting employees to join the organisation focusing on recruitment strategies and keeping those who are already employed, especially those with relevant qualifications. It also involves motivating the staff, covering both psychological aspects of the employees (their perception, their goals, and their behaviours) and operational aspects attached to the job or tasks for which they were appointed. It requires a management approach that takes all factors (both inside and outside the organisation) into account.

The purpose of the Staff Retention Strategy 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 create and sustain a pleasant humane working environment where employees are given the opportunity to thrive

3. APPLICATION OF THE STRATEGY

3.1. This strategy will apply:

- 3.1.1. To all Senior Management and Middle Management positions**
- 3.1.2. To all the Municipal employees**

4. LEGAL FRAME WORK AND REQUIREMENTS

- 4.1. The Constitution of the Republic of South Africa (1996)**
- 4.2. This strategy is premised on the requirements of the Basic Conditions of Employment Act (75 of 1997)**
- 4.3. Municipal Systems Act: 2000, as amended**

5. GUIDING PRINCIPLES OF THE STRATEGY

5.1. Support for Strategic Objectives

Remuneration and reward frameworks and decisions shall be developed in a manner that is consistent with, supports and reinforces the achievement of the Municipality's vision and strategy.

5.2. Transparency

The process of remuneration management shall be transparent, conducted in good faith and in accordance with the appropriate levels of confidentiality.

5.3. Internal equity

The Municipality shall remunerate all staff fairly in terms of their roles within the organisation.

5.4. Compliance

Where applicable, the Municipality shall base its salary scales on applicable SALGBC wage curves.

5.5. Market-Related Remuneration

The Municipality shall compare its remuneration practices and salary scales against Municipalities of equal capacity in the District, Province and neighbouring Municipalities.

5.6. Flexibility

Remuneration and reward offering shall be sufficiently flexible to meet both the needs of individuals and those of the institution whilst complying with relevant tax and other legislation.

5.7. Performance-Driven Remuneration

The Municipality shall entrench a culture of performance driven remuneration through the implementation of the Performance Management System.

5.8. Affordability and Sustainability

The overall cost of salaries and benefits shall be within the established budgetary parameters and shall be sustainable over medium to long-term.

6. RETENTION TOOLS

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

- Performance appraisal system
- Personal development plan
- Career development/training
- Staff moral assessment/survey
- Exit interview report

7. EMPLOYEE WELLNESS

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

- 7.1 Qualitative work-life and equal distribution of the workload
- 7.2 Recognising family responsibilities/obligations
- 7.3 Offering controlled flexi-time
- 7.4 Limit excessive performance of overtime
- 7.5 Effective Occupational Health and Safety programmes as well as an employee's wellness programme.
- 7.6 Improves communication channels to enable employees to express their concerns, complaints, view and suggestions openly and freely as well as to, ease access to information.

8. STAFF RETENTION TECHNIQUES

8.1. Scarce Skills

- 8.1.1 Conducting of a skills audit to identify and classify the current skills needs and the future needs of the Municipality.
- 8.1.2 Identification of scarce and critical skills on an annual basis.
- 8.1.3 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.
- 8.1.4 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 service.

8.2. Employment Equity

- 8.2.1. Employment Equity Act, 1998, requires every employer to retain and develop people from the designated groups. The municipality is currently experiencing difficulty in attracting women (in senior management positions) and people with disabilities (PwD).
- 8.2.2. Opportunities should be created to make the employment more attractive for example apprentice, learnership and furthering of studies for all employees and the previously disadvantaged in particular.

- 8.2.3. Decisions of this nature must be taken with due consideration to the Municipality's Employment Equity Plan.
- 8.3. Service Providers
- 8.3.1. Every effort must be made to use the skills or create capacity within the Municipality before engaging the services of service providers.
 - 8.3.2. The use of consultants must be limited and, where
 - 8.3.3. internal capacity exists, allocate additional duties to suitably qualified and experienced employees.
 - 8.3.4. 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.
- 8.4. Encouraging Performance
- 8.4.1. Flexible work arrangements should be introduced where the specific circumstances of the employee at that point in time requires it.
 - 8.4.2. Divide exciting tasks/instructions equally in order to encourage staff.
 - 8.4.3. Reward employees who are performing well so that those that are under performing can be motivated.
 - 8.4.4. Balance the performance level by pairing new employees or under performers with top performers
- 8.5. Morale Building
- 8.5.1. Managers must lead by example, to achieve better results.
 - 8.5.2. Qualifications of employees must be valued by the institution and be rewarded accordingly.
 - 8.5.3. Employees must be given a chance to develop by trusting them with high profile responsibilities that match their job description/level.
 - 8.5.4. When an employee has performed well, appreciation must be shown because when an employee's efforts go unacknowledged, a message of their unimportance is sent.
 - 8.5.5. Staff needs must be attended to timeously.
 - 8.5.6. A conducive environment should be provided where an employee can learn from his/her mistakes.
- 8.6. Sense of ownership
- 8.6.1. In order to boost confidence and inculcate independence, employees should be encouraged and motivated to work under less supervision
 - 8.6.2. Employees should be involved in decision-making processes, as such will create a sense of ownership of what has been proposed/decided. Further, employees will do their best to achieve desired goals.

8.7. Performance Appraisal

8.7.1. Performance appraisal is a two-way process, it includes the employer and employees as a tool to identify short-comings and future development of employees.

8.8. Job Rotation

8.8.1. 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 building employee morale.

8.9. Performance Management and Development

8.9.1. Each employee must have a performance agreement, which is cascaded from the departmental score card.

8.9.2. The output must be specific and measurable with clear time frames for achievement.

8.9.3. The performance must be assessed four times per financial year.

8.9.4. The identified needs or shortcomings must be followed by the appropriate intervention/training.

8.10. Staff Development and Training

8.10.1. 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.

8.10.2. 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.

8.10.3. Employees who have or obtain higher qualifications should be given preference in the filling of vacant posts which require such qualifications.

8.10.4. In a situation where the employees 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.

8.10.5. The culture of continually developing staff shall be maintained in line with the skills Development Act and Performance Management System within the Municipality.

8.11. Succession Plan

8.11.1. A Succession Plan database should be compiled from the career discussion outcomes and should be in the custody of Corporate Services Department and kept confidentiality.

8.11.2. The Corporate Services Department should identify potential key competencies to be developed in the light of the identified succession plan positions.

8.11.3. 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.

8.12. Multi-skilling

8.12.1. Multi-skilling is a process that organizes work in a manner that enables staff to acquire and use a greater range of skills.

8.12.2. Multi-skilling must be linked to the skills requirements of the Municipality and should form part of its strategic empowerment and employment equity plans.

8.12.3. All multi-skilling efforts should be properly planned and scheduled.

8.13 Working Tools

8.13.1 The following tools are essential and shall be provided to Senior Managers, Middle Managers, Field workers at the level of officer, Professional Assistants, Executive Secretaries and other categories of employees in line with applicable Policy and/or as per need:

8.13.1.1 Laptop

8.13.1.2 Cell phone

8.13.1.3 3G Modem

8.13.1.4 Office space/working station

8.14 Salary Levels/Scale

8.14.1 Senior Managers/Sec 56 Managers

8.14.1.1 All Section 56 Managers must be on the same salary level/scale and newly appointed Section 56 Manager shall commence at the current salary scale of the Section 56 Manager, subject to the provisions of the applicable legislation and/or regulations on appointment of the Senior Managers accountable to the Municipal Manager.

8.14.1.2. Municipal Officials

8.14.1.2.1. All employees on the same TASK GRADE shall earn the same salary as the TASK GRADE of the post and notch payment will according to experience and years of service level.

8.14.1.2.2. All posts shall be linked to a TASK Grade for the payment of salaries for control purposes.

DESIGNATION	Equivalent TASK GRADE
Section 54 Manager	As per applicable gazette
Senior Managers	As per applicable gazette
Middle Managers	16 to 18
Coordinators & Equivalent	As per applicable salary structures
All other employees	As per applicable salary structures

8.14.2 Extension/Renewal of Contract

8.14.2.1 The Municipal Manager, after having considered operational requirements of the institution, should, in consultation with relevant structures of Council, initiate negotiations within reasonable time with the Senior Manager pertaining to either extension or renewal of the employment contract.

- 8.14.2.2 The Municipal Manager, after having considered operational requirements of the institution, should, in consultation with relevant Head of Department, initiate negotiations within reasonable time with the Middle Manager pertaining to either extension or renewal of the employment contract
- 8.14.2.2 The Executive Committee shall upon having considered operational requirements of the institution, and in consultation with relevant structures of Council, initiate negotiations within reasonable time with the Municipal Manager or Section 56 Manager pertaining to the extension or renewal of the employment contract, subject to the provisions of applicable legislation/regulations.
- 8.14.2.3 The indication or talks about the extension and/or renewal of the employment contract will be started earlier than nine (9) months prior to the date of expiry of the contract.
- 8.14.2.4 When the Municipality intends to give a preferential choice to an existing employee occupying a contractual post after advertising the same contractual post, such contractual post will be advertised at least month before the date of expiry of the existing employment contract in order to afford the employee concerned a hassle-free opportunity to apply and contest for reappointment to the post in question.
- 8.14.2.5 The Municipality will also consider renewing or extending a contract of employment for an employee affected by the circumstances mentioned in clause No 8.14.2.4 in order to afford him or her an opportunity to apply for employment in the post in question whilst still in the employ of the Municipality.

9. ATTRACTING SCARCE SKILLS

- 9.1. Granting of higher salaries
 - 9.1.1 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.
 - 9.1.2 In order to attract new employees whose skills are critical to the Municipality, higher packages can be offered to the employee regardless of the current packages, subject to the provisions of other sister policies and other relevant laws.
 - 9.1.3 The prevailing market trends should be studied and taken into consideration.
 - 9.1.4 The granting of higher salaries for the purpose of counter offer requires that the following measures be taken into account, namely the demonstration of fairness, budgetary provisions to sustain the position and alternatives.

10. ADVERTISING OF VACANCIES

- 10.1. Internal advertising of posts
 - 10.1.1 Posts below post level 10 that become vacant and available for advertising and filling shall first be advertised internally for a minimum allowable period of time in line with the relevant clause of the Employment Policy.

10.1.2 Short-listed internal applicants shall be subjected to the same interview process, similar in all respects to the interview process that external candidates shall be exposed to.

10.1.3 The short-listed candidates shall not be rigidly confined to the requirements of the job. Should such a candidate, who does not 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 Employment Equity Committee.

10.1.4 The development areas of a candidate that demonstrate the potential to perform the functions of the post shall be included in his/her personal, development plan.

10.2. External advertising of posts

10.1.5 The inherent requirements of the post make it crucial to encourage the inflow of new skills and positions above TASK GRADE 09 shall therefore be advertised externally.

11. APPROACHES TO REMUNERATION

11.1. The “Base Pay Add” on approach is based on the SALGBC salary structure for a particular grade to which prescribed benefits are added on which will be applicable to permanent employees.

11.2. Another approach is the Total-Cost-To-Employer (TCTE) is a commonly applicable to relatively senior position which will be applicable to Senior Management and Middle Management positions.

11.3. For the attraction and retention of General Managers and Middle Management employees, the TCTE will be implemented for the following advantages:

11.3.1 Transparent budgeting and planning

11.3.2 Greater flexibility in remunerating individuals according to their market scarcity and individual worth.

11.3.3 Flexibility for employees in structuring packages of the personal needs within the prevailing legislation and Municipal parameters.

11.3.4 Reduction of the Municipality’s exposure to open ended benefit liabilities

11.3.5 More equitable and defensible approach to remuneration

11.3.6 Supports modern organizational designs

11.3.7 Fair and accurate market comparisons

11.3.8 Employment costs are known upfront allowing for more accurate budgeting and planning

11.3.9 Supports performance remuneration

11.3.10. Favourable environment for the Municipality to attract and retain high quality staff.

12. ROLES AND RESPONSIBILITIES OF THE HUMAN RESOURCES AND LINE MANAGEMENT IN THE IMPLEMENTATION OF HUMAN CAPITAL RETENTION

- 12.1. General Managers, Middle Managers and Supervisors shall work together in people management issues in discharging the following:**
 - 12.1.1** to effectively lead, coach and mentor staff;
 - 12.1.2** to provide proper feedback;
 - 12.1.3** to align work processes and jobs with organisational goals;
 - 12.1.4** to create a culture of life-long learning and development in which employees can grow;
 - 12.1.5** to grow and improve their employee competencies.
 - 12.1.6** to provide Line Managers with relevant, efficient and strategic human resource advice and interventions; to provide the Line Manager with cutting edge of new people management thinking

13. APPLICATION OF THE TCOE APPROACH

- 13.1.** All Management positions shall be benchmarked against a set of key and strategic post levels or grades or ranks of management positions within any prevailing Job Evaluation System in the local government undertaking.
- 13.2.** The principles of uniformity and consistency with the organizational positioning, job knowledge, complexity and responsibility will be applied in bench marking management position.
- 13.3.** All Middle management employees falling within posts on TASK GRADES 15 and above or equivalent will be, and TASK GRADE 14 employees downwards may be appointed on Total-Cost-To-Employer principle.
- 13.4** All employees appointed as support staff in the offices of the political office bearers will be appointed on Total-Cost-To-Employer principle, and to be attached to the term of office of Council.

14. REASONS FOR EMPLOYEES TO LEAVE

- 14.1.** Some of the reasons for staff turnover are unavoidable but the following can be avoided:
 - 14.1.1.** Financial consideration
 - 14.1.2.** Work environment
 - 14.1.3.** Career development
 - 14.1.4.** Lack of benefits
 - 14.1.5.** Resistance to change
 - 14.1.6.** Internal mobility and job-hopping
 - 14.1.7.** Leadership and management style
 - 14.1.8.** Lack of effective communication
- 14.2.** Benefits
 - 14.2.1** The Municipality will strive to offer high end employee benefits subject to cost effectiveness according to the latest trends in the market especially to management employees and employees whose skills are classified as critical or scarce skills as follows:
 - 14.1.1.** Housing subsidy/ allowance

- 14.1.2. Relocation costs and accommodation for 01 month.
- 14.1.3. Develop a plan to prepare for future retirements
- 14.1.4 Training and development

15. MONITORING AND EVALUATION

Methods to be used for the evaluation of the effectiveness of the Retention Strategy shall include:

- 15.1 Analysis of the staff turnover
- 15.2 Analysis of the exit interview reports,
- 15.3 Analysis of Labour market trends

16. EXIT INTERVIEWS

- 16.1 A follow up interview/discussion shall take place after three months to establish how the employee has adjusted.
- 16.2 All employees that have tendered resignations shall be interviewed before leaving the Municipality.
- 16.3 Exit interviews should be well structured and well organized to determine the potential and reason for the employee leaving the Municipality.
- 16.4 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.
- 16.5 Such interviews shall be structured using the questionnaire designed to follow the leaving employee to obtain the reason for leaving the Municipality.
- 16.6 The exit interviews should be changed from being organizational threats into opportunities for improvement.
- 16.7 A suitable venue with no interruptions must be chosen to conduct the exit interview.
- 16.8 The questionnaire of the exit interviews will be designed by the General Manager for Corporate Services in conjunction with the relevant Department and shall be made available to the employee at least two days prior to the exit interview.
- 16.9 For exit interviews to be successful, it is essential that the interviews 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 attracting and retention of staff.

17. COMPOSITION AND TERMS OF REFERENCE OF THE AD HOC RETENTION REMUNERATION COMMITTEE OF COUNCIL

- 17.1. In order to ensure good governance and oversight a Retention Remuneration Committee shall be established.
- 17.3. The membership of the ad hoc Committee shall be as follows:
 - 17.2.1. The General Manager concerned
 - 17.2.2. The General Manager: Corporate Services
 - 17.2.3. The Chief Financial Officer
- 17.4. The Committee shall be chaired by the General Manager: Corporate Services

17.4. *The Committee shall meet as and when required*

17.5. The Committee shall report directly to the Municipal Manager

17.6. *This committee shall make recommendations to the Municipal Manager*

17.7. The Committee shall deal with the retention remuneration for employees below Section 56/57 posts.

17.8. Retention remuneration for Section 56/57 employees will be dealt with through the Office of the Municipal Manager, subject to approval by the Council and compliance with applicable legislation/laws.

17.9. The ad hoc Retention Remuneration Committee shall discharge the following:

17.9.1. Evaluation of a request or motivation for payment of a retention remuneration in terms of this strategy and other sister policies.

17.9.2. Making recommendations of the best form retention option within the ambit of this policy

17.9.3. Advise the Municipal Manager on whether to approve funding for a particular retention or not.

17.9.4. Sign off the report or memorandum and its recommendations sent to the Municipal Manager

17.9.5. Maintain a high level of confidentiality with regard to discharging its responsibilities

18. **COMMENCEMENT**

This strategy will come into effect on the date of adoption by Municipality and all the previous adopted policies/Strategy in this regard shall be repealed.

19. **INTERPRETATION OF THIS STRATEGY**

19.1 All words contained in this policy shall have a ordinary meaning attached thereto, unless the definition or context indicates otherwise.

19.2 Any dispute on interpretation of this policy shall be declared in writing by any party concerned.

19.3 The Office of the Municipal Manager shall give a final interpretation of strategy in case of written dispute.

19.4 If the party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South African Local Government Bargaining Council/or Arbitration.

20. **PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS STRATEGY**

20.1 This strategy may be partly or wholly waived or suspended by the Municipal Council on a temporary or permanent basis after consultation with Management and Trade Unions.

- 20.2 Notwithstanding clause No. 18, the Municipal Manager may, under circumstances of emergency, temporarily waive or suspend this Strategy subject to reporting such waiver or suspension to Council and Trade Unions.
21. **AMENDMENT AND/OR ABOLITION OF THIS STRATEGY**
- 21.1 This Strategy may be amended or repealed by the Council after consultation with Management and Trade Unions.
22. **REVIEWAL OF THE STRATEGY**
- 22.1 This Strategy may be reviewed annually.
23. **COMPLIANCE AND ENFORCEMENT**
- 23.1 Violation of or non-compliance with this Strategy will give a just cause for Disciplinary steps to be taken.
- 23.2 It will be the responsibility of all Section 54A/56 Managers, Middle Managers, Supervisors, Executive Committee and Council to enforce compliance with this Strategy.

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MR. L. MATIWANE
MUNICIPAL
MANAGER



CLLR S. MNGENELA
HON. MAYOR



CLLR N NGWANYA
HON. SPEAKER