

“ The City of Heritage ”



ULUNDI LOCAL MUNICIPALITY

(“The Municipality”)

RECRUITMENT AND APPOINTMENT POLICY

1. Preamble

The recruitment & appointment policy, together with its implementation is aimed at matching the human resources to the strategic and operational needs of Ulundi Municipality.

This policy and its objectives are aligned to all Labour legislation and aims for the process to be consistent, objective and fair. The application of this policy **shall** specifically exclude appointments in terms of section 54 A& 56 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) as amended however, it must apply to all other recruitments & appointments.

2. Fair and equitable recruitment

All posts on the establishment of the Municipality shall be equal opportunity positions. This includes, *inter alia*, the requirement that candidates be employed purely on the basis of job related requirements, personal attributes, competencies and abilities, and that individuals must be given equal opportunities to be recruited i.e. recruitment actions must be extended to all communities. However, Employment Equity strategies and the Municipality's Employment Equity Plan and targets must be taken into consideration when recruiting candidate. As contained in the applicable job description.

The following components of the recruitment and selection process require careful attention:

Defining the job and its competencies

The municipality must first analyse the job's essential competencies in order to draw up a non-discriminatory job-specification at the beginning of the process: define the purpose of the job; identify how the job fits into the organisation; decide on the key outputs required from the job; highlight the different levels of authority; and identify some of the activities performed to meet the required outputs.

Decide what is essential and ensure that the requirements serve a common interest.

3. Recruitment sources

The choice of media for recruitment purposes should comply with the requirements of the Labour Relation Act, 1995 as amended from time to time.

Internal sources of recruitment where the HR Skills Register so indicates should be considered, since it is cost effective and serves as motivation for existing employees. External recruitment may be undertaken by means of advertisements. Career exhibitions and visits to schools, universities, etc. can also be considered for certain target groups.

Please also see the heading "Advertising" under section 3.4.3.

4. Recruitment Procedure

4.1 Determine need to fill a vacancy

When a vacancy is identified, the following factors must be taken into consideration:

- The provisions of the current IDP requirements and current budget constraints;
- Reservation of vacancy for a candidate still in training (where feasible);
- Redeployment possibilities.

4.2 Identify sources of recruitment

It must first be established (where possible) whether suitable candidates are available internally by means of an internal advertisement.

Employment and recruitment is the prerogative of an employer there is no need for consultation where an employer has decided to recruit. This recruitment is indeed subject to a standard policy.

4.3 Advertise position

- When a vacancy occurs, it will be circulated internally, placed on the internal Notice Board and/or advertised locally or externally in the press, and interested employees and applicants will be considered for appointment.
- Heads of Departments must ensure that circulated vacancies are brought to the attention of the staff. To ensure a diverse pool of candidates, advertisements shall be placed in the appropriate media if no internal candidates could be identified.
- The means of attracting applicants or the wording of advertisements shall be compiled carefully, so as not to constitute direct or indirect discrimination.
- Heads of Departments shall request the Executive Director: Corporate and Management Services or person in charge of this function, in writing, to advertise a vacant position.
- The position will only be advertised once the approval of the Municipal Manager or Acting Municipal Manager is obtained.
- This shall apply even if the position is budgeted for. Only positions that are budgeted for in the current financial year or whose funding can be sourced through the current salary budget shall be filled.
- Personal canvassing for appointment or promotion to a vacancy on the Municipality's establishment is strictly prohibited and any proof of such shall disqualify an applicant. See also Section 3.3 above.
- Councillors are strictly excluded from all recruitment procedures, save for section 56 and 57 positions, where in the case of the Executive Director it is the Municipal Manager who shall chair a panel constituted in his/her discretion. In this regard competent Councillors can be included in the panel.
- In the instance where the recruitment is for the position of a Municipal Manager, the Mayor shall chair the panel and shall include in the panel other Councillors as shall be determined by the Executive and Finance Committee.

- All appointments in respect of Managers reporting directly to the Municipal Manager and the Municipal Manager shall be approved by Council and be in line with Local Government Municipal Systems Act No 07 of 2011 as well as Regulation on appointment and conditions of employment of Senior Number dated 17 January 2014 as amended and Municipal Staff Regulations of 2021

4.4 Advertising

Advertisements may not indicate an intention to discriminate against members of a particular group.

Adverts should not be unjustifiably confined to areas or publications that exclude, or disproportionately reduce the numbers of applicants from any particular racial group.

Internal advert should be on the internal notice board for the minimum period of seven (7) days.

External advert should be on the preferred newspaper for the period of not less than fourteen (14) days, depending on the urgency of the position.

The Municipality should not prescribe requirements that are superfluous to the job and that would have the effect of unjustifiably excluding members of particular groups.

Gender-neutral language must be used and the advert should include the phrase “equal opportunity employer”.

Head hunting may be permitted when scarce skills are needed and all other avenues have been exhausted.

Direct recruitment by Councillors of their friends and/or family members is strictly forbidden and such applicants must be disqualified as being a contravention of the Code of Conduct for Councillors as contained in Schedule 1 of the Municipal Systems Act, 2000 as amended.

5. Selection and appointment process

5.1 Gathering applicant data

Applicant information must include all relevant data, such as:

- Application of Employment obtained from Ulundi Municipality website and HR unit
- CV;
- certified copies of personal documentation;
- certified copies of educational qualifications and/or courses attended;
- References from previous employers. Even when supplied by an applicant, the Head of Department or the HR Division must verify this information.
- Accompanied by a letter of application.

False information furnished by an applicant in his/her application for a vacancy, shall disqualify him/her and make him/her liable to summary dismissal, should he/she have been appointed and knowledge of the false information only be detected afterwards.

5.2 Age restriction

A person shall not be considered for appointment, unless he/she has reached the age of sixteen (16) years and complies with the required qualifying requirements as stipulated in the advertisement. The appointment or retention of the services of any employee older than the compulsory retirement age of 65 shall be approved by the Head of Department, subject to the submission of a satisfactory medical report and a recommendation by the Municipal Manager.

5.3 Short listing

The Shortlisting Committee as shall be constituted by the Municipal manager taking into account the inclusion of HR Division, the Organised Labour and the relevant HOD and panel members whose occupation is at least one level above the position in question or the Council Committee in case of Sec 54A and 56 employees, as the case may be, shall select from the master list not more than 10 applicants per post, who in their opinion would be the most suitable candidates to be subjected to the selection process. This list will be drawn up after due regard is given to the Municipality's Employment Equity Plan. (Checklist form which is attached as annexure).

When compiling the short list, a healthy balance must be struck between the data provided by the applicant and the job requirements. In the absence of imperative documentation (e.g. Senior Certificate), careful consideration shall be given to the short-listing of such candidates. It is unethical to promise a job prior to the finalisation of the recruitment and selection process. Under NO circumstances shall a job offer be made at this stage.

The Short List must be compiled in accordance with the following preference criteria:

- i. Internal applicants
- ii. Local applicants
- iii. Provincial applicants
- iv. National applicants

The Municipal Manager shall after consultation with the Departmental Head concerned, determine the date or dates and venue for conducting interviews with the candidates selected, and inform them accordingly.

Applicants for appointment must undergo any screening tests, when the nature of the work requires this to be done.

Reference checking: Pre-screening to validate information on the Curriculum Vitae and/or application form may be conducted in relation to the inherent requirements of the job.

The following references can be contacted to verify the employment history of the applicant:

- **Current employer.**
- **Previous employer.**
- **References given by applicant.**

Applicants must sign an indemnity form, to indemnify the municipality against any claims for damage, injury or illness, prior to any physical examination being undertaken.

It must be seen that those being screened take part at their own responsibility.

The result of any screening must be strictly confidential.

5.4 Undertake selection (assessment and panel interviews)

The assessment results shall not be the only tool used to decide on the best candidate for a position, but must form part of the selection process and be utilised during the final decision-making phase.

Except for appointments that must be made by the Council, interviews for all positions must be conducted by the Interviewing Committee as determined in 5.3 above.

The Municipal Manager shall confirm the appointment based on the results and recommendations by the Interviewing Committee.

Impressions gained during the interview should be clearly documented and stored for future reference.

5.4.1 Right of recusal/declaration of interest

A member of the Shortlisting Committee and Interviewing Panel has a right to apply for recusal if among the applicants there is one applicant to whom he/she is related. Also a member of the above committees has to declare his interest in the process.

An interview format must be prepared and used for each position based on the following example:

INTERVIEW RECORD: CHIEF FINANCIAL OFFICER

Name of applicant:										
Interview date:						Councillor/Official				
Dimension						Rating				
						1	2	3	4	5
General: Q1& Q2						Providing direction: Q10				
Management: Q3						Building & maintaining relationships: Q11				
Financial Management: Q4						Persuasiveness: Q12				
Concern for excellence: Q5						Planning, organizing & control: Q13				
Initiative: Q6						Specialist: Head of Finance: Q14				
Analytical skills: Q7						4.2: Package required				
Judgment: Q8						4.3: Starting date				
Resource utilization and development: Q9						4.4: Contractual obligations				
						Your overall assessment:				

Key:	1	=	Poor
	2	=	Fair
	3	=	Good
	4	=	Very good
	5	=	Excellent

OUTLINE FOR OPENING THE INTERVIEW

- Greet the applicant and relax him/her - offer tea/coffee if available
- Explain the purpose of the interview
- Explain to the applicant that the interview panel will be taking notes during the interview
- Explain that the interview will concentrate on:
 1. A short background review
 2. Behaviour questions
 3. Questions on specialist skills
 4. Content of the job offer
 5. Questions by the applicant.

COUNCIL'S REQUIREMENTS:

1. Ability to speak English and one of the local African Languages
2. Not less than 3 years tertiary education or equivalent experience
3. Local Government experience related to both Management and Finance
4. Being a Team Leader of the Officials and between the Councillors
5. Being flexible and have a good understanding of the dynamics of the communities
6. Be able to communicate at all levels
7. Be a decision-maker
8. Be honest and loyal
9. Preferably comply with the requirements of the Employment Equity Plan.

1. Background Review

1.1 General

Q1: Please give us a brief overview of your present position & responsibilities

Q2: What don't you like about your current position?

1.2 Management

Q3: What Management responsibilities do you hold?

1.3 Financial Management

Q4: Please give us some background on your knowledge of Financial Management responsibilities i.e. Revenue, Expenditure, Management Accounts and Information and Stores?

2. Behavioural Questions

The questions that follow are based on eliciting **Behavioural** responses i.e. it is based on **Situation, Action** and **Result**. If the answer does not satisfy these requirements, ask the candidate to clarify his/her answer by explaining what action he/she took and the outcome/result of that action.

The questions consist of 6 dimensions and each is further divided into sub-dimensions as follows:

1. Dynamism
 - 1.1 Concern for excellence
 - 1.2 Initiative
2. Decision-making skills
 - 2.1 Analytical skills
 - 2.2 Judgement
3. Leadership skills
 - 3.1 Resource utilization and development
 - 3.2 Providing direction

- 4. Interpersonal skills
- 4.1 Building and maintaining relationships
- 5. Communication skills
- 5.1 Persuasiveness
- 6. Administrative skills
- 6.1 Planning, organizing and control

1. Dynamism

<p>1.1 Concern for excellence</p> <p>The drive to do one's best in everything undertaken, to set high standards of performance for oneself and subordinates with the underlying belief that reliance on one's own skills and abilities is decisive in achieving results.</p>	<p>Q5: Describe how you handled a situation where a subordinate did not perform according to the required standard and how did you determine that the work performance was poor?</p>
<p>1.2 Initiative</p> <p>Proactive, self-starting, seizes opportunities and acts upon them; actively influence events; ability and ingenuity to originate ideas and fresh approaches. Drives projects along and gets results.</p>	<p>Q6: Explain a situation where you made a suggestion to improve efficiency/save your Council money?</p>

2. Decision-making skills

<p>2.1 Analytical skills</p> <p>Examines issues prior to recommending or deciding on what course of action should be taken in order to minimize risk. It would include things like sourcing all relevant information, consulting, seeking root causes, analyzing financial data, identifying trends, weighing up alternative courses of action and the consequences thereof.</p>	<p>Q7: What sources of information do you use to keep yourself updated on new developments in the Local Government arena?</p>
<p>2.2 Judgement</p> <p>The ability to make rational and sound decisions based on considerations of all the facts, available alternatives and possible consequences.</p>	<p>Q8: Your Secretary was instructed not to disturb you whilst you were busy preparing for an ExCo meeting within the next hour. She however transferred a telephone call from a Councillor that insisted to talking to you regarding a non-work related problem, i.e. regarding the postal service in a particular area. How do you handle the Councillor and how do you deal with your Secretary afterwards?</p>

3. Leadership skills

<p>3.1 Resource utilization and development</p> <p>Delegates responsibility to appropriate subordinates, actively seeks to improve subordinates' skills and talents by providing constructive feedback, coaching, training and by extending subordinates' responsibilities through job enrichment.</p>	<p>Q9: Do you incorporate the input of your subordinates in your decision-making process? Your reasons?</p>
<p>3.2 Providing direction</p> <p>Provides subordinates with a clear sense of direction; takes charge; organizes resources, provides ideas or guidelines in order to steer others towards successful task completion.</p>	<p>Q10: We all have had to deal with individuals who do the bare minimum at work or get others to do their work. Describe how you have dealt with such a situation in the past?</p>

4. Interpersonal skills

<p>4.1 Building and maintaining relationships</p> <p>Ability to establish and maintain relationships and to interact confidently with people at all levels of the organization/public. Displaying warmth, understanding and encouragement for people and consideration for the beliefs and feelings of others; promotes harmony through diplomatic handling of disagreements and potential conflict situations.</p>	<p>Q11: From time to time all of us are confronted by someone who wastes out time at work. Tell us about such a situation and what did you do about it?</p>
---	--

5. Communication skills

<p>5.1 Persuasiveness</p> <p>The ability to communicate in a clear, fluent, convincing and to the point manner. To think on one's feet in presenting logical and well thought out arguments and counter-arguments.</p> <p>Note: This skill is best observed during the interview by noting whether the applicant accurately interprets questions asked and the quality of verbal responses to the questions.</p>	<p>Q12: How would you go about to convince your Council to change its bank account to another bank taking into account that the account has been with the current bank for 10 years but that upon requesting new quotes another bank offered better rates? All the Councillors are banking with the current bank and one of them is the Bank Manager of the current bank.</p>
--	--

6. Administrative skills

<p>6.1 Planning, organizing and control</p> <p>Ability to plan in the short-term determines priorities; develops alternatives and chooses the best course of action; schedules activities to ensure optimum use of time and resources, monitors performance against objectives to achieve the set objectives within the specified budget and time frame.</p>	<p>Q13: What controls would you implement to ensure your department's compliance with budget figures?</p>
--	--

3. Questions on specialist skills

<p>1. As Head of Financial Services</p>	<p>Q14: What steps would you take to ensure the formation and development of an efficient, financially sound and performance driven administration for the Municipality?</p>
---	--

4. Content of the job offer.

- 4.1 The post of Chief Financial Officer is subject to entering into a performance contract with the Council. The Council accepted the standard contract proposed by SALGA. Are you familiar with this contract? The Council accepted Option 3 regarding the annual increments i.e. to offer a guaranteed cost of living increase and then a performance bonus of 8.3% of the annual salary for outstanding performance according to the suggested sliding scale.
- 4.2 What would be the all-inclusive remuneration package that you would be willing to accept should the Council offer you the position of the Executive Director: Financial Services?
- 4.3 When would you be able to start should your application be successful?

- 4.4 Do you have any contractual obligations towards your present employer?
- 4.5 Should you be successful, the Council will pay the cost of furniture removal to the Ulundi area subject to 3 written quotations being supplied. This amount shall be fully repaid to the Council should you leave the Council's service within one year. 75% of this amount will have to be repaid to the Council should you leave the service within 3 years.

5. Questions by the applicant.

- 5.1 Do you have any questions?

6. Conclusion

- 6.1 Explain the next step in the selection process - when the applicant will be advised of the outcome.
- 6.2 Thank the applicant for a productive interview.

5.5 Competence for appointment

Prior to appointment, a successful applicant shall furnish satisfactory proof (certified copies) of his/her date of birth, marital status, academic or educational qualifications, identity, training, valid drivers license where applicable, and any other relevant documentation as may be required.

Nobody shall be appointed to the service of the Municipality unless he/she complies with the legal requirements applicable to such appointment. For example in terms of section 15(3)(a) of the Municipal Accountants Act, 1988 (Act No. 21 of 1988), no one shall be appointed to the office of the City Treasurer, subject to the stipulation of section 13(3) of the said Act. (This requirement will be replaced with the requirements of the Municipal Finance Management Act no 53 of 2003.

In terms of section 15(3)(a) of the Municipal Accountants Act, 1988 (Act No. 21 of 1988), no one who is not a Municipal Accountant shall be appointed to perform any function contemplated in section 15(1) or accept responsibility for it, subject to the stipulations of section 13(3) and the *provisos* in section 15(1) of the said Act.

Sections 54 A to 56 of the Municipal Systems Act and the Minimum Competency Requirements Regulations (as amended) as promulgated by the National Treasury provide details of the requirements for the positions of Municipal Manager and Managers reporting directly to him/her.

5.6 Appointment

A written offer of employment (including conditions of service) must be made to the successful candidate and his/her formal (written) acceptance thereof, obtained, ensuring that all logistical arrangements regarding date, time and place of assumption of duty are clear. Should the need arise all employees could be issued with an identity and/or access card, which shall be carried at all times. The identity and access card shall remain the property of the Municipality, and should an employee lose the card, he/she shall be held responsible for paying the costs for its replacement.

An employee to whom a firearms has been issued shall be subject to the Firearms Control Act of 2000.

An employee shall furnish his/her permanent residential address, as well as that of his/her next of kin, to the Human Resources Division.

5.7 Cost of moving

The Council shall pay the cost of transfer on appointment where the person appointed is not a resident in the Ulundi area. Three (3) written quotations shall be provided. Irrespective of which quotation is accepted by the employee, the subsidy shall be calculated on the amount of the lowest quotation, which includes insurance, or the amount indicated on the receipt, whichever is the lowest.

The amount thus paid shall be repaid by the employee if he/she leaves the service of the Municipality within 36 months of the date of entering the service.

Should the services of the employee be terminated by the Council through no fault of his/her own, no refund shall be due to the Council.

5.8 Salary on appointment or promotion

Appointment shall be made according to the qualifications and experience of the applicant, at a notch within the prescribed salary scale, provided that, if a successful applicant claims a higher notch than the starting notch of a particular salary scale, the salary notches of the existing employees occupying similar positions in the relevant department, shall be taken into consideration.

If an existing employee is promoted, his/her salary shall be adjusted to the minimum notch of the salary scale applicable to the position of promotion, provided that such salary adjustment shall be equal in salary to at least one additional notch of the scale applicable to him/her prior to the promotion.

5.9 Appointment notch of employees not complying with the minimum Qualification requirements under extraordinary circumstances

Successful external applicants shall be appointed at the starting notch of the salary scale attached to a particular position, without any further advancement on the scale, until such applicant complies with the minimum requirements. The promotion of employees in the service, who do not comply with the minimum qualifications, shall be dealt with according to the same principles as above.

Once an employee complies with the approved qualification and/or experience requirements, but less than twelve (12) months have expired since the date of appointment to the relevant post, the advancement on the salary scale shall occur after a period of twelve (12) months, calculated from the date of appointment to the relevant post.

In the instance where an employee complies with the approved qualification requirements, but more than twelve (12) months have expired after the date of appointment to such post, progression on the salary scale shall occur as from the first month following the date of the last paper the employee wrote, provided that the employee's incremental date shall change to the month in which the progression on the salary scale was implemented.

Employees appointed or promoted to a position where they do not comply with the minimum qualification requirements, shall be subjected to a Mentorship programme in terms of these HR policies.

6. Orientation & Induction

After appointment, an employee shall follow an induction program. New employees shall receive full compensation during the induction period.

Induction or orientation is the process of integrating a new recruit into the organisation and the job.

6.1 Objectives of an induction programme

Some of the more common reasons for implementing an induction programme are:

- Introducing the recruit to the organisation;
- Creating a favourable impression and realistic expectation with the recruit;
- Reducing the anxiety and uncertainty of starting a new job;
- Allowing the recruit to make a productive contribution as soon as possible;
- Reducing labour turnover by developing positive attitudes and a feeling of identification with the organisation;
- Preventing grievances – recruits have been informed of the rules and regulations of the organisation, so grievances as a result of ignorance can be prevented.

6.2 Contents of an Induction Programme

The induction programme should be designed to include all the information that the recruit will need to do his/her job effectively and to feel part of the organisation. Do not try to cover everything in one session: the information can be divided into “need to know” and “nice to know” information. The first part to be provided at the outset whilst “nice to know” information can be gradually given as the recruit settles in.

The information a recruit will require falls into a number of categories:

- **Pre-Induction** – this is the preparation of the new employee to adapt to the new work environment in general. Check on the following:
 - Contract and employment details have been communicated to the recruit
 - The new employee knows the date, time and place of reporting the 1st day
 - Remuneration has been communicated
 - Hours of work is known to the new recruit
 - The new recruit has been provided with full details of the pension/provident fund, medical aid scheme, leave regulations, housing policy/facilities, conditions of employment and details of transport/parking arrangements at the workplace.
- **Orientation** – provides the new employee with an insight into specifics of the organisation and his/her place in it. It also provides for the integration of organisational and personal objectives.

On the first day of work the new employee must be met by his/her Supervisor who must then:

- Take the new employee to meet the HR division and to complete appointment documentation
- Inform anyone else that needs to know of the recruit’s arrival, e.g. Security, switchboard etc.
- Prepare the office/equipment and materials that the new recruit will need.

- Appoint a Mentor for the new recruit where appropriate.
- Show the new recruit the clocking in and out procedures and/or attendance register where applicable.
- Show the recruit the position of lockers and cloakrooms
- Take the recruit on a tour of the premises and introduce him/her to immediate colleagues as well as staff in other departments that he/she will be dealing with
- Provide the new recruit with background information of the organisation and his/her place in it
- Provide the recruit with details on arrangements regarding fire and safety precautions; smoking on the premises; first aid arrangements; lunch breaks; method of payment of salaries/allowances; various policies applicable to him/her; etc.

- **Induction** – this refers to the transfer of the section and post specific information to enable the new employee to function effectively and efficiently. This may include a Mentorship Programme.

Job-related information – this is the information that describes what the job entails and how it is done, e.g. Tools required, how to work the machinery, safety procedures etc. It also includes details such as hours of work, basic conditions of employment and compensation.

- Allow the new employee as much time as possible to do the job
- Arrange regular interviews on progress
- Explain communication systems
- Fire drill
- Explain in more detail: grievance procedures, disciplinary procedures, other procedures and especially the performance management system.

The HR Division should also follow up the induction by providing further details on education, training, career path planning, and promotion and transfer possibilities as well as to monitor the progress of the recruit.

7. Probation

All permanent employees, shall be appointed on probation for three (3) consecutive months, except in cases of promotion. The induction process should be viewed as an integral part of an employee's probationary period. If, after the expiry of an employee's probation period, the Head of Department is convinced that the employee is suitable for the post he/she occupies, the appointment shall be confirmed by the Manager: Corporate Services.

If the confirmation of the permanent appointment of an employee appointed by the Municipal Manager: is not recommended, the Head of Department shall recommend in writing to the Municipal Manager: that either, he/she:

- extend the probationary period of the employee by a maximum of two (2) further periods, neither of which may exceed three (3) months;
- Terminate the service of such employee, subject to the stipulations of paragraph 8 & 9 of Schedule 8 of the Labour Relations Act, (Act No. 66 of 1995) as amended.

8. Promotion

The Municipality's policy regarding promotions shall be based on the following principles:

- Where possible, every vacancy that occur in the service of the Municipality must firstly be advertised internally to allow present employees that may qualify for such position, whether directly or in terms of the Council's Employment Equity Plan, the opportunity to apply for it.
- Promotions will however not be automatic but will still be subject to the normal procedures for the appointment of staff. Due cognizance must however be taken of any learnership, mentorship and/or career/succession planning of existing staff being prepared for the position involved.
- A person being promoted is not subject to another probation period.

9. Translation/ Proper placement

- Where an employee performs duties that are similar/related to another position above subject to motivation by Head of the Department and approval by the Municipal Manager the translation in rank/ proper placement, could be effected.

10. Transfer

Transfer of staff from one position to another is not regarded as a promotion and such a person will not receive an additional notch as a result of the transfer, but:

- A person being transferred to another position must not be negatively affected financially as a result of the transfer. Fair compensation should the transfer result in a financial cost to the incumbent, must be paid to the relevant employee, i.e. if the transfer results in a relocation of the person, fair relocation costs must be paid to him/her such as cost of transfer of personal belongings, additional cost of similar accommodation as that applicable to the previous position, cost of new curtains required etc.
- A person being transferred must accept the transfer willingly and not be forced in any way whatsoever to accept the new position.
- A person being transferred must already have acquired the necessary skills and qualifications required for the new position and should such a person not shape in the new position, he/she must be allowed the opportunity to revert back to their original position – in this case however the Council will not be liable for the second set of relocation costs.

11. Career/succession planning once in place

Key positions in any organization must, by definition, be filled with suitably well-qualified employees. Comprehensive, qualification-oriented succession planning is a deciding factor in the success of any organization.

Career Planning would refer to the planning of the future career of an existing employee, his/her paths for advancement and the qualifications and experience that would be required to reach the goal.

Succession Planning on the other hand, is planning and grooming a person to take over the position of a senior person in the organization that will soon retire.

The principles for both Career & Succession Planning are also related to what in this Manual is referred to as Mentoring in this policy.

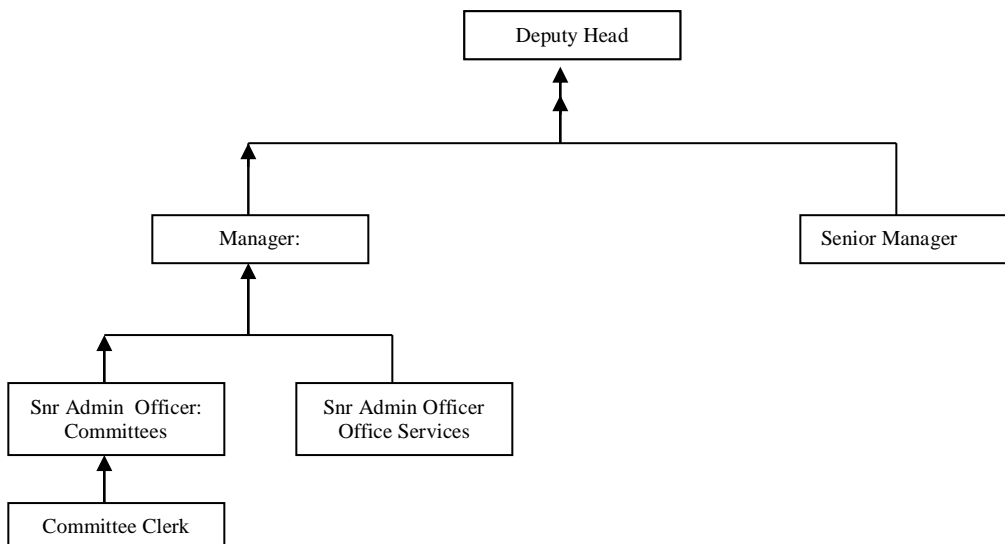
We will focus on Career Planning in this Manual since the principles remain the same in this policy.

Career decisions dramatically impact on a person's life. The path they choose will determine where they live, their income, how much time they spend at home, their travels, and how they spend their leisure time. The more a person knows about him/herself, the more likely they will be able to identify occupations and training programs that fit their personal attributes and needs. The Career Path should include the following:

- Analyze the person's current career planning status
- Assess their work interests and values
- Examine the person's educational preferences
- Assess the person's personality and life values
- Explore the person's leisure time preferences
- Assess the person's skills
- Create a Personal Development Needs Checklist

The actual Career Plan should contain and follow the same steps as with Mentoring. The only difference would be that the Career Path will cover a much longer period to achieve and progress is monitored over this whole period.

Start the Career Path with an interview with each staff member where as much as possible of the above are discussed. From the information received, draw an organization chart indicating the person's current position and all the positions higher up until the person's goal is reached. For example, a Committee Officer sees himself as becoming the Head of the Department in 10 years time. Show the Career Path as follows:



The Career Path is then plotted in a table:

Job Title	Performance Criteria	Key Skills Gained	Key Skills Required	Planned Programme
Head of Department	List all the performance criteria for each of these posts	List all the key skills for each of these posts that the incumbent already possess	List all the key skills for each of these posts that the incumbent still require.	Follow the same methodology described under Mentoring to develop a programme for the incumbent to acquire the skills still needed. This can include mentoring. The achievements must also be signed off.
Deputy Head	As above	As above	As above	As above
Asst. Head Admin	As above	As above	As above	As above
Snr. Admin Officer: Committees	As above	As above	As above	As above
Committee Clerk	As above	As above	As above	As above

Succession Planning follows the same principles except that it might need an accelerated learning process.

12. Remuneration

12.1 General

Salary adjustments due to a regrading would be automatic and part of the agreed new grading scheme.

Salary increases are considered annually on the anniversary of the employee's employment date.

12.2 Overtime

The Municipality accepts the position regarding Overtime as determined under Section 10 of the Basic Conditions of Employment Act, Act 75 of 1997 as amended. The Act determines that an employer may not require or permit an employee to work:

- Overtime except in accordance with an agreement;
- More than three hours overtime a day or ten hours overtime a week.

An agreement in terms of the above may not require an employee to work more than 12 hours on any day but might increase the maximum permitted overtime to 15 hours per week.

The Council Pay Overtime Allowance on the basis as determined by the Council, in line with section 12 of the South African Local Government Bargaining Council KZN Division Conditions of Service, which was signed by IMATU, SAMWU and Organized Labour on 01 July 2024 until 30 June 2029.

12.3 Standby

Persons providing essential services will be required to do standby duty from time to time during which the person must be available should their services be needed.

The Council pay Standby Allowance on the basis as determined by the Council, in line with section 10 of the South African Local Government Bargaining Council KZN Division Conditions of Service, which was signed by IMATU, SAMWU and Organized Labour on 01 July 2024 until 30 June 2029

12.4 13th Cheque/Bonus

It is the current policy of the Council to pay a 13th Cheque/Bonus at the anniversary of the employee's appointment. If a person did not complete a twelve-month period of service on termination of employment a pro rata payment will be calculated for the number of month's service completed. This is not applicable to LGMSA Section 54A and 56 employees.

The Council pay 13th Cheque in line with section 111 of the South African Local Government Bargaining Council KZN Division Conditions of Service, which was signed by IMATU, SAMWU and Organized Labour.

12.5 Advances of salary payments

Advance payments on salaries applies only in cases of Subsistence & Travelling Allowances in very special circumstances as determined by the Cash Flow Committee

12.6 Banking details

It is the Council's policy that all remuneration owing to employees are to be paid directly into their bank accounts. No cash or cheque payments will be made. For this reason, each employee must upon appointment, provide the Municipality with full details of their banking details.

" The City of Heritage "



RECRUITMENT REQUISITION FORM

Name of Department/Section:	Requisition Date:
Position Requested to be filled:	Post Identification No:
Effective Date:	Date approved by Council:
Has the budget been approved for the position: Yes/No 1.1 If yes, state Vote Number:	
2. Area where position is based:	
Reasons for requiring the position (Tick only one): PERMANENT <input type="checkbox"/> CONTRACT <input type="checkbox"/> TEMPORARY <input type="checkbox"/> If a Contract/Temp position, what is the duration?	
Reason why the position is vacant (Tick only one): NEW <input type="checkbox"/> RESIGNATION <input type="checkbox"/> PROMOTION <input type="checkbox"/> RETIRED <input type="checkbox"/> MEDICALLY BOARDED <input type="checkbox"/> DEATH <input type="checkbox"/> OTHER <input type="checkbox"/> If other, please specify:.....	
Has a Job Description been drafted for the position? Yes/No 5.1 If, yes, attach a copy to this requisition.	
<u>Supervisor</u> Name: Designation: Signature: Date:	
<u>Head of Department</u> Comments Signature: Date:	
<u>APPROVAL:</u> <u>CHIEF FINANCIAL OFFICER / BUDGET COMPLIANCE OFFICER</u> Salary Budget Vote.....Amount Budgeted For.....Amount Available Comments Signature: Date:	
<u>DIRECTOR: CORPORATE SERVICES / HRM</u> Post Identification No. 2. Task Grade 3. Job Description/..... Comments Signature: Date:	
<u>MUNICIPAL MANAGER</u>	

Comments	
Signature:	Date:
RECIPIENT:	
SIGNATURE (HR DIV.):	Date:

Kindly return your completed form to the Department of Corporate Services

NB: 1. This form is to be completed and authorized for all positions. 2. No positions will be filled without an authorized Recruitment Requisition

" The City of Heritage "



ULUNDI MUNICIPALITY APPLICATION FOR EMPLOYMENT

POSITION APPLIED FOR.....TASK GRADE.....

DEPARTMENT.....

REFERENCE NO. PUBLIC ADVERTISEMENT DATED.....

1. PERSONAL (BLOCK LETTERS)

Surname..... Mr/Mrs/Miss/Ms.....

First Names..... Contact Telephone Numbers: Cell:..... (W).....

Residential Address..... Postal Code.....

Postal Address..... Postal Code.....

Age..... Date of Birth

Do you have any relatives employed by the municipality?

Name:..... Post/s Occupied:.....

For purposes of complying with the Employment Equity Act of 1998 please tick (✓) the applicable boxes						
African	Indian	Coloured	White	Disabled	Male	Female
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Nationality:..... Identity No.

2. HEALTH

Indicate state of health:.....

Give details of any serious operation, illness or disability which could be relevant to the job applied for:
.....
.....

3. WORK EXPERIENCE

A. If already in the employ of the Municipality state:

Employee No.

Present Department Present Grade.....

Present Position..... Date appointed:

Length of service with the Municipality: Years,..... months.

B. If not in the employ of the Municipality:

Name of present employer Since:.....

Position Held:

Present basic salary Allowances.....

Details of previous position held

Employer	Position	Period						Reason for leaving	Certificate of Service held Y/N
		FROM			TO				
1)									
2)									
3)									
4)									

4. QUALIFICATIONS

a) Educational

(i) School..... Standard pass.....

(ii) Details of Degree(s) / Diplomas(s) / Certificate(s) held

Nature of Degree/Diploma/Certificate	Date obtained	Where obtained
.....	<input type="text"/>
.....	<input type="text"/>

(b) Proficiency in languages	Speak	Read	Write	Examinations Passed
1) English				
2) isiZulu				
3) Other				

5. Detail your relevant experience for this position as concisely as possible: (if considered necessary, attach a separate statement setting out information in greater detail):

.....
.....

6. Have you ever been (a) Convicted of a Criminal Offence?

.....

(b) Dismissed or requested to resign from any employment?

7. Drivers Licence Held

Heavy/Light Type	Auto or Manual	Code	License No.	Is licence Endorsed Yes/No
.....

I hereby make application for appointment to the position indicated in the service of the Municipality and certify that my answers to the questions set out above are correct in every detail. I understand that false or misleading information/details may constitute grounds for dismissal.

Date:.....

Signature:.....

ATTACH COPIES OF CERTIFICATES NOT ORIGINALS.

FOR USE BY HEAD OF DEPARTMENT ONLY

.....

.....

.....

“ The City of Heritage ”



ANNEXURE D

DECLARATION OF CONFIDENTIALITY BY THE SELECTION PANEL MEMBER

INTERVIEWS FOR THE ADVERTISED POST OF

.....
(NAME OF THE ADVERTISED POST)

.....
Date: dd/mm/yy

I.....
hereby declare that I have read the provisions of regulation 10 of the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers ('hereinafter referred to as the Regulations)

I hereby further declare that-

- (a) I have no personal interest in any of the interviewed candidates;
- (b) I do not have any relationship whatsoever with the interviewed candidates;
- (c) I am not indebted to any of the interviewed candidate or vice versa;
- (d) My participation in this interviews will not in any way constitute a conflict of interest or unduly influence or attempt influence the appointment or promotion for a spouse, partner, family member; friend or associate;
- (e) I will not discuss the outcome of these interviews or inform any candidate who has been interviewed about the outcome of these interviews; and
- (f) All the discussions emanating from the interview process will be kept strictly confidential and no information will be disclosed with any candidate or person who is not part of the Selection Panel until such time that the Municipal Council has approved the recommendations of the Selection Panel and the successful candidate has been duly informed about the outcome of the decision of Council.

Signed at **on this.....day of**

.....
Signature: Selection Committee Member

.....
Signature: Chairperson

“ The City of Heritage ”



ANNEXURE D

DECLARATION OF CONFIDENTIALITY BY THE STAFF MEMBER PROVIDING SECRETARIAL SERVICES DURING THE SELECTION PROCESS

INTERVIEWS FOR THE ADVERTISED POST OF

.....
(NAME OF THE ADVERTISED POST)

.....
Date: dd/mm/yy

I.....
hereby declare that I have read the provisions of regulation 10 of the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers ('hereinafter referred to as the Regulations)

I hereby further declare that-

- (a) I have no personal interest in any of the interviewed candidates;
- (b) I do not have any relationship whatsoever with the interviewed candidates;
- (c) I am not indebted to any of the interviewed candidate or vice versa;
- (d) My participation in this interviews will not in any way constitute a conflict of interest or unduly influence or attempt influence the appointment or promotion for a spouse, partner, family member; friend or associate;
- (e) I will not discuss the outcome of these interviews or inform any candidate who has been interviewed about the outcome of these interviews; and
- (f) All the discussions emanating from the interview process will be kept strictly confidential and no information will be disclosed with any candidate or person who is not part of the Selection Panel until such time that the Municipal Council has approved the recommendations of the Selection Panel and the successful candidate has been duly informed about the outcome of the decision of Council.

Signed at **on this.....** **day of**

.....
Signature: Secretariat

.....
Signature: Chairperso

“ The City of Heritage ”



DEPARTMENT OF CORPORATE SERVICES

SAMPLE OF CHECK LIST FOR MANAGER-FACILITIES AND COMPLIANCE

Candidate Name.....

	Yes	No
Fully Completed Application Form		
Curriculum Vitae		
Identity Document		
Grade 12 Certificate		
Law Enforcement Diploma or any relevant qualification (NQF5)		
Computer literacy		
Valid Driving License		
3-5 Years Experience		

Chairperson Signature..... **Date**

Panel Member Signature..... **Date**

Panel Member Signature **Date**

IMATU Representative..... **Date**

SAMWU Representative **Date**

“ The City of Heritage ”



SCORE SHEET: MANAGER FACILITIES AND COMPLIANCE : DEPARTMENT OF CORPORATE SERVICES

Name of Candidate	Q1	Q2	Q3	Q4	Q5	TOTAL	%

Comments -----

Panel Member Name ----- Signature -----Date -----

Comments -----

IMATU-----Signature-----Date-----

Comments -----

SAMWU-----Signature-----Date-----