

## DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

NO. 1073

23 SEPTEMBER 2016

## LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, 2000 (ACT NO. 32 OF 2000)

DRAFT LOCAL GOVERNMENT: GUIDELINES FOR THE IMPLEMENTATION OF THE  
MUNICIPAL STAFF REGULATIONS

I, **David Douglas Des Van Rooyen**, Minister for Cooperative Governance and Traditional Affairs, hereby, under section 72, read with section 120 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), make the Guidelines in the Schedule.

The draft Guidelines are published for public comment in terms of section 120(4) of the Municipal Systems Act. Interested persons are invited to submit written comments on the draft Guidelines to the Department on or before 22 November 2016 to the following address:

*By post:* The Acting Director-General (Marked for the attention of: Mr Jackey Maepa)  
Department of Cooperative Governance  
Private Bag X804  
Pretoria  
0001; or

*By email:* [MSAregulations@cogta.gov.za](mailto:MSAregulations@cogta.gov.za)

Due to the large volume, copies of the draft Guidelines will only be made available electronically. The electronic copy of the draft Guidelines is obtainable from the website of the Department of Cooperative Governance at: [www.cogta.gov.za](http://www.cogta.gov.za), and may also be obtained from the Government Printers.

Any enquiries in connection with the draft regulations may be directed to Mr Tebogo Motlashuping or Jackey Maepa or Ms Nakedi Monyela on telephone number (012) 336 5763 or (012) 334 4915 or (012) 334 0754.

**DES VAN ROOYEN, MP**  
**MINISTER FOR COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS**

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## INTRODUCTION

These Guidelines must be read together with and implemented in line with the relevant Chapters of the draft Local Government: Municipal Staff Regulations. Departures from these Guidelines may be justified where reasonable.

### CHAPTER 1 STAFF ESTABLISHMENT, JOB DESCRIPTION, AND JOB EVALUATION

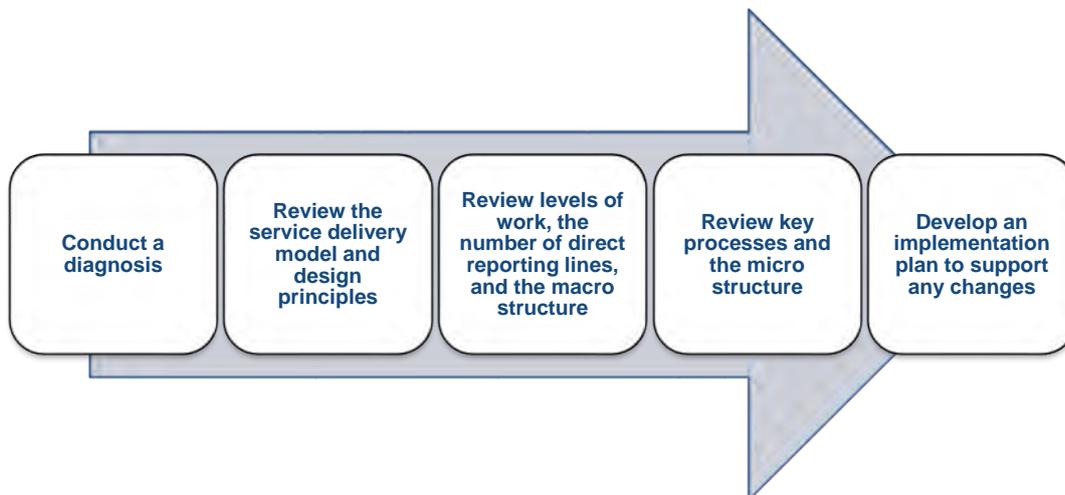
#### GUIDELINE 1A DETERMINING HUMAN RESOURCE REQUIREMENTS

##### Reviewing staff establishments

1. (1) When reviewing its staff establishment, a municipality should implement the following steps:
  - (a) conduct a diagnosis;
  - (b) develop or review the service delivery model and design principles;
  - (c) review levels of work, the number of direct reporting lines, and the macro structure;
  - (d) review key processes and the micro structure; and
  - (e) develop an implementation plan to support any changes.
- (2) These steps are represented in Figure 1 below.

Figure 1

##### Staff establishment review process



## Conduct a diagnosis

2. (1) The diagnosis should involve an analysis of whether the municipality's service delivery model and staff establishment—
- (a) supports the municipality's mandate;
  - (b) are congruent with the regulatory framework;
  - (c) supports national and provincial priorities; and
  - (d) supports the municipality's integrated development plan and Service Delivery and Budget Implementation Plan (SDBIP).
- (2) The diagnosis should also—
- (a) assess the environment and identify threats and opportunities;
  - (b) identify strengths and weaknesses of the existing staff establishment;
  - (c) motivate for change, taking into account financial and human resource consequences; and
  - (d) identify risks associated with any proposed changes and ways in which those risks could be mitigated.

## Review of service delivery model

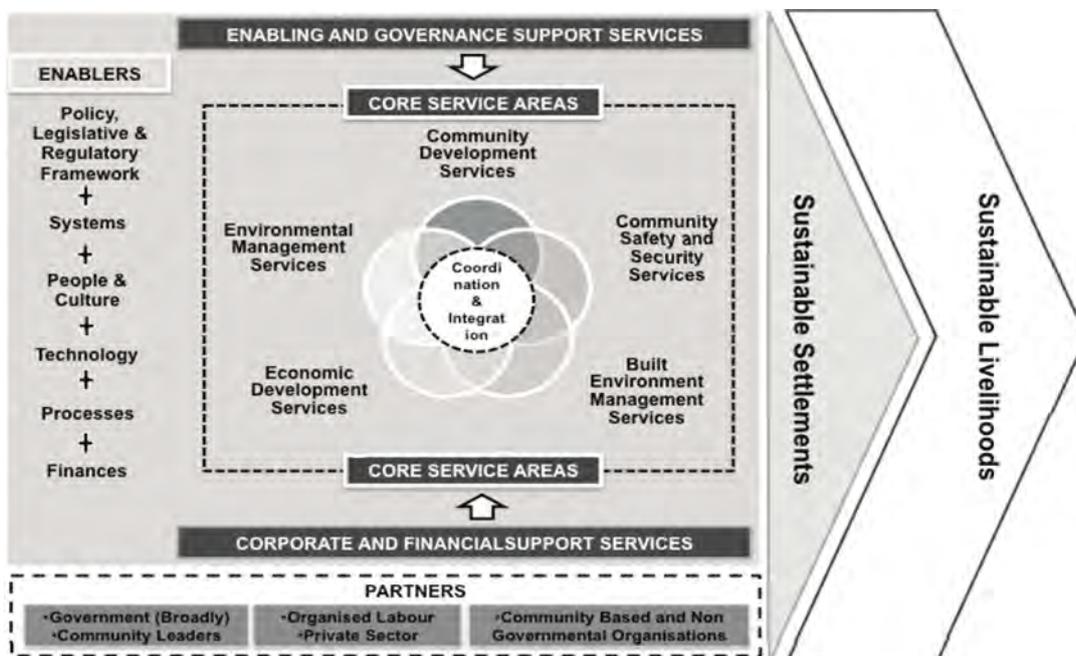
3. (1) The purpose of reviewing the municipality's service delivery model is to ensure that it reflects the municipality's mandate and meets its obligations to its community.
- (2) The review should be guided by the following three objectives:
- (a) The service delivery model should be effective so that the municipality is able to deliver on its mandate and the needs of its stakeholders in an integrated way;
  - (b) the service delivery model should be efficient so that the municipality's services should be delivered in a cost effective manner; and
  - (c) the service delivery model should be empowering so that the municipality is able to develop and deploy the required capabilities of the municipality effectively.
- (3) In performing the review the municipality should —
- (a) analyse how service users and recipients are segmented into categories such as geographic areas, demographic groups, and socio-economic groups. Segmentation is guided by an understanding of community's needs and expectations; and
  - (b) distinguish between core service areas and governance and support services.
    - (i) Core services, which tend to be externally focused, include economic development services, regulation services, and environmental services.
    - (ii) Governance and support services enable delivery of core services, and include financial, human resources, information technology, legal, risk and governance, internal audit, strategy, performance monitoring and communication functions.
  - (c) Determine which services should be clustered and the extent to which they should be centralised or decentralised.
    - (i) Services may be clustered according to various categories, including by function, service, geography, community segment, or a combination of these categories.
    - (ii) The level of centralisation or decentralisation of the provision of a service may include assessing the desirability and feasibility of shared services.
  - (d) Determining the extent to which technology may enable service delivery.

- (e) Consider alternative service delivery models, which may include outsourcing, in-sourcing, public-private partnerships, network relationships, and one-stop services like multi-purpose community centres.
- (4) The preferred way of organising the municipality's services should be decided after identifying the options, and weighing the advantages and disadvantages of each, including thorough evaluation of the risks and opportunities that each option presents.
- (5) The figure below illustrates an example of a service delivery model:

**Figure 2**

**An example of a service delivery model**

Source: South African Local Government Association: Local Government HRMD strategy



**Review of organisational design principles**

4. Table 1 below contains organisational design principles that may assist and guide the municipality's decision-making around organisational design choices.

**Table 1: Organisational Design Principles**

NO.	DESIGN PRINCIPLE	DESCRIPTION
1	Constitutional values of public administration	The values and principles in Chapter 10 of the Constitution should inform organisational design. This means that organisational design should promote fair and equitable service delivery, efficient and effective use of resources, transparency and accountability.
2	Focus on strategic priorities	Organisational design should be informed by and be responsive to the strategic priorities of the three spheres of government.
3	Optimal alignment (structure must ensure alignment with instruments of governance)	<ul style="list-style-type: none"> <li>• Focus on the whole of the system of governance.</li> <li>• Ensure planning and budget cycle alignment.</li> <li>• Ensure adequate information to plan strategic and operational programmes of action.</li> <li>• Generate accurate and adequate information to justify budgetary requirements.</li> </ul>
4	Structure must support focus on citizens' needs	<ul style="list-style-type: none"> <li>• People First (Batho Pele): organisations should be designed with the users and beneficiaries of services in mind, taking into account the various types of citizens and how to meet their different needs.</li> <li>• As far as possible, all roles should include opportunities for interaction with service recipients.</li> </ul>
5	Optimal co-ordination (structure must support integrated working methods)	<ul style="list-style-type: none"> <li>• The purpose of each team and its contribution to the overall organisational objectives must be clear.</li> <li>• Silo behaviour should be discouraged.</li> </ul>
6	Required level of integration (structure must provide flexibility for individuals to expand their skills)	<ul style="list-style-type: none"> <li>• Roles should be designed so that staff have the flexibility to cover other roles within the same team where required.</li> <li>• Design for critical mass in respect of resource utilisation.</li> </ul>
7	Clear allocation of responsibilities	<ul style="list-style-type: none"> <li>• Clearly define high-level responsibilities and key outputs of each role, and key inter-dependencies.</li> </ul>
8	Foster learning and innovation	<ul style="list-style-type: none"> <li>• Organisational design should foster learning and innovation, particularly in service delivery. This means that organisational structures should enhance internal and external communication, and encourage information sharing and knowledge management.</li> </ul>

Source: Department of Public Service and Administration

### Review levels of work

5. (1) Levels of work fall into three broad categories:
- (a) The strategic level, which is focused on leading the organisation and engaging with stakeholders (the top levels);
  - (b) the operational level, which is focused on planning, organising, and managing (mid-levels); and
  - (c) the transactional level, which is focused on activities (lower levels).
- (2) Determining the level at which a job is located is important because—
- (a) it guides staff on where they should be focusing their energies;
  - (b) ensures the appropriate utilisation of resources;
  - (c) facilitates the alignment of people and roles by matching the “right” people to the “right” roles; and
  - (d) facilitates effective talent management and succession planning.

### Review span of control

6. (1) Spans of control refer to the number of staff reporting to one manager.
- (2) The number of levels in an organisation is influenced by decisions around spans of control.
- (3) Decisions around spans of control are influenced by—
- (a) the industry and size of the organisation;
  - (b) the nature of the work, with routine functions usually having wider spans of control and specialist functions having narrower spans of control;
  - (c) management methods, with managers who delegate effectively managing wider spans of control;
  - (d) staff competence, with competent employees requiring less supervision; and
  - (e) the degree of oversight required, with higher risk functions require greater supervision.
- (4) The typical span of control ratios (managers: staff) are—

Level	Ratio
Senior Managers	1 : 6 – 10
Middle managers	1 : 5 – 13
Front line supervisors	1 : 5 – 38

### Review of macro structure

7. (1) The next step in determining the number and nature of jobs involves the review of the macro structure, which involves the top three levels in the municipality.

(2) This involves disaggregating each service or cluster of services identified in the service delivery model into roles by determining—

- (a) the various components of economic development services, which may include electricity, water, roads, and refuse removal; and
- (b) the various components of human resources management, which may include talent management, employee relations and human resources information management.

### Review key processes and the micro structure

8. (1) The next step is to review the key processes that underpin each of the services in the service delivery model.

(2) The starting point for reviewing a process is the policy that underpins each of the services in the service delivery model.

(3) A key purpose of the process of review is to identify ways of streamlining processes to increase efficiencies and effectiveness by focusing on those areas as detailed in table 2 below:

NO.	FOCUS AREA	QUESTION TO ANSWER
1	Bottlenecks	Are there points in the process slowed by redundant or unnecessary steps, lack of capacity or other factors?
2	Weak links	Are steps inhibited by inadequate training or equipment that needs to be repaired / replaced?
3	Poorly defined steps	Are steps open to interpretation and potentially performed in a different way by each person involved, leading to variation / inconsistency?
4	Low value-added actions	<ul style="list-style-type: none"> <li>• Are there steps that add no value to the output of the process and could be eliminated? (A good question to ask is whether a customer would pay to have this step completed.)</li> <li>• Are there too many actors doing minor tasks that could be done by one person?</li> </ul>
5	Non-critical actions	Are there non-critical steps (e.g. recording, filing) that hold up a process?
6	Handoffs	Are there too many handoffs (movements between actors)?

NO.	FOCUS AREA	QUESTION TO ANSWER
7	Too much sequence	Are steps happening too much in sequence when they could occur in parallel?
8	Exception overrule	Do problematic cases that make up 10 or 20% of the workload get in the way of the other 80 or 90%?
9		Escalation approval / information loops Are there unnecessary referrals to higher layers in a structure for decision-making / information sharing?
10	Co-ordination	Is there a role that co-ordinates other roles and tasks? (Often a symptom of a bad process is staff working in isolation of one another.)
11	Undefined roles	Are roles undefined, leading to confusion about who does what?
12	Work and inspection	Are these separated?

**Table 2: Focus areas for process review**

(4) Each process should be supported by a decision rights (RACI)<sup>1</sup> matrix that specifies who is responsible, who is accountable, who should be consulted, and who should be informed in respect of each activity in the process.

(5) Some of the factors that influence staffing numbers are—

- (a) the nature of the functions allocated to the municipality;
- (b) the types and extent of services it delivers;
- (c) spans of control;
- (d) the labour intensity of operations or the extent of mechanisation; and
- (e) the extent of outsourcing.

(6) A work study may be necessary to determine with more accuracy the number of people required to produce a product or deliver a service.

(7) A work study uses various tools to calculate the time it takes to complete tasks and the methods for carrying out those tasks. This will in turn assist the municipality to determine the number of staff members required for each role in the structure.

### **Determination of balance between support and line functions**

9. (1) When reviewing its staff establishment, a municipality must ensure that an appropriate balance between support staff and operational staff is achieved.

(2) Support staff is considered an indirect headcount, whereas operational staff or line function staff are considered direct headcount.

(3) Operational staff performs core service delivery functions, while support staff provide ancillary support services.

(4) The direct: indirect staff ratio measures how many staff members are dedicated to delivering services versus the number that support them.

(5) A municipality should aim for a direct: indirect staff ratio of at least 3: 1.

## Implementation plan to support any change

10. (1) The implementation plan must determine the impact of any change upon staff and the municipality's finances.

(2) The impact of the proposed changes may require the municipality to reconsider some of its choices in order to mitigate negative impacts.

(3) When the change is determined, the municipality should determine the following in order to maximise support for the change while minimising resistance to the change:

- (a) Articulate the case for change, including the reasons for the change, how it will benefit the community, the municipality and staff.
- (b) Identify key stakeholders and their needs and interests;
- (c) develop a sequenced change management plan, detailing what will happen when, to whom, where, and how; and
- (d) design a consultation process for engaging with stakeholders.

## GUIDELINE 1B

### DEVELOPING A JOB DESCRIPTION

Developing a job description for determining human resources requirements involves the following:

1. Collecting information about the job, including interviewing the supervisor of the post and conducting a comparative analysis on similar posts in other municipalities;
2. completing the job description template; and
3. verifying the correctness of the job description.

Once the job description has been developed and approved, it must be referred for job evaluation.

A typical job description template is set out below.

<b>A. Post information</b>	
<b>Post title:</b>	
<b>Post code:</b>	
<b>Post level and salary code:</b>	
<b>Location:</b>	
<b>Component:</b>	
<b>Post reports to:</b>	
<b>Job evaluation outcome</b>	
<b>Confirmed grade:</b>	
<b>Date graded:</b>	

**B. Job purpose**

*Brief statement outlining the overall purpose/reason for existence of the post (one or two sentences).*

**C. Main objectives**

*List and describe five to eight major activities and contributions to the municipality for this post*


**D. Influence and communication**

*Illustrate the stakeholders that this post will influence, including the purpose for the communication*

<b>List key customers / stakeholders</b>	<b>Purpose of interaction</b>	<b>*Frequency of interaction</b>

**C = Constantly****W = Weekly****S =****Seldom****D = Daily****M = Monthly****I =****Intermittent but intense****E. Accountability**

*These fields should only be completed if they are relevant*

Number of staff directly managed	
Number of staff indirectly managed	
Financial accountability	

**F. Inherent requirements of the post**

*The minimum qualifications, skills, knowledge, experience and behaviour that are required to perform the job competently.*

**Skills / knowledge/ behaviour**

Requirement	Type
<b>Key competencies</b> (This field requires a list of all skills, behaviour and attitude requirements)	
<b>Knowledge and education</b> (This field requires a list of all knowledge requirements relevant to this post)	
<b>Experience</b> (Please list all relevant experience required for the post)	
<b>Special conditions or requirements of the post</b> (Please list items such as overtime required, shift work required, etc.)	
<b>G. Career path</b>	
<b>Next higher position:</b>	
<b>What is required to progress:</b>	

H. Job profile agreement
<i>The Manager or his/her nominee reserves the right to make changes and alterations to this job profile as he/she deems reasonable, after due consultation with the post holder.</i>
<b>We the undersigned agree that the content of the completed job profile gives an accurate outline and content of the post:</b>

### GUIDELINE 1C

### OVERSIGHT REPORT TEMPLATE

Municipalities must report on the following matters in their annual reports:

(a) Approved staff establishment

Total approved posts	Permanent post/s	Fixed-term contract post/s

(b) Appointments

Post designation	Term of employment		Highest qualifications	Annual salary	Political office held (if any)	Declaratory order instituted (if any)	Waiver of requirements (if any)	Uninterrupted service in the post	Promotion (if any)
	From	To							

## (c) Acting appointments

Post designation	Duration		Costs incurred by municipality	Deviation
	From	To		

## (d) Secondments

Post designation	Duration		Costs incurred by municipality	Deviation
	From	To		

## (e) Performance agreements and bonuses

Post designation	Contribution to the achievement of municipal/ departmental objectives	Total performance bonus paid	Steps taken to correct substandard performance, where applicable

**CHAPTER 2****RECRUITMENT, SELECTION AND APPOINTMENT OF STAFF****GUIDELINE 2A****GUIDELINES FOR RECRUITMENT, SELECTION AND ADVERTISING OF VACANT POSTS****Introduction**

1. (1) The recruitment and selection of staff forms part of the municipality's staff attraction strategy and its broader talent management framework.

(2) The recruitment and selection of staff should support and enable the municipality's capacity needs.

(3) Recruitment strategies should be designed to attract and retain diverse, qualified applicants, including persons with scarce skills and talent.

**Request to fill vacant or new post**

2. (1) When a vacancy occurs or a new post has been created that has not been filled, the supervisor within whose delegated authority the post falls must—

- (a) confirm with the manager responsible for human resources that the post is approved and funded;
- (b) develop the required job description, in collaboration with human resources;
- (c) complete a written request and motivation to fill the vacant or new post; and

- (d) ensure that the specified inherent requirements of the job are reasonable and necessary to perform the duties associated with the post and are non-discriminatory.
- (2) The written request and motivation to fill a vacant or new post must be submitted to the relevant manager as set out in regulation 20(2) for approval.

### **Advertising of vacant post**

3. (1) On approval being granted to fill a vacant post, human resources should develop a job advert for the post to be advertised within the municipality and externally, where appropriate.
- (2) The job advert must at least specify those requirements as set out in regulation 22(2).
- (3) Advertisements should be placed to reach, as efficiently and effectively as possible, the widest pool of internal and external potential applicants.
- (4) The municipal manager must determine whether a recruitment agency or head hunting process is to be used for any recruitment process.
- (5) The manager responsible for human resources or the staff member to whom this is delegated is responsible for simultaneously placing internal and external advertisements in the most appropriate forums or publications.
- (6) The manager responsible for human resources or the staff member to whom this is function is designated must record all internal and external applications and must update the information as the selection process unfolds.
- (7) The record that must be maintained must comply with the regulations.

### **Shortlisting**

4. (1) Shortlisting refers to the process of reducing the number of applicants to be considered for the vacant post.
- (2) A set of selection criteria must be determined and applied to ensure that the process is fair and non-discriminatory.
- (3) The selection panel appointed to recommend the appointment of persons to the vacant post must perform the shortlisting and develop the shortlist.
- (4) The appointment of the selection panel must comply with regulation 25 of the Regulations.
- (5) The selection criteria must be objective, relate to the requirements of the job and the future needs of the municipality.
- (6) The appointed selection panel must determine the criteria according to—
- (a) the specific competencies, skills and abilities required for satisfactory performance in the job; and
- (b) the key performance areas of the vacant post.
- (7) The supervisor and the manager responsible for human resources or the staff member to whom this is delegated must agree shortlisting methods before they are applied, which may include the screening of curriculum vitae, telephonic interviews, and competency-based evaluations.
- (8) The number of people on the shortlist should be restricted to those who show in their applications that they clearly meet the minimum requirements, which are—

(a) all the skills, knowledge, competencies and abilities identified in the job description that the potential candidate must possess at the time of appointment, or which the candidate would be able to acquire in a reasonable time; and

(b) all the qualifying criteria for the post.

(9) The supervisor and the manager responsible for human resources or the staff member to whom this is delegated must take into account formal qualifications, prior learning and relevant experience, or the capacity to acquire the necessary skills and competencies within a reasonable time.

(10) If a large number of applicants meet the minimum selection criteria, a further shortlisting process may be required.

(11) The selection panel must maintain a comprehensive record of the shortlisting process and the decisions taken.

### **Reference and personal credential verification**

5. (1) The manager responsible for human resources or the staff member to whom this function is delegated must conduct the screening of the shortlisted candidates in compliance with regulation 28.

(2) The results of the screening process must be captured in writing for each shortlisted candidate and submitted to the selection panel.

### **Interviews**

6. (1) The manager responsible for human resources or the staff member to whom this function is designated must submit to the selection panel, within five days of the screening being completed, the following:

(a) the list of shortlisted candidates; and

(b) the results of the screening process.

(2) Each of the shortlisted candidates must be interviewed.

(3) The purpose of the interview is to expand on information provided in the application, collect new information, further assess the applicant's degree of competence and assess whether the applicant matches the requirements of the job.

(4) Prior to the interviews, the panel should meet to confirm:

(a) the process to be followed;

(b) the selection criteria for the advertised post based on the relevant qualifications, experience, competencies, skills and expertise required for the post; and

(c) the questions to be asked.

(5) During the interview the selection panel is responsible for ensuring that—

(a) the interview is structured;

(b) consist questioning techniques are used across interviews;

(c) there is a competency-based focus on the requirements of the job; and

(d) the interview is non-discriminatory in respect of race, gender or disability.

(6) During the interview, the panel must ensure that the applicant being interviewed has a reasonable opportunity to ask questions about the job and employment with the municipality.

(7) The selection panel must keep a written record of their assessment of the candidates interviewed.

(8) After considering all the relevant information, the selection panel must recommend at most three candidates in order of preference, or, if no candidate is found to be suitable, recommend that the post be re-advertised.

(9) Adequate records of the entire selection process must be maintained including: selection and shortlisting criteria; reasons for inclusion or exclusion of the candidates; copies of other assessment results; notes on the interview assessments of each candidate; reference checks; and notes on the deliberations informing the selection decision. These records should be kept in a secure location on the municipality's premises.

(10) After the interviews are finalised, the manager responsible for human resources, in collaboration with the chairperson of the selection panel, must prepare a written motivation detailing the following:

- (a) the selection process,
- (b) the candidate screening outcomes,
- (c) the interview assessment outcomes; and
- (d) the recommendations of the selection panel for the municipal manager or the staff member to whom this function is designated, in the case of other staff.

## **Appointment**

7. (1) The appointment of the approved candidate must be finalised in compliance with regulation 29.

(2) The manager responsible for human resources or the staff member to whom this is designated must—

- (a) submit an offer and letter of appointment to the approved candidate; and
- (b) inform all other candidates interviewed that they were unsuccessful.

**GUIDELINE 2B  
RECRUITMENT REQUISITION FORM**

Below is a recruitment requisition form, which should be completed when a decision is made to recruit a person for a post.

**The municipality is committed to the maintenance of diversity and equity in employment within all categories and levels in the workplace**

DIVISION: .....

DEPARTMENT: .....

POSITION: .....

GRADE: .....

MINIMUM EDUCATION: .....

MINIMUM EXPERIENCE: .....

- KEY RESPONSIBILITIES:
- (1) .....
  - (2) .....
  - (3) .....
  - (4) .....
  - (5) .....
  - (6) .....
  - (7) .....
  - (8) .....
  - (9) .....

COMPETENCY REQUIREMENTS:  
.....  
.....

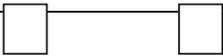
MEDIUM OF ADVERTISING INTERNAL  EXTERNAL

REASON FOR RECRUITMENT: ADDITIONAL STAFF RESIGNATION

NEW POSITION  PROMOTION

OTHER – SPECIFY .....

.....



BUDGET AVAILABLE: YES                      NO  If no, state reasons ..... ..... ..... .....
---

.....  
(Signature): HEAD OF DEPARTMENT

.....  
DATE

NAME: .....

RECOMMENDED/NOT RECOMMENDED

.....  
(Signature): HOD: HUMAN RESOURCES

.....  
DATE

NAME: .....

APPROVED/NOT APPROVED

.....  
(Signature): EXECUTIVE MANAGER

.....  
DATE

NAME: .....

**GUIDELINE 2C****INTERVIEW GUIDE**

(1) Below is an interview panel assessment form that should be completed by each member of the interview panel during the interview and guidelines for the completion of the form.

**Interview Panel Assessment Form**

<b>Interviewer name:</b>	
<b>Applicant name</b>	
<b>Date of interview</b>	
<b>Position/s applied for</b>	
<b>Notes / overall impression of the candidate in words</b>	
<b>Recommendation</b>	

\_\_\_\_\_

Panel member signature

\_\_\_\_\_

Date

**Interviewer guidelines****General:**

- All candidates are entitled to the same questions. This contributes towards a consistent interview process that is legally defensible.
- Keep a record of the candidate's answers. It serves as proof for the scores you give and will be required should you be accused of using discriminatory tactics.
- Never make personal remarks about the answers that the candidate has given to the questions asked.

- Do not ask questions about the candidate's personal life i.e. "What is your marital status?" or "Are you planning on having children in the near future?"
- At the end of the interview, thank the candidate for taking the time to attend and explain what the next steps in the process are.

### How to open the interview:

Open the interview touching on the following key points:

- That the organisation has identified what, besides skills and experience, is important in order to perform well in the position;
- Explain that while we do not yet know when the outcome of the recruitment process will be available we are committed to as quick a process as possible and that all candidates will be notified as the information becomes available;
- Introduce yourself and explain to the candidate that you are going to be conducting a structured interview, and will be asking him or her for specific examples of where he or she did certain things or took certain actions or decisions; and
- You need to record as much information as possible during the interview and you will therefore be writing a lot during the interview.

### Note taking:

- Listen to the responses and evaluate the quality and depth of the answers.
- Record your impression of the candidate.
- Note any evidence of competencies the candidate demonstrated.

The following rating scale should be used when interviewing candidates:

Evaluation rating scale		
Scale	Description	Indicators of Performance
4	<b>Excellent</b>	The applicant possesses exceptionally well developed and relevant skills and abilities for the technical and/or behavioural competencies required to perform the position.
3	<b>Competent</b>	The applicant possesses relevant skills, knowledge and abilities. They would generally be effective against this criterion.
2	<b>Requires Development</b>	The applicant possesses some skills, knowledge and abilities relevant to the criterion, but is limited on others. She/he requires further training and development to meet the standards required for this criterion.

Evaluation rating scale		
Scale	Description	Indicators of Performance
1	<b>Unsatisfactory (Below Standard)</b>	The applicant is unable to demonstrate that she/he possesses the adequate skills, knowledge and abilities in relation to the criterion. She/he would not be suitable to perform the duties of the position.

### Closing the interview:

- Thank the candidate for coming to the interview.
- Give the candidate the opportunity to ask questions.
- Explain the next step in the process and any time frames, including who will contact them and when.

## GUIDELINE 2D

### INDUCTION OF STAFF

#### Introduction

1. (1) The induction of staff is critical to ensuring—
  - (a) the comprehensive introduction of newly hired staff members to the operations, ethos and culture of a municipality; and
  - (b) the speedy integration and long-term retention of staff members.
- (2) Induction is an important component of the municipality's recruitment and selection, capacity building and retention of staff strategies and procedures.

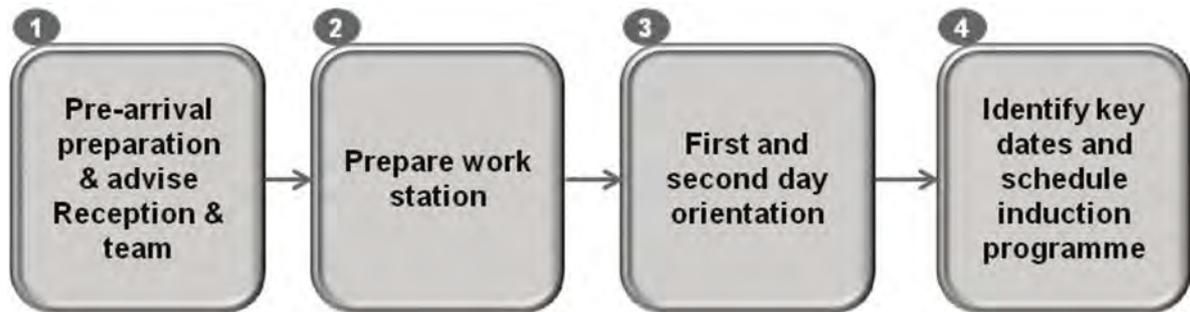
#### Principles and purpose

2. (1) The importance of consistent induction requires all new municipal staff members to attend a standardised induction programme within a month of commencing employment.
  - (2) Induction programmes should result in new staff members having a clear understanding of the operations of the municipality, as well as its structure, strategy, objectives and culture.
    - (3) Municipalities should use induction programmes to:
      - (a) welcome new employees in a constructive way that projects a positive image of the municipality;
      - (b) introduce the staff member to the working environment and his or her colleagues;
      - (c) facilitate integration into the job functions, the department, team and the municipality as a whole;
      - (d) provide the new staff member with comprehensive information about the municipality's policies, health and safety requirements, procedures, facilities, and services;

- (e) highlight and introduce performance standards, expectations and required behaviour patterns for effective job performance;
- (f) establish a solid foundation for the staff member to embrace the challenges of the post and to build commitment to the municipality; and
- (g) open effective communication channels.

### Induction procedure guidelines

3. (1) The following steps are provided as a guideline for any induction programme:



- (2) Step 1: Pre-arrival preparation and advise reception and the team:
- (a) Prepare an information pack for the new staff member prior to arrival containing at least the following information:
    - (i) Welcome letter from the municipal manager and departmental head;
    - (ii) Offer letter and details of package;
    - (iii) Overview of benefits;
    - (iv) Code of conduct;
    - (v) Job description;
    - (vi) Start date, where and whom to report to;
    - (vii) Recruitment specialist contact name.
  - (b) One week prior to starting date, the supervisor should give the new staff member a courtesy call.
  - (c) Prior to the arrival of the new staff member (i.e., a day or two before the new staff member commences employment), the supervisor should inform reception and the relevant team that the new staff member will be joining and provide information regarding the staff member's arrival in order to ensure a welcoming first day. The supervisor should ensure that reception knows that the new staff member will be arriving, and can direct the staff member to his or her new work station.
- (3) Step 2: Prepare work station: Ensure that the work area or desk is free and clean and provide some stationery. If the staff member requires a personal computer, arrange one and facilitate password access. Also organise parking and appropriate access cards, if necessary.
- (4) Step 3: First and second day orientation: This should be arranged and managed by Human Resources and the relevant supervisor. The orientation should entail at least the following:
- (a) Provide a workplace tour: Provide a guided tour of the municipality's work areas with which the staff member will have most contact, as well as staff and office facilities. Introduce the staff member to colleagues.

- (b) Support provided for general administration (personnel file created, payroll record created, benefits explained and finalised, uniform and work tools assigned, computer and e-mail address set up, telephone activated, keys and access cards provided, stationery and business cards issued, parking assigned).
- (c) The staff member must receive the employment contract as well as copies of the municipality's policies and be requested to sign the employment contract and a copy of it which he or she may keep.
- (d) Arrangements should be made for the staff member to meet supervisor for detailed discussion of—
  - (i) expectations (for example, KPAs);
  - (ii) work timetable and tasks for the following two weeks;
  - (iii) accountability framework (meetings and reporting lines).
  - (iv) information on the department that he or she will be joining. This will include the organisational structure of the department, the role of the department and how it fits into the larger organisational structure, as well as its strategic drivers. The supervisor must also discuss the new staff member's role and how it fits into the municipality, provide him or her with specific tasks for the weeks ahead, identify any courses or events that the new staff member should attend and make the required bookings.
- (5) Step 4: Schedule and run an induction programme: The induction programme should at least be a one-day session at the end of the month in which the employee commences employment to—
  - (a) understand the municipality and its integrated development plan;
  - (b) understand the structures of the municipality;
  - (c) understand the vision and strategy of the municipality;
  - (d) acquire insight into and understand the municipality's culture – "the way we do things" – and the municipality's values through messages from senior managers;
  - (e) obtain an overview of policies and the staff member's rights and obligations;
  - (f) meet peers from other departments; and
  - (g) discuss performance and reward management and how it affects the staff member.
- (6) For staff members who are at middle management levels in the municipality, the municipality should customise the orientation to include—
  - (a) meeting with the senior manager to agree on a written performance agreement with clear and realistic goals so that he or she has an early sense of what is expected of him or her and to negotiate realistic timeframes for the new staff member to assume responsibility;
  - (b) providing guidance on managing relationships and coming to grips with the challenges and requirements of the new environment; and
  - (c) additional content into a one-day on-boarding and induction workshop that encompasses—
    - (i) an overview of legislation;
    - (ii) financial management, risk management, and corporate governance;
    - (iii) managing and leading people;
    - (iv) the municipality's middle manager competencies; and
    - (v) leadership behaviours.

## GUIDELINE 2E

### ATTRACTION AND RETENTION OF COMPETENT STAFF

#### Introduction

1. (1) The attraction and retention of competent staff must form part of the municipality's talent management framework and strategy.
- (2) Talent management is an integrated process designed to attract, retain and develop competent staff.
- (3) Effective talent management ensures operational continuity and sustainability of the municipality by ensuring that the appropriate people, with the appropriate skills, are in the appropriate job at the right time.
- (4) The municipal manager must ensure that the municipality develops and implements an effective staff attraction and retention strategy and plan.
- (5) A committee of the municipal council established in terms of section 79 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) must monitor the implementation of the approved staff attraction and retention strategy and plan.

#### Attraction of competent staff

2. (1) In developing a staff attraction strategy and plan, the municipality must consider the following:
  - (a) The municipality's staff value proposition.
    - (i) A value proposition is the concise description of what the municipality has to offer potential staff.
    - (ii) The employee value proposition is a message designed to persuade and entice sought after professional and technical skills to consider being employed at the municipality.
    - (iii) The staff value proposition should be inspirational, motivational, attractive and distinctive.
  - (b) The municipality's long-term and current strategic organisational requirements in respect of leadership competencies, technical skills and public service imperatives.
  - (c) The municipality's ability as an employer to provide a favourable work environment for staff.
- (2) The attraction strategy and plan should include different techniques that can be used, and may include those set out in Table 3 below.

**Table 3****Attraction of staff techniques**

Item	Technique	Examples
1	Buying talent	Building relationships with important sources of talent such as tertiary institutions, business schools, using referral hiring, creating partnerships with staff search agencies, targeting potential staff members, building an internet recruitment strategy.
2	Building talent	Providing training and development for key staff members.
3	Borrowing talent	Forming alliances with organisations in the private and public sector, retaining consultants, building skills transfer programmes, outsourcing work, maintaining relationships with former staff members.
4	Bouncing talent	Investigating opportunities such as secondment, flexible work arrangements and contract work.
5	Binding talent	Offering financial and non-financial inducements to retain talent.
6	Boosting talent	Promotion and staff recognition schemes.

**Identification of competent staff**

3. (1) The identification of scarce, critical and high-risk skills must form the basis of any talent management interventions.
- (2) The manager responsible for human resources must develop a framework for the identification of competent staff.
- (3) The framework must enable the identification of leadership groups and technical talent in the municipality.
- (4) Supervisors, in consultation with the manager responsible for human resources, must identify competent staff members.

**Retention strategy**

4. (1) The manager responsible for human resources must—
- (a) oversee the retention strategy; and
- (b) ensure that there is consistency in the way in which competent staff are managed and engaged by—
- (i) ensuring that systems and processes are structured to provide flexibility within the legal framework so that staff can be managed effectively and differently, if necessary;

- (ii) providing supervisors with the authority to act in this regard, whilst offering strategic advice and support;
- (iii) reviewing policies and procedures to ensure that they provide the measure of flexibility necessary to accommodate competent staff members; and
- (iv) developing an accountability framework that details the boundaries within which supervisors may act to retain staff.

### **Actions to retain staff**

5. (1) Each supervisor must engage on an individual basis with those staff identified as competent staff members to understand both their tangible and intangible motivations and aspirations.

(2) This engagement may be integrated with the performance management cycle and the formulation of personal development plans.

(3) The manager responsible for human resources and other human resources staff should support supervisors by providing them with the methodology and instruments to undertake this engagement.

(4) The engagement with a staff member should take into account—

- (a) the staff member's interests, values, skills, and development needs; and
- (b) the various options available to the staff member.

(5) Supervisors, in consultation with staff employed in the human resources function, must identify those tangible and intangible motivations that are not feasible and should consult with the staff member to find a satisfactory solution.

(6) The engagement must result in a plan that is signed off by both the staff member and the relevant supervisor and ratified by the manager responsible for human resources.

(7) The plan should contain both tangible and intangible actions, timelines, targets, and conditional requirements.

(8) The plan should become the basis for the development, engagement and retention of competent staff members.

(9) The manager responsible for human resources, together with the relevant supervisors, must develop and apply a talent exposure programme for new talent entering the municipality or entering a specific level within the municipality.

(10) The exposure programme should aim at providing competent talent with structured exposure to particular fields of work and roles.

(11) The manager responsible for human resources, or the person to whom this function is delegated, must ensure that the programme defines the roles that talent on the programme will perform so that their skills and development requirements are optimised during the exposure, and expectations are managed.

(12) Supervisors should engage with competent staff members in a discussion regarding their plan on an ongoing basis.

(13) The talent management plan must be reviewed annually and the review should coincide with the performance management cycle of the municipality.

(14) The review should consider the steps that have been completed in the plan, what is still required to be done, performance, next steps, amendments and support needed.

(15) The plan should be updated and sent to the manager responsible for human resources for ratification.

**GUIDELINE 2F****CONFIDENTIAL EXIT INTERVIEW**

1. (1) A guideline for a confidential exit interview is set out below.  
 (2) At the outset the employee must be informed that the interview is confidential and that the employee's name will not be attributed to the information provided.

Employee's Name:..... Employee No:.....

Department:..... Position:.....

Date of Interview:..... Place:.....

Interview conducted by:.....

Designation:.....

Date of Resignation:.....Last day of service:.....

Reasons for resignation: .....

Tick	Reason for Resignation	Tick	Reason for Resignation
	Personal		Insufficient challenges
	Improved salary conditions		Inadequate support from management
	Lack of capacity for position		Poor communication/ relationship with superiors/ colleagues/ subordinates
	Seeking better career advancement		Commuting difficulties
	Change in professional direction		Insufficient accommodation for specific needs
	Inadequate leadership or guidance		Unsatisfactory work environment
	Overloaded with responsibilities		Pay disparity
	Need to relocate/ emigrate		To avoid transfer
	To study full-time		To care for child/ children
	To care for elderly dependents		To retire early
	For personal/ family health reasons		Discrimination
	To avoid consequences of proposed or actual disciplinary action		Other

COMMENTS:

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**GUIDELINE 2G****HUMAN RESOURCE SUPPORT FOR OFFICES OF THE MAYOR, SPEAKER AND WHIP****Introduction**

1. (1) The municipality must ensure that there is sufficient capacity to support the offices of the mayor, speaker, and whip.
- (2) The staff establishment of a municipality should include staff support for the offices of the mayor, speaker and whip.

**Guideline for staff support for political office bearers of municipalities**

2. The staff complement for the offices of the mayor, speaker and whip is set out in Table 4 below.

Municipal grading determined in terms of upper limits for municipal councils at the commencement of tenure of office of council	Office		
	Mayor	Speaker	Whip
6	6	3	2
5	5	3	2
4	4	2	1
3	3	1	1
2	2	1	0
1	0	0	0

**Table 4: Staff complement for political office bearers of Category A municipalities****General**

3. (1) The organisational structure and staff complement should be determined by the Council, in consultation with the offices of the mayor, speaker and whip, who may decide on the creation and grading of posts, as required by Chapter 2 of the Regulations.
- (2) An appointment to a post in an office of a political office bearer must be done in compliance with Chapters 2 and 3 of the Regulations.

**CHAPTER 3****TERMS AND CONDITIONS OF EMPLOYMENT****GUIDELINE 3A****EMPLOYMENT CONTRACT**

Below is a pro forma contract of employment to be used when a person is appointed.

[Date].....

[Name].....

Address.....

Address.....

Postal Code].....

Dear [Mr/Ms Name].....

**OFFER OF EMPLOYMENT**

The Municipality has pleasure in offering you a position with it on the terms reflected below. If the terms are agreeable to you and you have read and understood them, please initial each page and sign in the space indicated at the end of this contract to record your acceptance. This document must then be returned and will be placed in your personnel file.

**1. THE PARTIES**

- 1.1 The ..... Municipality established in terms of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998), conducting business at ....., herein represented by .....in his/her capacity as Municipal Manager/.....(Designation of Manager) acting on behalf of the Municipality (“the Municipality”); and
- 1.2 Mr/Ms.....of.....(“ the Staff member”) and (jointly referred to as “the parties”).

**2. APPOINTMENT AND DURATION**

- 2.1 This agreement constitutes the sole agreement between the parties and no representation not contained in this agreement will be of any force between the parties.
- 2.2 Irrespective of the last date of signature of this agreement, this agreement will be effective from, and will be deemed to have commenced on \_\_\_\_\_.
- 2.3 The Municipality hereby confirms the appointment of the Staff member to the position of \_\_\_\_\_, and the Staff member hereby accepts such appointment.
- 2.4 During the subsistence of this agreement, the Staff member must devote all of his or her time and attention during working hours to the administration and affairs of the Municipality.
- 2.5 This agreement will endure until terminated in accordance with the termination provisions contained in this agreement.

**3. PROBATIONARY PERIOD**

- 3.1 This clause will only be applicable to new staff members.
- 3.2 The Staff member shall serve an initial probationary period of \_\_\_\_\_ months as calculated from the date of his or her employment with the Municipality.
- 3.3 During this probationary period the Staff member’s suitability for permanent employment will be assessed, and, at the completion of the probationary period, the Staff member’s permanent employment will either be confirmed or not confirmed, provided that nothing in this agreement must be construed as preventing the Municipality from renewing or extending the probationary period.

**4. PLACE OF WORK**

- 4.1 The Staff member will normally perform his or her duties at \_\_\_\_\_.
- 4.2 The Municipality may, however, require the Staff member to work at such places within the Republic whether on a temporary or permanent basis, as the Municipality may from time to time require, and may require the Staff member to travel nationally and internationally in order to meet the Municipality’s operational needs.

## 5. HOURS OF WORK

- 5.1 The Staff member will be required to work \_\_\_\_\_ ordinary hours of work per week. The official business hours of the Municipality are from 08h00 to 16h30, Monday to Friday. The starting and finishing times may however be changed by Management depending on the operational needs and requirements of the operation. These hours are merely a guide and the Municipality expects the Staff member to work such additional hours as are commensurate with the duties and responsibilities attaching to the Staff member's position and status.
- 5.2 The Staff member will be permitted to take \_\_\_\_ as a meal interval, during his or her normal working hours, on a daily basis. During the meal interval, the Staff member may be required or permitted to perform only the work that cannot be left unattended and cannot be performed by another staff member. The staff member is entitled to two tea breaks, no longer than 15 minutes each that will be taken as needed.
- 5.3 It is a material term and condition of the Staff member's employment that he/she agrees to work overtime AND/OR on Sundays when required or requested to do so, within the parameters permitted by the law. Given the Staff member's position in the Municipality, it is incumbent on the Staff member to work such hours as are required for the fulfilment of his or her duties at any given time, without necessarily being requested by the Municipality to do so.

**DRAFTING NOTE – DELETE WHICHEVER IS NOT APPLICABLE: EITHER 5.4 TO 5.6 (STAFF MEMBERS EARNING BELOW THE BCEA EARNINGS THRESHOLD) OR 5.7 (STAFF MEMBERS EARNING ABOVE THE BCEA EARNINGS THRESHOLD)**

- 5.4 It is recorded that at the date of signature of this Agreement that Chapter 2 of the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997) (the "BCEA") is applicable to the Staff member's employment. Chapter 2 relates to hours of work and payment for overtime for a Staff member who earn less than the statutorily determined minimum threshold, and/or who are not senior managerial Staff member.
- 5.5 The staff member is entitled to be paid one and a half times his or her hourly remuneration for every hour of approved overtime worked. In respect of Sunday overtime work, the Staff member is entitled to be paid two times his or her hourly remuneration for every hour of approved overtime worked.
- 5.6 Insofar as there may be changes to Chapter 2 of the BCEA so that any increased payments or benefits arising there from no longer apply to the Staff member because the Staff member is earning in excess of the earnings threshold prescribed, the Staff member's contract of employment will be deemed automatically to have been amended. The effect of this is that the Staff member may thereafter be required to work overtime including weekends, without additional remuneration.
- 5.7 It is recorded that at the date of signature of this Agreement that Chapter 2 of the BCEA is not applicable to the staff member's employment by virtue of either his or her positional duties and/or because his or her annual earnings exceed the statutory threshold of

earnings as contemplated by the BCEA. The Municipality is accordingly not under any obligation to regulate the staff member's working hours within the parameters of such Chapter, nor to make any payment of remuneration arising out of such Chapter. For the avoidance of doubt, the Staff member is obliged to work such hours and on such days as required by the Municipality without receiving any additional compensation therefore.

## **6. PAYMENT OF REMUNERATION**

- 6.1 The Staff member's remuneration will be calculated on a total cost to Municipality basis and paid monthly in arrears on the \_\_\_\_ day of each consecutive month into an account with a South African financial institution as nominated by the Staff member in writing.
- 6.2 The staff member's salary will be reviewed annually and increases in basic remuneration will be determined with reference to the staff member's performance as assessed and measured against the performance standards provided for in this contract and in terms of any performance management system adopted and implemented by the Municipality and the conditions of the annual wage agreement reached in the South African Local Government Bargaining Council, if applicable.
- 6.3 The Staff member may be entitled to receive a performance reward in line with Chapter 5 of the Local Government: Municipal Staff Regulations, 2015. The performance reward remains solely at the discretion of the Municipality and is subject to the performance of the Municipality as measured by the Municipality's performance management system and the performance of the Municipality.

## **7. DEDUCTIONS**

- 7.1 The Municipality will be entitled to deduct from the Staff member's remuneration:
- 7.1.1 any amount that the Municipality is legally obliged to deduct, e.g. income tax, unemployment insurance;
- 7.1.2 any amount in respect of which the Staff member has given written authority and/or is required in terms of the Municipality's conditions of employment; or
- 7.1.3 any other amount as required by an order of court or in terms of any applicable legislation without seeking written authorisation of the Staff member.
- 7.2 It is expressly agreed that should the Staff member, at any time, owe any amounts to the Municipality, he/she hereby authorises the Municipality to deduct such amounts owed from or set off amounts owed against, any amount owed to the Staff member by the municipality. Further, the Staff member expressly agrees that the municipality may make deductions from his or her pension fund moneys where there is a shortfall in what is owed to the Staff member by the Municipality after deductions or set offs have been made from moneys owed by the Municipality to the staff member

## **8. DUTIES AND RESPONSIBILITIES**

- 8.1 The Municipality's duties are to:
- (a) Insert duties and responsibilities
- 8.2 The staff member must perform all such duties, which he or she may reasonably be required to perform by the Municipality.

- 8.3 The Staff member furthermore undertakes to—
- (a) devote the whole of his or her time and attention to the performance of his or her duties under this agreement during usual business hours and after usual business hours when required to do so;
  - (b) adhere to and observe all legislative requirements and the Code of Conduct for Municipal Staff Members;
  - (c) adhere to and observe all reasonable directions and instructions given to him or her from time to time;
  - (d) use his or her best endeavours to protect and promote the business of the Municipality and preserve its reputation and goodwill;
  - (e) exercise the utmost good faith towards the Municipality in carrying out his or her duties and in all dealings with the Municipality.
  - (f) perform he or his duties with due care and diligence, in a professional manner and in conformity with the standards required by the Municipality;
  - (g) use the assets of the Municipality entrusted to it, if any, with the utmost care;
  - (h) in relation to the Municipality, act honestly and in good faith; and
  - (i) avoid any material conflict between its own interests and those of the Municipality.

## 9. DISCIPLINE, POLICIES AND GRIEVANCES

- 9.1 The staff member will be subject to the disciplinary code and procedure as applicable to all staff members and as amended from time to time.
- 9.2 The Staff member may, depending on the merits of the case and the provisions of the disciplinary code and procedure, be subject to disciplinary sanctions including verbal warnings, written warnings, final written warnings and dismissal for misconduct.
- 9.3 The staff member will be subject to the terms and conditions of employment as laid down in this document, the Local Government: Municipal Staff Regulations and in policy documents of the Municipality as amended from time to time.
- 9.4 On signature of this agreement, the staff member hereby expressly agrees that all email and electronic communications, including communications transmitted by means of a telecommunication system may be monitored, intercepted and/or recorded by the Municipality, for business purposes and for any other reason, as determined by the Municipality.

## 10. TERMINATION OF EMPLOYMENT AND NOTICE OF TERMINATION

- 10.1 The contract of employment will terminate —
- 10.1.1 at the staff member's instance (resignation); or
  - 10.1.2 at the instance of the Municipality if the Municipality terminates the staff member employment contract for reasons relating to the Staff member's conduct, capacity or the operational requirements of the Municipality, or for any other reason that is recognised by law as being sufficient.
- 10.2 In the case of termination of the employment contract at the instance of either the staff member or the Municipality as envisaged in sub-clauses 10.1.1 and 10.1.2 above, and, subject to the provisions of clause 10.3 below, either party will give the other written notice of termination of employment of:

- 10.2.1 two weeks, if the Municipality has been employed for six months or less;
  - 10.2.2 four weeks, if the staff member has been employed for 12 months or less; or
  - 10.2.3 one month, if the Staff member has been employed for more than 12 months.
- 10.3 The Municipality may terminate this contract of employment summarily (i.e. without notice) if the reason for the termination relates to serious misconduct or gross failure to meet the performance standards as set and communicated to the staff member (including the failure by the staff member to conclude a performance agreement) or gross negligence on the part of the staff member or for any reason recognised by law as being sufficient, provided that nothing in this clause or this contract may exempt the Municipality from following fair pre-dismissal procedures as and when required in terms of applicable legal principles and/or legislation.
- 10.4 The normal age of retirement is 65 years and this contract of employment terminates on the first calendar day of the month following the day on which the Staff member reaches that age.

## **11. ANNUAL PAID VACATION LEAVE**

- 11.1 For the purposes of this chapter, an annual leave cycle means a 12-month period from 1 January to 31 December.
- 11.2 The staff member will be entitled to \_\_\_\_\_ working days' leave on full remuneration during every leave cycle. The staff member who commences employment after 1 January is entitled to paid annual leave on a pro rata basis.
- 11.3 Annual leave must be taken at a time convenient to the Municipality and with the prior written approval of the Municipality's delegated functionary. Where no agreement as to the time of the leave to be taken can be reached, the Municipality will determine when the staff member may go on leave, subject to compliance with this contract. The Municipality may not unreasonably refuse an annual leave application.
- 11.4 The staff member must take at least 10 working days annual leave in each annual leave cycle and the remaining days must be taken before the end of the following annual leave cycle, failing which the staff member forfeits the annual leave days.
- 11.5 The staff member may not cash in any portion of his or her annual leave, other than in that instance as specifically provided for in clause 11.6 below.
- 11.6 The provisions of this contract or this clause do not affect the right of the staff member to be remunerated, on termination of service, for any annual leave that is due to the staff member at the time of termination.
- 11.7 Annual leave may not be taken during —
- 11.7.1 any other period of leave to which the staff member is entitled in terms of this contract, or
  - 11.7.2 any period of notice of termination of employment.

## **12. SICK LEAVE**

- 12.1 For the purposes of sick leave a leave cycle is a period of 36 months calculated from the date of 1 January. If the staff member commences employment after 1 January the first sick leave cycle must be pro-rated.

- 12.2 During every sick leave cycle a staff member is entitled to \_\_\_\_\_ days sick leave on full remuneration.
- 12.3 An staff member will not be entitled to remuneration in respect of absence from work on the grounds of illness if the staff member has been absent from work for more than two consecutive days or on more than two occasions (irrespective of whether it was consecutive) during an eight-week period unless the staff member, produces a medical certificate, which complies with regulation 41(3) of the Local Government: Municipal Staff Regulations.
- 12.4 Nothing contained in this clause shall preclude the Municipality from requesting the proof of incapacity in respect of any occasion of absence by the Staff member regardless of the duration and frequency of such absence.
- 12.5 Nothing in this clause affects the rights of the Municipality to terminate a contract of employment for reasons of incapacity (ill health), subject to compliance with the applicable legislation.

### **13. FAMILY RESPONSIBILITY LEAVE**

- 13.1 During each annual leave cycle the staff member is entitled to five days family responsibility leave, at the request of the Staff member, on full remuneration.
- 13.2 The Staff member may only take family responsibility leave if the Staff member—
- 13.2.1 spouse or life partner gives birth to or adopts the Staff member's child;
  - 13.2.2 child, spouse or life partner is sick;
  - 13.2.3 child, adopted child, spouse or life partner, sibling, parent, adoptive parent or grandparent dies.
- 13.3 Before remunerating a staff member for family responsibility leave, the Municipality may require reasonable proof of an event contemplated in 13.2 above and in respect of which the staff member requested leave.
- 13.4 A staff member's entitlement to unused family responsibility leave lapses at the end of the annual leave cycle in which it accrues and may not be transferred to another leave cycle or accumulated.

### **14. EXTRANEOUS EMPLOYMENT**

- 14.1 The staff member must place his or her time at the disposal of the Municipality within normal working hours or such other hours of work as may be agreed, including overtime and emergency work.
- 14.2 For the purposes of this clause, "extraneous employment" or "private work" refer to all remunerated work performed by an staff member outside the scope of his or her normal employment which he or she may reasonably be required to perform by and/or for the Municipality from time to time, whether or not such tasks are specified in an agreement with the Municipality, and includes all tasks performed for any person or body other than the Municipality, including all directorships, and the like.
- 14.3 The staff member may not become involved in private work outside the Municipality for remuneration unless the staff member has obtained the prior written approval of the Municipality.

- 14.4 The staff member may not, in his or her personal capacity, obtain or retain any interest or seek to acquire any interest in a business undertaking, project or plan which has or has the potential of affecting —
- (a) the business interests of the Municipality;
  - (b) the operational requirements and needs of the Municipality;
  - (c) the image or perceptions of the Municipality;
  - (d) the image or perceptions of any or all of the staff member of the Municipality;
  - (e) the direct or indirect long-term interests and/or concerns of the Municipality.
- 14.5 The staff member may not accept a directorship in any Municipality or obtain a membership of a close corporation or a share in a partnership or a joint venture, unless he or she has obtained the prior written consent of the Municipality.
- 14.6 Nothing in this clause must be construed as placing a limitation on the right of an employee to participate in activities in his or her community. Therefore, this limitation does not exclude the ordinary participation of a staff member in community service organisations such as school committees, church committees, social clubs, or sports organisations.

## **15. INTELLECTUAL PROPERTY RIGHTS AND CONFIDENTIALITY**

- 15.1 Except in the proper performance of his or her duties, the staff member will not, either during his or her employment or at any time afterwards, either him or herself utilise and/or directly divulge and/or disclose to any third party, any information of a confidential nature concerning the business or persons having dealings with the Municipality that was obtained directly or indirectly during the course of or in connection with his or her employment.
- 15.2 This restriction applies after termination of this employment contract, but will not apply to information which becomes public, unless through an unauthorised disclosure by the staff member.
- 15.3 Any breach of Municipality or client confidentiality will be considered in a serious light and will be deemed a dismissible offence. The provisions of this clause will apply during the course of your employment with the Municipality and for one year thereafter.
- 15.4 Any invention, discovery, concept, process, model, template, design or improvement in procedure and any other intellectual property made or discovered by the staff member in the course and scope of his or her employment with the Municipality relating to or in any way affecting the business of the Municipality or capable of being used or adapted by the Municipality in connection with its business, must be disclosed by the staff member to the Municipality and will vest with and be the sole property of the Municipality without compensation to the staff member.
- 15.5 The staff member hereby assigns all the rights, present and future, mentioned in clause 15.4, to the Municipality.
- 15.6 The staff member will, when requested by the Municipality, sign all documents that may be necessary to effect such assignment.

**16. COPYRIGHT**

16.1 The staff member transfers and assigns to the Municipality, the copyright to all work done by the staff member in the course and scope of his or her employment with the Municipality.

SIGNED AT \_\_\_\_\_ ON THIS THE \_\_\_\_\_ DAY OF \_\_\_\_\_ 20\_\_\_\_.

\_\_\_\_\_  
**NAME:**  
**FOR AND ON BEHALF OF THE MUNICIPALITY**

SIGNED AT \_\_\_\_\_ ON THIS THE \_\_\_\_\_ DAY OF \_\_\_\_\_ 20\_\_\_\_.

\_\_\_\_\_  
**STAFF MEMBER**  
**NAME:**

**GUIDELINE 3B**

**STAFF MEMBER'S PERSONAL DATA FORM**

- 1. All sections must be completed as fully as possible, using block letters.
- 2. All information will be treated as confidential.

Title (e.g. Dr, Mr, Mrs, Miss, Ms, etc):

Surname:.....

Maiden name (if applicable):.....

First Name:.....

Middle Names:.....

Preferred Name:.....

Birth date:        /        /

Identity Number:.....

Nationality (If not South African please provide work permit / residence permit number):.....

Marital Status:.....

Gender: Male.....Female.....

Race:.....African.....

Asian.....

Coloured.....White.....

Disability (please provide details if applicable):.....

Postal Address:.....

Telephone (Home): (.....)

Telephone (Business): (.....)

Cell:.....

Postal code:.....

E-mail address:.....

Residential

Address:.....  
 .....  
 .....  
 .....

Postal code:  
 .....

General Information	
Driver's License: Yes/No	Code(s):
Tax Reference Number:	Tax Office:
Next of Kin	
First Name:	Relationship:
Surname:	Cell phone:
	Email:
Medical Practitioner	
First Name:	Cell phone:
Surname:	
Medical Aid	
Medical Aid:	
Medical Aid Number:	Medical Aid Plan:
	Number of Dependants:

Banking Details	
Bank Name:	
Branch Code:	Branch Name:
Account Number:	
Account Holder Name:	
Account Type:	

Dependant / Spousal / Life Partner Details	
Spousal / Life Partner Details	

<b>Spousal / Life Partner Name:</b>		<b>Spousal / Life Partner Date of Birth:</b>	
<b>Spousal / Life Partner ID number:</b>			
<b>Dependants Details</b>			
<b>1. Surname:</b>		<b>Name:</b>	
<b>Gender: Male</b>	<b>Female</b>	<b>Date of Birth:</b>	
<b>Relationship:</b>			
<b>2. Surname:</b>		<b>Name:</b>	
<b>Gender: Male</b>	<b>Female</b>	<b>Date of Birth:</b>	
<b>Relationship:</b>			
<b>3. Surname:</b>		<b>Name:</b>	
<b>Gender: Male</b>	<b>Female</b>	<b>Date of Birth:</b>	
<b>Relationship:</b>			

<b>Languages</b>			
<b>Primary Language:</b>			
<b>Speak:</b>	<b>Basic</b>	<b>Intermediate</b>	<b>Fluent</b>
<b>Read:</b>	<b>Basic</b>	<b>Intermediate</b>	<b>Fluent</b>
<b>Write:</b>	<b>Basic</b>	<b>Intermediate</b>	<b>Fluent</b>
<b>Second Language:</b>			
<b>Speak</b>	<b>Basic</b>	<b>Intermediate</b>	<b>Fluent</b>
<b>Read</b>	<b>Basic</b>	<b>Intermediate</b>	<b>Fluent</b>
<b>Write</b>	<b>Basic</b>	<b>Intermediate</b>	<b>Fluent</b>
<b>Other Language:</b>			
<b>Speak</b>	<b>Basic</b>	<b>Intermediate</b>	<b>Fluent</b>
<b>Read</b>	<b>Basic</b>	<b>Intermediate</b>	<b>Fluent</b>
<b>Write</b>	<b>Basic</b>	<b>Intermediate</b>	<b>Fluent</b>

Qualifications		
Institution	Degree/Certificate	Year of completion

Prior work experience			
	Current Year	Prior	Prior
Employer :			
Address:			
Phone number:			
Name of immediate supervisor:			
Duration of employment:			
May we contact the employer	<input type="checkbox"/> Y Yes	<input type="checkbox"/> N No	<input type="checkbox"/> Y Yes
		<input type="checkbox"/> N No	<input type="checkbox"/> Y Yes
			<input type="checkbox"/> N No

Professional Memberships
Organisation:
Membership Date:



**GUIDELINE 3C****PROBATION REVIEW FORM**

You are NOT required to submit a copy of this form where the staff member's performance during probation is satisfactory. However, you MUST submit a copy and seek the advice of your HR Manager as soon as possible if difficulties arise during the probationary period which mean that extending the probationary period and/or non-confirming the staff member in post are possible outcomes. Non-reporting will result in the assumption that the staff member's probation period is progressing satisfactorily.

The supervisor should ensure that the staff member is given a copy of this document at each stage of their probation and should retain the original to monitor progress against set objectives at follow-up meetings.

**Probation Record**

<b>Staff membername:</b>		
<b>Job Title:</b>		
<b>Grade:</b>		
<b>Department</b>		
<b>Start Date:</b>		
<b>Supervisor:</b>		
	<b>Date Due</b>	<b>Please tick when completed</b>
<b>Initial Meeting</b>		
<b>1-month review:</b>		
<b>3-month review:</b>		
<b>6-month review:</b>		
<b>9-month review:</b>		
<b>12-month review:</b>		

**PART 1****Initial meeting**

This section should be completed by the supervisor within a week of the staff member commencing his or her employment.

<b>SECTION A: Objectives</b>	
The supervisor should identify specific performance requirements for the staff member. These will be statements of what should be achieved during the probationary period, including key performance indicators.	
<b>SECTION B: Development Plan</b>	
To support the staff member in achieving these requirements, the supervisor should identify any training and development needs and specify how and when these needs will be addressed during the probationary period.	
<b>Staff member's Signature:</b>	
<b>Supervisor's Signature:</b>	
<b>Date:</b>	

**PART 2**

First review (1 month) - a copy of PART 2 of this form may also be used to conduct a 3, 6 and 9-month review with a staff member whose probationary period is 6, 9 or 12 months)

To be completed by the Supervisor in discussion with the Staff member.

<i>(please tick)</i>	<b>Improvement required</b>	<b>Satisfactory</b>	<b>Good</b>	<b>Excellent</b>
<b>Quality and accuracy of work</b>				
<b>Efficiency</b>				
<b>Attendance</b>				
<b>Time Keeping</b>				
<b>Work relationships (team work and interpersonal communication skills)</b>				
<b>Competency in the role</b>				

**If any areas of performance, conduct or attendance require improvement please provide details below.**

**Where concerns have been identified, please summarise how these will be addressed during the remaining period of probation.**

**Summarise the staff member's performance and progress over the period**

Have the requirements identified for this period of the probation been met?	YES / NO	If NO, what further action is required?	Review Date
Have the training / development needs identified for this period of the probation been addressed?	YES / NO		
<b>Staff member's Signature:</b>			
<b>Manager's Signature:</b>			
<b>Date:</b>			

**PART 3****Final Review**

To be completed by Supervisor in discussion with the Staff member.

<i>(please tick)</i>	<b>Improvement required</b>	<b>Satisfactory</b>	<b>Good</b>	<b>Excellent</b>
<b>Quality and accuracy of work</b>				
<b>Efficiency</b>				
<b>Attendance</b>				
<b>Time Keeping</b>				
<b>Work relationships (team work and interpersonal communication skills)</b>				
<b>Competency in the role</b>				
<b>Have the requirements identified for the probationary period been met?</b>	<b>YES / NO</b>	<b>If NO, please provide details</b>		
<b>Have the training / development needs identified for the probationary period been addressed?</b>	<b>YES / NO</b>			
<b>Summarise the Staff member's performance and progress over the period</b>				
<b>Is the Staff member's appointment to be confirmed?</b>				<b>YES / NO</b>
<b>If NO, please provide reasons below and summarise what action has been taken to address any difficulties which have arisen during the probationary period.</b>				
<b>The Staff member may provide any comments about his or her experience of the probationary process here.</b>				
<b>Should the Staff member's probationary period be extended?</b>				<b>YES / NO</b>

<i>(please tick)</i>	<b>Improvement required</b>	<b>Satisfactory</b>	<b>Good</b>	<b>Excellent</b>
<b>If YES, please provide reasons and, where appropriate, specify any areas of improvement required and how these will be monitored.</b>				
<b>Length of the extension (max 3 months):</b>				
<b>New Probation Period completion date:</b>				
<b>Staff member's signature:</b>				
<b>Manager's signature:</b>				
<b>Date:</b>				

**CHAPTER 4****PERFORMANCE MANAGEMENT****GUIDELINE 4A****DEVELOPING A STAFF MEMBER'S KEY PERFORMANCE AREAS (KPAS)**

(1) For the purposes of implementing performance management, the contents of the documents listed in column A in table 5 below must be applied when preparing the documents listed in column B.

**Table 5****Outputs and Inputs**

Column A <b>Outputs of the following are ...</b>		Column B <b>Inputs into ...</b>	
1	Integrated Development Plan	1	Annual Performance Plan, SDBIP, budget of the municipality
2	Annual Performance Plan, SDBIP, budget of the municipality	2	Departmental objectives
3	Departmental objectives	3	Staff member's KPAs and KPIs
4	Staff member's KPAs and KPIs	4	Staff members' KPAs and KPIs

(2) The formulation of the KPAs must satisfy the five criteria set out below—

<b>S</b>	Simple, clear and understandable
<b>M</b>	Measurable, in terms of quantity, and, if possible, quality, money, and time
<b>A</b>	Agreed between the staff member and the municipality
<b>R</b>	Realistic – within the control of the senior manager, taking account of the staff member's experience – but challenging
<b>T</b>	Timely – to reflect current priorities, capable of being assessed within the annual reporting cycle of the performance agreement

## GUIDELINE 4B

### ROLES AND RESPONSIBILITIES FOR PERFORMANCE MANAGEMENT

#### Obligations of municipality

1. The municipality must —
  - (a) create an enabling environment to facilitate effective performance by the staff member;
  - (b) within the available resources of the municipality, provide access to skills development and capacity building opportunities;
  - (c) work with the staff member to solve problems and generate solutions to common problems that may impact on the performance of the staff member;
  - (d) on the request of the staff member delegate such powers reasonably required by the member to enable him or her to meet the performance objectives and targets established in terms of the performance agreement; and
  - (e) within the available resources of the municipality, make available to the staff member such resources as that member may reasonably require from time to time to assist the staff member to meet the performance objectives and targets established in terms of the performance agreement; and
  - (f) consult the staff member timeously where the exercising of the powers will have, amongst others—
    - (i) a direct effect on the performance of any of the staff member's functions;
    - (ii) commit the staff member to implement or to give effect to a decision made by the municipality; and
    - (iii) a substantial financial effect on the municipality.

#### Roles and responsibilities of supervisors

2. A supervisor must ensure that—
  - (a) the annual performance plan's key performance indicators with regard to the municipality's development priorities and objectives are—
    - (i) linked to each department's objectives; and
    - (ii) the KPAs in the performance agreements of the staff member;
  - (b) the KPAs of staff members in a department serve to achieve all the department's objectives;
  - (c) performance standards are specific, measureable, attainable, relevant, linked to specific time periods and in line with the ability of the staff member;
  - (d) a staff member must sign a performance agreement as required by these regulations or as determined in accordance with regulations 75;
  - (e) he or she monitor progress and measure performance of staff;
  - (f) he or she provide regular constructive feedback to the staff member; and
  - (g) he or she are available to support the staff member through the performance period.

### **Roles and responsibilities of managers responsible for human resource functions**

3. The manager responsible for human resources or the staff member to whom this responsibility is delegated must—
- (a) provide support to the annual performance management process;
  - (b) provide guidelines on how to set KPAs and KPIs and their related targets;
  - (c) communicate to all staff members the performance calendar for the forthcoming financial year;
  - (d) facilitate training on performance management for new and existing staff members;
  - (e) provide guidance on setting development plans;
  - (f) consolidate the results of the performance management process and ensure that the identified development needs are incorporated into the annual training and development plan;
  - (g) prepare reports on performance ratings and salary budgets and expenditure for consideration by the municipal council or a duly appointed committee of the council; and
  - (h) communicate the performance assessment outcomes, including the final performance rating, the salary notch according to the salary scales, and any performance related salary increase.

### **Roles and responsibilities of staff members**

4. A staff member must—
- (a) participate in setting his or her annual KPAs and KPIs;
  - (b) enter into a performance agreement annually with the municipality;
  - (c) remain committed to the KPAs and KPIs throughout the performance period and be accountable for his or her performance;
  - (d) take responsibility for his or her personal development and learning opportunities;
  - (e) where applicable, maintain a portfolio of evidence if required;
  - (f) actively seek out and be open to feedback; and
  - (g) know what is expected of him or her.

**GUIDELINE 4C****USING THE ASSESSMENT RATING CALCULATOR****USING THE ASSESSMENT RATING CALCULATOR FOR SUPERVISORY STAFF MEMBERS****A. FOR THE KPAs**

1. For each KPA fill in the weighting that has been allocated to it. Ensure that the weightings allocated to all KPA's add up to 100. Note that space is made for 10 KPAs, but should be limited to 5 or 6 in number.
2. Rate each KPA according to the extent to which performance has met the criteria specified in the standards and indicators. Use the five point scale described in table 6.
3. The assessment rating calculator will automatically calculate a score for each KPA by multiplying the weighting by the rating.
4. The calculator will then automatically calculate a total score for the work plan by adding up the scores and multiplying this total by the 80% weighting allocated to the KPAs.

**B. FOR THE JOB-SPECIFIC COMPETENCIES**

1. For each relevant job-specific competency complete the weighting that that has been allocated to it. Ensure that the weighting adds up to 100. Note that municipalities are advised to limit the total number of job-specific competencies to 5.
2. Rate each job-specific competency according to the extent to which performance has met the specified standards. Use the five point scale described in table 6.
3. The assessment rating calculator will automatically calculate a score for each job-specific competency by multiplying the weighting by the rating.
4. The calculator will then automatically calculate a total score for the job-specific competency by adding up the scores and multiplying this total by the 20% weighting allocated to the job-specific competency.

**USING THE ASSESSMENT RATING CALCULATOR FOR NON SUPERVISORY STAFF MEMBERS****A. FOR THE KPAs**

1. For each KPA fill in the weighting that has been allocated to it. Ensure that the weightings allocated to all KPA's add up to 100. Note that space is made for 10 KPAs, but should be limited to 5 or 6 in number.
2. Rate each KPA according to the extent to which performance has met the criteria specified in the standards and indicators. Use the five point scale described in table 6.
3. The assessment rating calculator will automatically calculate a score for each KPA by multiplying the weighting by the rating.
4. The calculator will then automatically calculate a total score for the work plan by adding up the scores and multiplying this total by the 100% weighting allocated to the KPAs.

### C. ASSESSMENT RATING CALCULATOR

1. The assessment rating calculator for supervisory staff members will provide a final appraisal score by adding the totals obtained for the KPAs and the job-specific competencies.

#### Example of Assessment Rating Calculation

Annual Performance Assessment Assessment Rating Calculator								
Municipality : Name : Cycle:								
KPA	Weight	Rating	Score		Job Specific Competencies	Weight	Rating	Score
1	20%	3	0.6		1	20%	4	0.6
2	20%	3	0.6		2	20%	5	0.6
3	20%	3	0.6		3	20%	5	0.6
4	20%	3	0.6		4	20%		0.6
5	10%	3	0.3		5	10%		0.3
6	10%	3	0.3		6	10%		0.3
7					7			
8					8			
9					9			
10					10			
	100%		100			100%		100
<b>KPA weight</b>			80%		<b>Job Specific Competencies weight</b>			20%
<b>KPA Score</b>			80%		<b>Job Specific Competencies Score</b>			20%
<b>Final Score</b>								<b>100%</b>

2. The assessment rating calculator for non-supervisory staff members will provide a final appraisal score by adding the totals obtained for the KPAs.

Annual Performance Assessment Assessment Rating Calculator			
Municipality : Name : Cycle:			
KPA	Weight	Rating	Score
1	20%	5	0.6
2	20%	5	0.6
3	20%	5	0.6
4	20%	5	0.6

5	10%	5	0.3
6	10%	5	0.3
7			
8			
9			
10			
	100%		100%
<b>KPA weight</b>			100%
<b>KPA Score</b>			100%

## CHAPTER 5

### SKILLS DEVELOPMENT

#### GUIDELINE 5A

#### ROLES AND RESPONSIBILITIES FOR SKILLS DEVELOPMENT

##### Roles and responsibilities of staff members

1. A staff member must—
  - (a) actively manage their own development, whether for their current role or for their future career opportunities, based on their personal development plan;
  - (b) participate actively in skills audits;
  - (c) develop and reflect on their personal development plans with their supervisor;
  - (d) commit to development that coincides with the municipality's priority skills;
  - (e) participate actively in all forms of learning, training and development which will assist the staff member to meet agreed needs;
  - (f) stay abreast of and apply new knowledge and skills in their field of expertise; and
  - (g) provide feedback on the outcomes, effectiveness and relevance of training and development received.

##### Roles and responsibilities of supervisors

2. A supervisor must—
  - (a) link skills development to the priorities of their function, the integrated development plan and to the outcomes of the performance management process;
  - (b) monitor skills needs and constraints that have, or may have, a major impact on the achievement of their objectives and report on these during the institutional skills needs analysis process;
  - (c) develop, report on and review progress with the personal development plans of the staff members who report to the supervisor or supervisor;
  - (d) ensure that development proposed in the personal development plans of the staff members who report to the supervisor is relevant to the functions of the municipality;
  - (e) provide coaching to and support for the development of their staff members;
  - (f) provide input into the content of training programmes, if relevant;
  - (g) allow their subordinates time off for training, as agreed in training schedules and plans; and
  - (h) actively facilitate the application of learning back on the job.

##### Roles and responsibilities of skills development facilitator

3. The skills development facilitator must—
  - (a) facilitate the adoption of the Workplace Skills Plan, including liaising with the registered trade unions;

- (b) facilitate the implementation of skills development programmes with supervisors, staff and external training providers; and
- (c) liaise with the Local Government Sector Education Training Authority (LGSETA) and ensure that the municipality meets all the requirements of the LGSETA.

### **Roles and responsibilities of chief financial officer**

4. The chief financial officer must ensure that proof is provided to the LGSETA that all funds obtained from the LGSETA and the 1% budgeted towards skills development have been used for skills development purposes.

### **The roles and responsibilities of the training committee**

5. (1) A senior manager must chair the municipality's training committee.
- (2) The training committee must have an equal number of managers and representatives of staff.
- (3) The representatives of the municipality should include the integrated development planning manager, the skills development facilitator, the manager responsible for human resources, individual and institutional performance managers, and the chief financial officer.
- (4) The representatives of staff member must include representatives of the registered trade unions recognised by the municipality or, in their absence, staff members who are representative of the municipality's staff as a whole.
- (5) The training committee must consult, and make recommendations to the municipal council, on—
- (a) proposed improvements to skills audit processes;
  - (b) findings and priorities emerging from the skills audit presented by management;
  - (c) the draft workplace skills plan;
  - (d) management's regular skills development report; and
  - (e) skills development policies of the municipalities.

## **GUIDELINE 5B**

### **SKILLS NEEDS ANALYSIS**

#### **Introduction**

1. (1) A skills needs determination comprises—
- (a) a skills needs analysis; and
  - (b) a staff skills audit.
- (2) This guideline details the actions necessary to conduct a skills needs analysis at a municipality.
- (3) The skills needs analysis should be conducted on a five year cycle as part of the integrated development planning process and reviewed annually.

## Purpose

2. (1) Strategic analysis and planning around skills needs should ensure that staff members have the appropriate skills to perform their functions.
- (2) This is especially important in priority roles and critical and scarce skills, which have a disproportionate impact on the efficiency and effectiveness of local government service delivery.
- (3) These priority skills needs may be municipality-wide or in a particular department or function.

## Critical roles and job categories

3. (1) Critical roles and job categories usually include—
  - (a) managerial, professional and technical roles; and
  - (b) roles that—
    - (i) require strategic and analytical functions;
    - (ii) involve a relatively high degree of discretionary decision-making;
    - (iii) a relatively high level of risk associated with decisions made; or
    - (iv) require long lead times (2+ years) to develop the qualifications and a further time (3+ years) to develop the experience required to be able to perform competently.

## Determining strategic skills needs

4. (1) The manager responsible for human resources, the Skills Development Facilitator and senior management of the municipality should determine the skills needs of the municipality by facilitating an annual assessment that—
  - (a) measures the municipality's performance against its integrated development plan;
  - (b) identifies the roles that are constraining service delivery, affecting community satisfaction or the efficient and effective internal operations of the municipality; and
  - (c) analyses the performance reviews and personal development plans of staff members employed in critical roles and job categories.
- (2) The annual assessment should involve—
  - (a) meetings with each municipal department to—
    - (i) evaluate the reasons for poor service delivery and performance by the department, if any;
    - (ii) determine whether a lack of skills has contributed to the poor performance;
    - (iii) evaluate stakeholder complaints to establish whether poor service is a result of a lack of skills in certain key roles;
    - (iv) identify whether these problems are in critical roles and job categories which may need to be tracked more closely; and
    - (v) identify the skills problems and needs associated with these roles; and
  - (b) meetings with the senior management team of the municipality to—
    - (i) present an aggregate assessment of the skills needs arising out of the department analysis; and
    - (ii) validate the priority skills needs to be addressed by the municipality in the forthcoming year.

## Planning skills development programmes in critical roles and job categories

5. (1) The manager responsible for human resources should—
  - (a) prioritise the recruitment of the appropriate persons and skills for these roles to ensure there are no vacancies in these posts;
  - (b) prioritise the development of incumbents in these roles to ensure they are fully competent to perform their jobs;
  - (c) prioritise the development of succession plans and continuity of skills to replace incumbents who leave; and
  - (d) prioritise the retention of talented individuals in those identified roles.
- (2) The Skills Development Facilitator must identify high quality learning programmes for employees in critical roles and job categories as well as for persons that may or are likely to be employed in posts in critical roles and job categories.
- (3) These programmes may include leadership development programmes, learnerships, apprenticeships or carefully targeted short development courses.
- (4) The Skills Development Facilitator should report to the senior management team monthly on progress relating to the implementation of these programmes.
- (5) The Skills Development Facilitator and the manager responsible for human resources should report on the tracking of vacancies, recruitment, retention and succession plans for the identified critical roles and job categories.

### GUIDELINE 5C

#### STAFF SKILLS AUDIT

##### Introduction

1. (1) A skills needs determination comprises—
  - (a) a skills needs analysis; and
  - (b) a staff skills audit.
- (2) This guideline details the actions necessary to conduct the staff skills audit.
- (3) The purpose of a staff skills audit within a municipality is to determine the gaps associated with every staff member's current and future skills needs in the municipality.
- (4) The staff skills audit should be conducted on a five year cycle as part of the integrated development planning process and reviewed annually.
- (5) The following steps should be followed in conjunction with the Local Government Skills Audit Questionnaire.

##### Skills Audit Process

2. (1) The following actions should be undertaken—
  - (a) Identify the role competencies and definitions.
    - (i) For middle management roles and staff members below middle management roles, the Skills Development Facilitator must enable access to, or make available, the competency set in Annexure A of the Regulations to the supervisor of the incumbent undergoing the audit.

- (ii) For technical, administrative or functional roles undergoing audit, the Skills Development Facilitator must enable access to, or make available, the competency set in Annexure A of the Regulations to the supervisor of the incumbent undergoing the audit.
- (b) Assess the role competencies and definitions. The manager of the incumbent must use the Local Government Skills Audit Questionnaire in conjunction with the appropriate role competencies and definitions obtained from the Skills Development Facilitator to —
  - (i) assess and review the role competencies and definitions; and
  - (ii) to rate the incumbent against the competencies.
- (c) Identify the competency gaps from the skills audit and address them in the personal development plan.

**GUIDELINE 5D****PERSONAL DEVELOPMENT PLAN**

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

**BIOGRAPHICAL INFORMATION**

This is the Personal Development Plan of:

<b>Surname</b>	
<b>Name</b>	
<b>Post</b>	
<b>Division</b>	

**Personal details:**

<b>Identity Number</b>	
<b>Age</b>	
<b>Gender</b>	
<b>Race</b>	
<b>Disability</b>	
<b>Home Language</b>	

**Qualifications:**

Please specify all formal qualifications obtained, as well as the NQF level of each qualification. Where study is completed, indicate the period of study. Where study is ongoing, indicate the start date of study as well as the possible date of completion.

<b>Qualification</b>	
<b>NQF Level</b>	
<b>Institution</b>	
<b>Period of study</b>	

<b>Degree (s) or Diploma (s) obtained</b>	
---	--

<b>Qualification</b>	
<b>NQF Level</b>	
<b>Institution</b>	
<b>Period of study</b>	
<b>Degree (s) or Diploma (s) obtained</b>	

**Experience:**

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

<b>Employer</b>	<b>Dates (from – to)</b>	<b>Position held</b>

**Training and Development:**

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

<b>Training and Development courses</b>	<b>Dates of training</b>	<b>Certification (if applicable)</b>

**POST REQUIREMENTS****1. Entry Level Requirements**

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

<b>Qualifications required for post</b>		<b>NQF Level</b>		<b>Qualification status/year obtained</b>	

**2. Role Competencies**

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

<b>Skills required for the post</b>	
<b>Knowledge requirements for post</b>	
<b>Generic skills and behaviours required for post</b>	

**STAFF DEVELOPMENT NEEDS:**

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

Competencies to be developed	Competency Description	Functional/Managerial/Generic	Learning objectives	Type of intervention or mode/form of learning delivery e.g. formal training programme or on-the-job learning or coaching.	Responsible provider - facilitators, trainers, provider institution e.g. university, UOT, private provider, external coach, supervisor	Estimated duration and cost of learning intervention	
						Duration	Cost
e.g. Oral communication	Listening to others and communicating in an effective manner that fosters open communication	Generic					



## **GUIDELINE 5E**

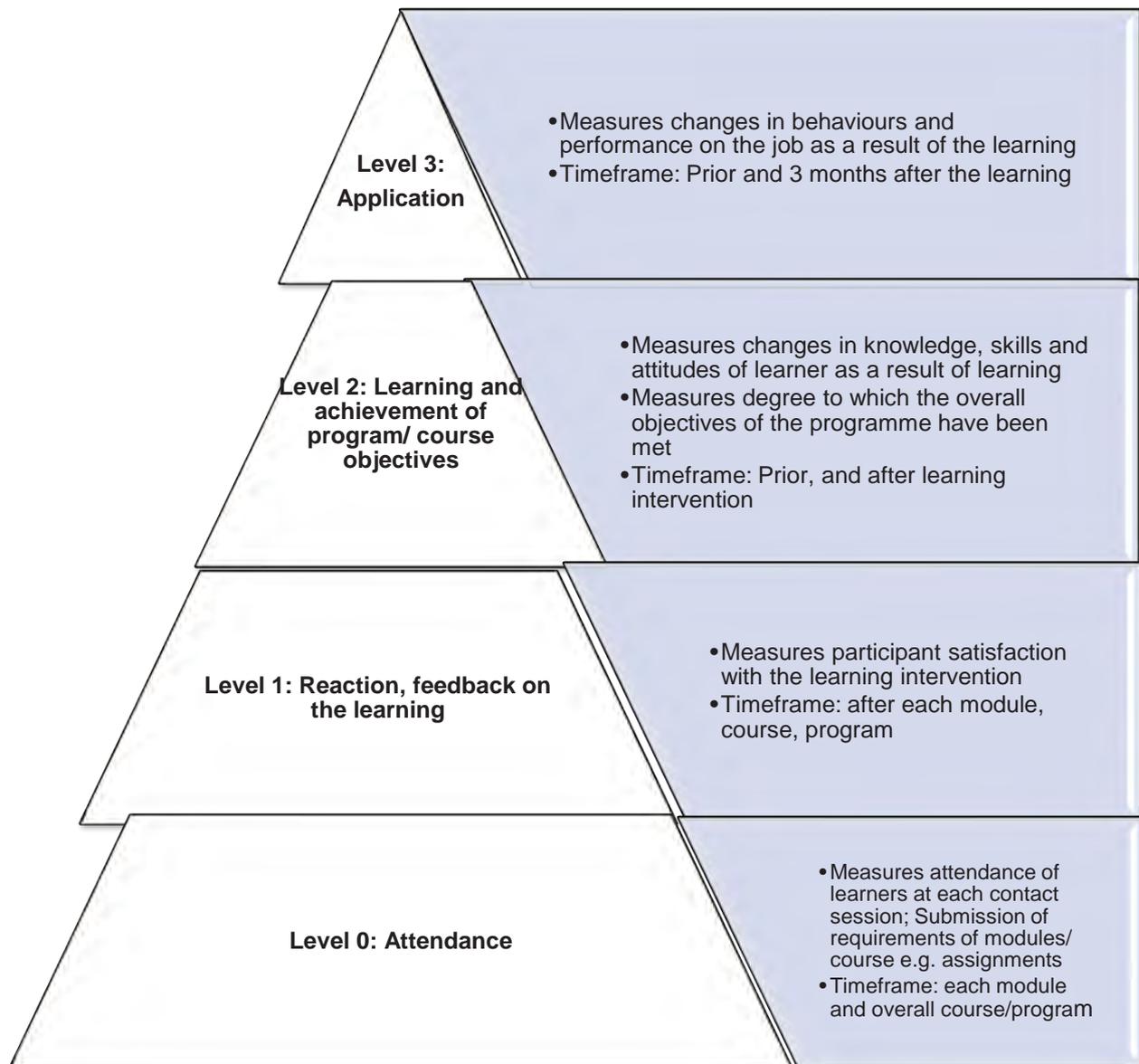
### **EVALUATING SKILLS DEVELOPMENT QUALITY AND IMPACT**

#### **Introduction**

1. (1) Evaluating the quality and impact of skills development highlights the importance of evaluating the effectiveness and impact of learning interventions.
- (2) A municipality should conduct an annual evaluation of learning interventions, the results of which should be used to improve both individual and strategic skills development, and learning and development in the municipality.
- (3) The outcomes of these skills development evaluations should be integrated with evaluations of other environmental and institutional capacity building initiatives, in order to assess how the municipality can and should improve its overall capacity to deliver on its mandate.
- (4) Reporting on skills and capacity building initiatives should be done by the Skills Development Facilitator to the municipal management team and to the MEC and Minister.

#### **Training evaluation model**

2. (1) The Kirkpatrick and Phillips model of training evaluation, customised for the municipal sector, may be used to evaluate skills development and training in municipalities.
- (2) This evaluation model is in figure 1 below.



**Figure 1: Kirkpatrick's and Phillip's model of training evaluation**

### Process of training evaluation

3. At various intervals during each training intervention, a municipality should follow the steps described in Table 1 below to evaluate and report on the effects of training interventions, for each level of evaluation in the model.

Evaluation level	Stage in learning process	Key activities	Responsibility
<b>Level 0: Attendance</b>	Pre-training	Confirm numbers of learners	Skills Development Facilitator
	During training	Complete attendance register	Trainers/ facilitators
	Post-training	Report on aggregate attendance levels of learners on course	Trainers/ facilitators
<b>Level 1: Learner reaction/ feedback</b>	Pre-training	Ensure training provider has learner feedback form that meets requirements	Skills Development Facilitator
	During training	Learners complete feedback form after each contact session	Trainers/ facilitators
	Post-training	Learners complete program/ course feedback form Aggregate and report on learner feedback and satisfaction with course/ programme	Skills Development Facilitator and Trainers/ facilitators
<b>Level 2: Learning and achievement of program / course objectives</b>	Pre-training	<ul style="list-style-type: none"> <li>Set clear learning objectives for course/ program/ learning intervention</li> <li>Identify competencies (with the competency definitions) to be developed during training</li> <li>Undertake pre-training 180 degree competency assessment (self and manager assessment of learner competence), using 5 point Likert scale</li> </ul>	Skills Development Facilitator, employee and manager, and facilitator or training provider
	During training	<ul style="list-style-type: none"> <li>Conduct interim reviews on whether learning objectives are being achieved and adjust intervention accordingly</li> <li>Assesses progress of learners in each module using assignments written by learners; and produce qualitative report on learner application of competencies during exercises and action learning during contact sessions</li> </ul>	Skills Development Facilitator, facilitators, training provider
	Post-training	<ul style="list-style-type: none"> <li>Conduct post-learning assessment of whether learning objectives met and feed results into the future design and development processes</li> <li>Undertake post-training 180 degree competency assessment (self and manager</li> </ul>	Skills Development Facilitator, employee and manager

Evaluation level	Stage in learning process	Key activities	Responsibility
		assessment of learner competence), using 5 point Likert scale <ul style="list-style-type: none"> <li>Aggregate assignment results of each learner and facilitator reports on learners; and produce qualitative report on learner application of competencies during exercises and action learning across the whole course/ program</li> </ul>	
<b>Level 3: Application</b>	Pre-training	<ul style="list-style-type: none"> <li>Record the most recent formal performance scores of the individual, and/ or</li> <li>Identify and record particular outputs that the individual learner is not delivering effectively</li> </ul>	SDF and supervisor
	During training	<ul style="list-style-type: none"> <li>Monitor improvements in the delivery of the specific outputs by the learner</li> </ul>	Supervisor
	Post-training	<ul style="list-style-type: none"> <li>Monitor and report on whether the learner has improved the delivery of the specific outputs</li> <li>Check whether the next round of performance scores of the learner have improved and report on findings</li> </ul>	Skills Development Facilitator and supervisor

### Evaluation of impact of learning

4. (1) The aim is to assess the impact learning and development has had on the staff member's work and performance.

(2) The evaluation should be undertaken approximately three months after the completion of learning, though the effects of the learning should be monitored on an ongoing basis by the staff member's supervisor.

(3) Both the staff member and his or her supervisor should complete the assessment.

**CHAPTER 6****DISCIPLINE****GUIDELINE 6A****NOTICE OF INTENTION TO SUSPEND**

[Staff member's name.....

Designation.....

Department .....

Municipality].....

[Date] .....

Dear .....

**NOTICE OF SUSPENSION FROM DUTY**

The municipality intends to place you upon precautionary suspension from duty for the following reasons:

- the gravity of the matters under investigation;
- the need to protect the integrity of the investigation and disciplinary hearing, including to limit the possibility of interference with staff members and other persons and/or electronic or written documents (delete whichever is not applicable)
- (insert other relevant reasons, if any)

The following matters are under investigation: [insert matters]

It is proposed that you be suspended, without loss of pay or benefits, pending the outcome of the investigation and/or disciplinary hearing into the allegations levelled against you on the following conditions:

- (insert conditions, if any)

You will be notified of the outcome of the investigation when it is finalised. If it transpires that there is sufficient evidence to proceed with a disciplinary hearing, you will be notified of the charges and other relevant details in writing as soon as reasonably possible.

Depending on the circumstances at that time, the municipality may extend your suspension until the disciplinary hearing has been finalised.

The suspension will not constitute a judgment nor will it any way imply blame in the matter. It is merely a precautionary measure in terms of the disciplinary code and procedure.

Kindly provide us with your representations regarding your possible suspension:

- in writing to (insert name and address of official) within 48 hours of receipt of this notice;
  - orally to (insert name of staff member) on (insert date and time) at (insert venue).
- (delete whichever is not applicable)

If you fail to make any representations as stipulated above, a final decision regarding your suspension will be made.

Yours faithfully

\_\_\_\_\_  
**Manager**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Staff Member**

\_\_\_\_\_  
**Date**

**GUIDELINE 6B****PRECAUTIONARY SUSPENSION LETTER**

[Employee name.....]

Designation.....

Department.....

Municipality].....

[Date].....

Dear \_\_\_\_\_

**SUSPENSION FROM DUTY**

The correspondence/discussions (delete whichever is not applicable) regarding the allegations of misconduct raised against you and your placement upon precautionary suspension from duty refer.

You are hereby suspended from your duties for the following reasons:

- the gravity of the matters under investigation;
- the need to protect the integrity of the investigation and disciplinary hearing, including to limit the possibility of interference with staff members and other persons and/or electronic or written documents (delete whichever is not applicable)
- (insert other relevant reasons, if any)

Accordingly, you are suspended from duty with immediate effect, without loss of pay or benefits, pending the outcome of the investigation and/or disciplinary hearing into the allegations levelled against you.

Your suspension is on the following conditions:

- (insert conditions, if any)

You will be notified of the outcome of the investigation when it is finalised. If it transpires that there is sufficient evidence to proceed with a disciplinary hearing, you will be notified of the charges and other relevant details in writing as soon as reasonably possible.

Depending on the circumstances at that time, the municipality may extend your suspension until the disciplinary hearing has been finalised.

This suspension does not constitute a judgment nor does it in any way imply blame in the matter. It is merely a precautionary measure in terms of the disciplinary code and procedure.

Yours faithfully

\_\_\_\_\_  
**Supervisor**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Staff Member**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Witness (if necessary)**

\_\_\_\_\_  
**Date**