

# *Blouberg Municipality*



## CHAPTER 1: STAFF ESTABLISHMENT POLICY

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## **STAFF ESTABLISHMENT POLICY**

### **1. PREAMBLE**

The Municipality intends to determine its staff establishment necessary to perform its functions, and to implement its staff demand planning.

### **2. PURPOSE**

The purpose of the policy is to provide a standard framework for staff establishment in the Municipality.

### **3. SCOPE OF APPLICATION**

This policy applies to all staff members of the Blouberg Local Municipality (BLM), including senior managers.

### **4. LEGISLATIVE AND POLICY FRAMEWORK**

- Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996)
- Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Employment Equity, 1998 (Act No. 55 of 1998)

- Skills Development Act, (Act No. 97 of 1998)
- Local Government: Regulations on appointment and conditions of employment of senior managers, 2014
- Local Government: Municipal Staff Regulations, 2021
- Local Government: Guidelines for the Implementation of the Municipal Staff Regulations, 2021

## 5. DEFINITIONS

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

## 6. PROBLEM STATEMENT

The policy will address challenges of unilateral placement of staff, aligning of various municipal departments or divisions and development of organisational structure in terms of principles enshrined in staff establishment regulation in the quest of ensuring professionalization of the civil servants in the municipality.

## 7. POLICY PROVISIONS

### 7.1 Determination of staff establishment

**7.1.1** Municipality shall establish separate departments within its administrative and financial capacity, at least:

- (a) for development and town planning functions;
- (b) to provide municipal public works and basic services to communities;
- (c) to provide community services;
- (d) to manage the municipality's finances; and
- (e) to provide corporate support services.

**7.1.2** The municipality shall apply the organisation design metrics with the four key dimensions of the organisation design as set out in the table below when determining the staff establishment:

Dimension	Category B
Structural layers	• Five to Seven (57) layers.

Structural shape	<ul style="list-style-type: none"> <li>• Strategic: 1%</li> <li>• Managerial/ Specialist: 1% - 15%</li> <li>• Operational: 85% - 95%</li> </ul>
Span of control	Municipal Manager: 6 - 8 Directors: 5 – 7 • Divisional Managers: 5 – 6 Supervisors: 9 – 15
Core to support staff Member ratio:	<ul style="list-style-type: none"> <li>❖ The core support staff member ratio of 80:20</li> <li>❖ The ratio is based on the actual headcount and not number of roles</li> </ul>

**7.1.3** The number of posts on the approved staff establishment of the offices of the political office bearers (POB's) shall be provided as per **Annexure W** under Chapter 4, and in line with the category, size and affordability of municipality, including approval by council of the municipality.

**7.1.4** Unless specified, personal security of POBs is subject to a threat and risk analysis conducted by the South African Police Service.

**7.1.5** Municipality shall deviate from the thresholds proclaimed by the Minister, and in consultation with the MEC responsible for local government, after careful consideration of the following factors:

- (a) The unique and important matters related to the category or type of the municipality.
- (b) The changes in the duties and scope of functions of the municipality.
- (c) The gross income, the area of jurisdiction and the nature of the settlement within the municipality.

(d) The financial capacity of the municipality.

(e) The need for the promotion of equality and uniform norms and standards.

## **7.2 Triggers for the review of the staff establishment**

The Municipality shall review the staff establishment by following, or when one or more of the following occur:

**7.2.1** Regulations on staff establishment proclaimed by the Minister.

**7.2.2** Matters listed in Part B of Schedule 4 to the Constitution and Part B of Schedule 5 to the Constitution.

**7.2.3** Chapter 5 of the Municipal Structures Act.

**7.2.4** Municipality's strategic objectives including its core and support functions, within 12 months of one of the following:

(a) the promulgation of Regulations on staff establishment by the Minister;

(b) the election of a new municipal council;

(c) the adoption of a new integrated development plan (IDP) of the municipality as contemplated in section 25 of the Municipal Systems Act;

(d) material changes to the functions of the Municipality; and

(e) the determination of new municipal boundaries.

## **7.3 Core process for determining staff establishment**

The Municipality shall follow the following core process when reviewing its staff establishment:

**7.3.1** Conduct a diagnosis that involve an analysis of the staff establishment and service delivery model's alignment to the legislative and political mandates, congruence with regulatory framework, supporting of the IDP and SDBIP, envisaged changes and their financial implications, and risks and mitigation thereof;

**7.3.2** Develop or review the service delivery model to ensure that it reflects the Municipality's mandate and meets its obligations to the community;

**7.3.3** Review the organisational design principles to set parameters (guardrails) for organisational design choices;



**7.3.4** Review levels of work (strategic, operational, transactional) to guide staff on where they should focus their energies;

**7.3.5** Review the span of control (the number of direct reporting lines);

**7.3.6** Review the macro structure, being the top three levels in the Municipality, and which involves the disaggregation of each service or cluster of services identified in the service delivery model into roles by determining various components of economic development services (e.g., electricity, water, roads, refuse removal) and human resources management (e.g., talent management, staff member relations, human resources information management);

**7.3.7** Review key processes that underpin each of the services in the service delivery model (e.g., policies on services, and streamlining of processes), and the micro structure that covers work study investigation to determine headcount for each service or product;

**7.3.8** Determine a balance between operational (line, core, direct) and support (ancillary, indirect) functions, aiming for a direct: indirect (core: support) ratio of 3 : 1;

**7.3.9** Develop an implementation plan and a change management plan to support any change;

**7.3.10** Consult the staff establishment with recognised trade unions within the local labour forum;

**7.3.11** Submit a report and proposed staff establishment to Council for approval within 30 days of reviewal. The report shall cover the following:

- (a)** Outline of the process followed in drafting the staff establishment;
- (b)** Mandate and service delivery priorities for the Municipality and how the proposed staff establishment addresses these;
- (c)** Summary of the proposed posts that will -

- (i)** materially change;
- (ii)** change to a limited or non-material degree;
- (iii)** be abolished; and
- (iv)** not be affected by the changes.

- (d) Motivation of any proposed changes, including an analysis of the strengths, weaknesses and limitations of the current establishment;
- (e) Details of the financial implications of the changes, including but not limited to the outcomes of job evaluation processes, staff remuneration costs, costs for the relocation of staff, if any, and costs of new facilities and equipment, if any;
- (f) Outline of the non-financial implications of the changes, including the impact on existing staff and key stakeholders within the Municipality;
- (g) Proposed project plan that specifies the timeframes within which the implementation will take place; and
- (h) Outline of the stakeholder and change management requirements.

**7.3.12** Approval of staff establishment by Council, with or without amendments.

**7.3.13** Municipal Manager shall, within 14 days of the municipal council approving the staff establishment, submit to the MEC a copy of the -

- (a) staff establishment;
- (b) council resolution; and
- (c) reports informing the staff establishment, if any.

**7.3.14** The municipal council shall adopt the municipality's staff establishment after consideration of the MEC's comments, or without MEC's comments if not received within one month of submission to the MEC.

**7.3.15** The mayor shall, within 30 days of the municipal council adopting the staff establishment, submit to the MEC -

- (a) a copy of the adopted staff establishment;
- (b) the council resolution adopting the staff establishment;
- (c) the reports informing the staff establishment, if any; and
- (d) the reasons for rejecting the MEC's submissions, if any.

## **7.4 Roles and responsibilities**

7.4.1 The Municipal Manager or his / her delegated assignee(s) accept overall responsibility for the implementation and monitoring of the policy.

7.4.2 The financial implications related to implementing this policy shall be qualified and quantified by Human Resource Management in consultation with the Chief Financial Officer.

## 8. POLICY MONITORING AND EVALUATION

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


8.2 Non-compliance to the stipulations contained in this policy shall be regarded as breach of Code of Conduct, which shall be dealt with in terms of the Code of Conduct.

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

## 9. POLICY APPROVAL

This policy was formulated by HR Management, and went through consultation in the Local Labour Forum.

Authorised by Municipal Manager:

Signature:  Date: 30/07/2024

Recommended by Portfolio Committee  
on Corporate Services:

Signature:  Date: 30/07/2024

Approved by Municipal Council:

Signature:  Date: 30/07/2024

## ANNEXURE A:

# *Blouberg Municipality*



## HUMAN RESOURCES MANAGEMENT STRATEGY

### APPENDIX 1: HRM ACTION PLAN (2024/25)

### APPENDIX 2: RESULTS FRAMEWORK (2024/25)

## HUMAN RESORUCES MANAGEMENT STRATEGY

### PREAMBLE

The Municipality has set, through the Integrated Development Plan (IDP), a business strategy to attain all its objectives. The overarching Human Resources Management (HRM) Strategy sets the vision and strategic initiatives for human resources to reach the goals given by the business strategy.

**Firstly**, this overarching HRM Strategy is not a document about the small adjustments in HRM processes, but about an integrated human resources approach and systems in different areas of the Municipality's business to achieve the overall mission, strategies, and success of the Municipality while meeting the needs of staff members and other stakeholders.

**Secondly**, this HRM Strategy describes the general intentions of the Municipality about how people should be managed and developed and what steps should be taken to ensure that the Municipality can attract and retain the people it needs and ensure so far as possible that staff members are committed, motivated and engaged.

**Thirdly**, this HRM Strategy is concerned with overall Municipality effectiveness by employing better people in its ranks with better process, developing high-performance work processes and generally creating a great place to work.

**Fourthly**, this comprehensive HRM Strategy plays a vital role in attaining Municipality's overall strategic objectives, and it visibly illustrates that the human resources function fully understands



and supports the direction in which the Municipality is moving. This HRM Strategy also supports other specific strategic objectives undertaken by the Council and Offices of the Speaker, Mayor, Whip, and Municipal Manager, and other departments in the Municipality.

**Lastly**, this HRM Strategy is accepted and supported by the rest of the Municipality. This has been ensured, and would continue to be driven, through the following:

- Consultation with all stakeholders (line departments and labour unions) on the nature and envisaged impact of the strategy was carried out
- Quantifiable benefits and outcomes that are easily monitored and evaluated to measure impact are built into the strategy
- Signed, real commitment to the HRM Strategy at all managerial levels of the Municipality
- The HRM Strategy is part of the induction process - especially for senior managers.

## **1. INTRODUCTION**

### **1.1. Vision and Mission of the Municipality**

**Vision:** A participatory municipality that turns prevailing challenges into opportunities for growth and development through optimal utilization of available resources.

**Mission:** To ensure the delivery of quality services through community participation and the creation of an enabling environment for economic growth and job creation.

### **1.2. Human Resources and Municipal Performance**

Human resources management is unique in that it is multidisciplinary. It applies the disciplines of Economics (wages, markets, resources), Psychology (motivation, satisfaction), Sociology (organisational design, culture) and Law (minimum wage, labour relations, employment equity, etc.). For the Municipality, human resources is embedded within the work of all managers, and most individual contributions due to the need of managing people (subordinates, peers and superiors) as well as teams to get things done. The Municipality is a local community service entity. Service is delivered by people. Low quality human resources lead to low quality community services. Effective management of knowledge inherent in people within the Municipality translates into optimum performance required to attain service excellence and sustenance for the benefit of the local community.

### **1.3. Purpose of the HRM Strategy**

**1.3.1** The overall purpose of HRM Strategy is to:

**1.3.1.1** Ensure adequate human resources to meet the strategic goals and operational plans of the Municipality - the right people with the right skills at the right time

**1.3.1.2** Keep up with social, economic, legislative and technological trends that impact on human resources in the area and in the municipal sector

**1.3.1.3** Remain flexible so that the Municipality can manage change if the future is different than anticipated

**1.3.2** In essence, this HRM Strategy aims to capture the people element of what the Municipality hopes to achieve in the medium to long term, ensuring that it has the right people in place, the right mix of skills, staff members display the right attitudes and behaviours, and staff members are developed in the right way.

## **2. CURRENT SITUATION AND GAPS**

### **2.1. Human Resources Management Unit**

**2.1.1** The Human Resources Management Unit supports the Municipality's mission of investing in talented human capital through a set of key services which:

- (a)** provide support to the strategic leadership of the Municipality, and
- (b)** deliver administrative support on human resources practices

**2.1.2** The Human Resources Management Unit is organised as follows:

- Human Resource administration
- Occupational Health and Safety
- Human Resource allowances and benefits

### **2.2. Operating context for Human Resources at Municipality**

#### **2.2.1 The External Environment**

- (a)** The Municipality's human resources practices recognise the economic, social and political factors that create the external context in which the Municipality operates. Factors with significant implications for effective human resource management relate to the changing composition of the local workforce in terms of age, gender, skill type and racial distribution. The Municipality seeks to ensure that its workforce is a reflection of the local community. To that end the Municipality continues to analyse and remove the

systemic organisational barriers to the advancement of all people and encourage diversity in its staff.

- (b) There are significant challenges in maintaining high level service delivery in a labour market with scarce technical skills and ensuring that the Municipality is successful in recruiting and retaining high quality staff at a time of significant competition, nationally and in technical disciplines.
- (c) The remuneration parity in the private sector has also contributed to difficulties in recruiting and retaining quality staff in professional areas such as in the built environment, information technology, and project management.
- (d) The Municipality operates within a complex legal framework. A number of items of legislation and collective bargaining are directly relevant today human resource management, such as the Municipal Staff Regulations and collective agreements from the South African Local Government Bargaining Council (SALGBC).

### 2.2.2 The Internal Environment

- (a) HRM is a function that operates within a complex and dynamic framework where a range of external challenges intersect with the Municipality's unique culture or, to be more accurate, a municipality culture. Its role is to provide advice and support to line management on human resources issues.
- (b) The Blouberg Municipality disciplinary culture of employees, political interface and morality of employees are some of the internal issues which has an impact.

### 2.3. Strategic HRM challenges

The following are some of the strategic human resource challenges that faces the municipality: -

**(a) Organisational structure**-The BLM organisational structure need to be aligned with the IDP and the Staff Establishment Regulation.

**(b) Competency assessments** – Competency assessments are conducted only on Senior Managers while middle management are not subjected to competency assessments which creates a challenge in that some managers does not display a level of competency on the positions they are appointed which negatively affect the productivity of such managers.

**(c)Restructuring and Placements** – Placements of staff were not done within the confines of the regulations in that consultations with affected employees were not done which demoralises the employees.

**(d)Remuneration of scarce skills and senior managers-** BLM is a small rural municipality with limited revenue streams which becomes difficult to attract the scarce skills personnel at Senior management and such negatively affect the municipality.

**(e) Change management** –the municipality is still held back in terms of technological changes as a results of budgetary constraints and this negatively affects the development and transformation of the municipality.

**(f) Capacity for HRM Unit** –The municipality does not have skilled, qualified personnel in Human Resources Division which results in contravention of policies and regulations. Delegations of authority for HRM functions

**(g)Performance management** –The municipality only conduct performance management on Senior managers while the rest of municipal staff are not assessed.

**(h) Skills development-**The WSP is developed annual but not informed by the skills gap within the municipality.

**(i)Organisational culture** –The municipality has bad organisational culture regarding discipline and professionalization. The municipality is highly political to the extent that some staff are unable to differentiate politics and administration which harpers service delivery

**(j)Retention strategy** –The municipality does not have a retention strategy

## **2.4. Ongoing HRM challenges**

Municipality has identified the following HRM challenges to resolve in the immediate time period. This is based on the understanding that these challenges could escalate into bigger problems and thereby frustrate the attainment of strategic objectives:

- (a)HRM audit queries such as auditing of accrued leaves
- (b) Abuse of overtime
- (c) Abuse of travelling claims
- (d)Assessment of recognition of prior learning
- (e)Payroll and staff establishment verification
- Skills audit]

## **3. GOAL OF THE HRM STRATEGY**



**3.1.** The HRM Strategy will contribute towards the long-term mission that seeks to develop the vision of an area that fulfils its potential and provides sustainable development opportunities for all. The goal of the HRM Strategy is to foster sustainable human resource management, thereby contributing to increased local competitiveness. The objectives of the HRM Strategy are to:

**3.1.1** Support HRM initiatives that directly facilitate the process of human resources management in the Municipality (e.g. harmonising HRM national regulations and standards to facilitate the effective utilisation of the Municipality's human resources)

**3.1.2** Address the capacity issues directly linked to the Municipality's success in managing the full scope of human resources functions

**3.2.** In support of the HRM Strategy and objectives, the Municipality -

**3.2.1** shall develop an effective and sustainable enabling organisational and operational framework to deliver on the objectives and close all HRM delivery gaps

#### **4. HRM STRATEGIC THRUSTS**

The HRM Strategy will be implemented through three (03) strategic thrusts. Each of the strategic thrusts consists of priority programmes and projects, each of which is at a different stage of preparation, planning, and implementation. Implementation of these projects will contribute to the attainment of the HRM objectives. The proposed strategic thrusts are:

**(a) Review the organisational structure to match IDP outcomes** –Align the organisational structure with the IDP imperatives and ensures that service delivery departments are capacitated.

**(b) Develop placement and match criteria** – ensure that placement of staff is in line with the staff establishment and be applied consistently.

**(c) Capacitate HRM unit-** Ensure training of HR personnel on staff establishment and key compliance matters.

#### **5. HRM ACTION PLAN**

**5.1.** The HRM Action Plan is broadly based on the strategic objectives endorsed at the facilitated HRM Workshop of the Municipality's Management and Staff member Unions. The strategic thrusts have been revised to incorporate the ideas expressed during the said workshop.

**5.2.** The Action Plan reflects the priorities presented in the HRM strategic challenges with a clear focus on HRM issues that require conscious institutionalising and implementation. Many of the issues are complex and require a phased approach over a period of time. The Action Plan is a living document, subject to refinement

and adjustment as the HRM Unit may deem appropriate. The design of the initiatives will consider sustainability of the outputs. **The HRM Action Plan (2024/25) is presented in Appendix 1.**

## **6. HRM STRUCTURE AND IMPLEMENTATION ARRANGEMENTS**

### **6.1. Institutional arrangements**

The structures and operations of the institutional arrangements for implementation of the HRM Strategy would be revised and restructured to support and facilitate continuity and more regular interaction between the stakeholders. It is proposed that this will be done through more frequent meetings and feedback among stakeholders. The HRM Unit's structure and institutional arrangements will be strengthened at all levels.

#### **6.1.1 Municipal Council, EXCO and Portfolio Committee on HRM**

The Municipal Council, EXCO and Portfolio Committee would agree to and endorse the HRM Strategy and Action Plan. This may seem like a redundant step as everyone has been involved all the way along, but it is always good to get final confirmation on the strategy and plan, the changes brought to them, and the progress made with implementation.

#### **6.1.2 Local Labour Forum**

The need to coordinate HRM initiatives with staff member unions was recognised from the outset and reinforced by the workshop. Staff member unions in the Local Labour Forum are the strategic partners in the HRM Strategy and Action Plan. Staff member unions are critically important to the success of the HRM Strategy, contributing to the technical content and providing information on practical activities that facilitate coordination of HRM Strategy and Action Plan with other ongoing HRM initiatives at the coalface.

#### **6.1.3 Management**

Whether the HRM Strategy and Action Plan is increasing or rearranging the number or positions of staff members, there are implications for space and equipment, and on existing resources such as payroll and benefit plans. The Municipal Manager and Heads of Department (insert appropriate committee name) would ensure that these needs are fully quantified along the IDP and SDBIP before implementation goes ahead.

#### **6.1.4 HRM Unit**

The HRM Unit is the technical driver of the HRM Strategy and Action Plan. In so doing, the HRM Unit shall carry out the following:

- (a) Communicate, without risking communicating too much or too little, and varying the amount of detail depending upon the audience, the HRM Strategy and Action Plan throughout the Municipality on:

- 6.1.4.1 How the HRM Strategy and Action Plan ties to the IDP and SDBIP
- 6.1.4.2 What changes and additions in HRM will be made to support the IDP
- 6.1.4.3 How staff will be supported through any changes
- 6.1.4.4 How any changes and additions in HRM systems will impact on staff, including a timeframe if appropriate
- 6.1.4.5 How each individual staff member can contribute to the HRM Action Plan
- 6.1.4.6 How the Municipality will be different in the future

- (b) Update and continuously align the actions within the HRM Action Plan with existing laws, regulations, the constitution, and Council mandate, resolutions, and budget allocations.
- (c) Establish the information necessary to evaluate the success of the HRM Strategy and Action Plan. Benchmarks shall be selected and measured over time to determine if the HRM Strategy and Action Plan are successful in achieving the desired objectives and vision.

## **6.2 Financing**

It is recognised that additional financing would be needed to undertake HRM priorities. Increased visibility and cooperation of the HRM Unit with the Municipal Council, EXCO, MANCO, line departments and staff member unions is expected to help in attracting additional resources. Financing for HRM initiatives would continue to be provided by the Corporate Services Vote during 2022/23–2024/25, but with increased levels of co-financing expected from other Votes.

It is expected that the number and importance of strategic priorities requiring attention should justify and motivate an increase in HRM funding during this period.

Estimated costs of programmes are included in the HRM Action Plan (2024/25–2025/2026) presented in Appendix 1.

### 6.3 Monitoring

The Results Framework (2024/25- 2025/2026) is presented in Appendix 2. A report on the progress of the implementation of the HRM Action Plan will be presented at the EXCO meeting before or by end of the ninth (9) month of each financial year (i.e. before or by end of March of each financial year) until 2026.

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## APPENDIX 1: HRM PLAN (2024/25-2025/2026)

### A. Summary List of HRM Plan Programmes

No.	Programme	Key objective	Indicative Time Frame	Estimated Cost
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				



## B.HRM PLAN PROGRAMMES

[Use this template for each programme identified under the list of potential strategic thrusts]

<b>PROGRAMME 1:</b>
<b>STRATEGIC IMPORTANCE OF THE PROGRAMME</b> (WHY IT IS INCLUDED IN THE ACTION PLAN)  ■  ■
<b>PROGRAMME OBJECTIVES</b> (AIMS OF THE PROGRAMME)  ■  ■
<b>PROGRAMME RECOMMENDATIONS</b> (SET OF ACTIONS WITHIN PROGRAMME THAT WILL BE CARRIED OUT)  ■ [  ■

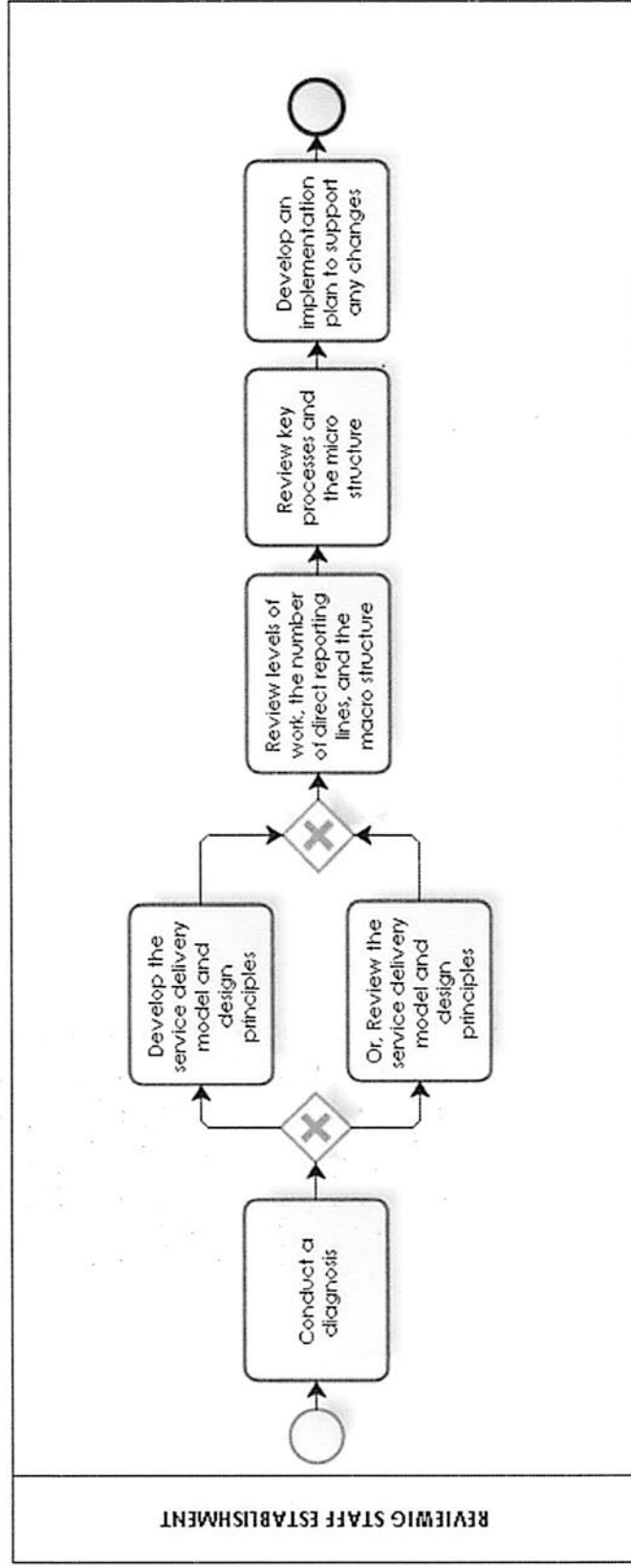
## APPENDIX 2: RESULTS FRAMEWORK (2024/25-2025/2026)

Strategic Directions / Opportunities		Indicators	Data Sources / reporting Mechanisms
Impact			
Outcome/s			
Strategic Thrusts / Outputs			
1.			
2.			
3.			
4.			
5.			


## ANNEXURE B: REVIEWING STAFF ESTABLISHMENT

REVIEWING STAFF ESTABLISHMENT				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	Conduct a diagnosis			
2.	Develop the service delivery model and design principles <i>[OR, Review the service delivery model and design principles]</i>			
3.	Review levels of work, the number of direct reporting lines, and the macro structure			
4.	Review key processes and the micro structure			
5.	Develop an implementation plan to support any changes			

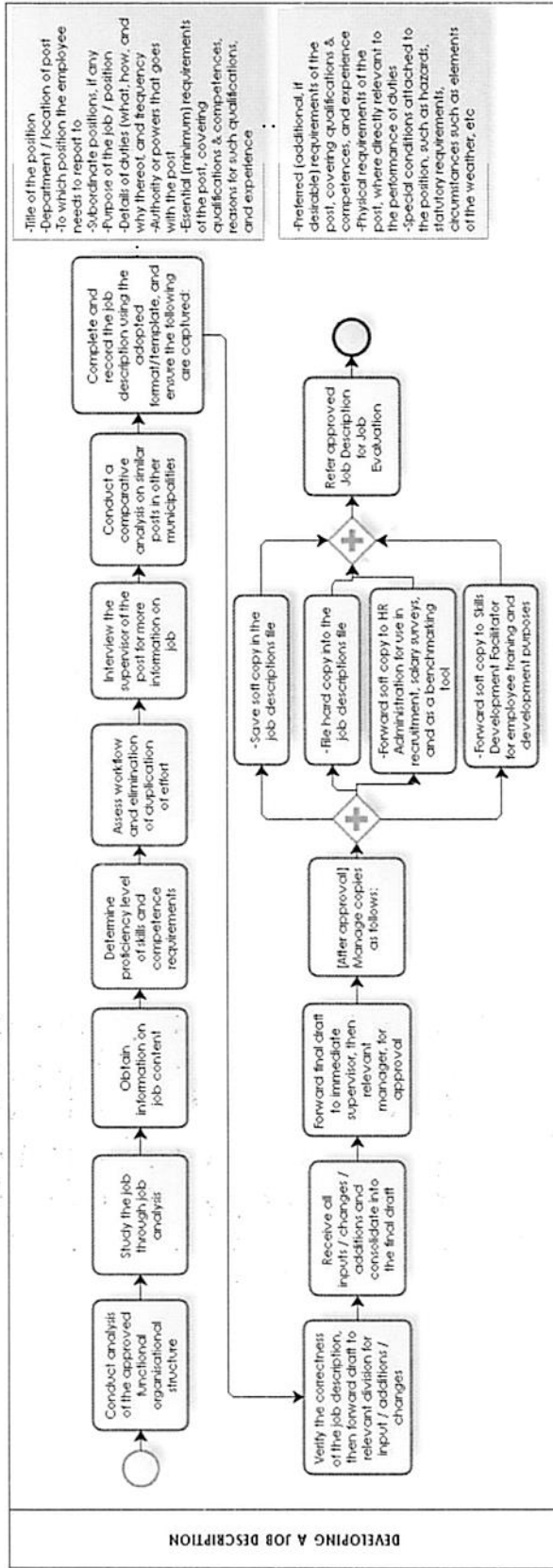




### ANNEXURE C: DEVELOPING A JOB DESCRIPTION

DEVELOPING A JOB DESCRIPTION				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	Conduct analysis of the approved functional organisational structure			
2.	Study the job through job analysis			
3.	Obtain information on job content			
4.	Determine proficiency level of skills and competence requirements			
5.	Assess workflow and elimination of duplication of effort			
6.	Interview the supervisor of the post for more information on job			
7.	Conduct a comparative analysis on similar posts in other municipalities			

8.	<p>Complete and record the job description using the adopted format/template, and ensure the following are captured:</p> <ul style="list-style-type: none"> <li>- Title of the position</li> <li>- Department / location of post</li> <li>- To which position the staff member needs to report to</li> <li>- Subordinate positions, if any</li> <li>- Purpose of the job / position</li> <li>- Details of duties (what, how, and why thereof, and frequency</li> <li>- Authority or powers that goes with the post</li> <li>- Essential (minimum) requirements of the post, covering qualifications &amp; competences, reasons for such qualifications, and experience</li> <li>- Preferred (additional, if desirable) requirements of the post, covering qualifications &amp; competences, and experience</li> <li>- Physical requirements of the post, where directly relevant to the performance of duties</li> <li>- Special conditions attached to the position, such as hazards, statutory requirements, circumstances such as elements of the weather, etc</li> </ul>			
9.	Verify the correctness of the job description, then forward draft to relevant division for input / additions / changes			
10.	Receive all inputs / changes / additions and consolidate into the final draft			
11.	Forward final draft to immediate supervisor, then relevant manager, for approval			
12.	<p>[After approval] Manage copies as follows:</p> <ul style="list-style-type: none"> <li>- Save soft copy in the job descriptions file</li> <li>- File hard copy into the job descriptions file</li> <li>- Forward soft copy to HR Administration for use in recruitment, salary surveys, and as a benchmarking tool</li> <li>- Forward soft copy to Skills Development Facilitator for staff member training and development purposes</li> </ul>			
13.	Refer approved Job Description for Job Evaluation			



## ANNEXURE D: JOB DESCRIPTION TEMPLATE

### SECTION A: JOB TITLE AND INFORMATION SECTION

<b>A.1 POST IDENTIFICATION</b>	
1. Municipality	
2. Job/Post Title	
3. Number of Posts	
4. Job Grade	
5. Date Grade Authorised	
6. Post Identification Number(s)	
7. Name of Incumbent(s) and Service Number(s)	
<b>A.2 LOCATION OF JOB/POST</b>	
Department	
Unit	
Section	
<b>A.3 SURROUNDING JOBS/POSTS</b>	
<b>Immediate Superior</b>	
Job Title	Post Identification Number
<i>Job title of immediate superior</i>	
<b>Immediate Subordinates</b>	
Job Title(s)	Post Identification Number(s)
<i>Job title of subordinates</i>	
<b>Frequency of supervision</b>	

## SECTION B: JOB PURPOSE, DUTIES AND RESPONSIBILITIES

B.1 JOB PURPOSE				
Explain the main objective of the job, preferably in one or two sentences.				
B.2 DUTIES OF THE POST				
NO.	KEY PERFORMANCE AREAS (What)	INPUT (Methods Used) (How)	Output (Expected Results) (Why)	FREQUENCY
	What? Refers to the most visible concrete actions or major activities which the job does			What is the frequency of each activity? <ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Daily</li> <li>• Weekly</li> <li>• Monthly</li> <li>• As and when required</li> </ul>
	E.g. Receptionist Controlling Reception area	E.g. <ul style="list-style-type: none"> <li>• Greet visitors and establishing nature of the call</li> <li>• Direct visitors to appropriate individuals</li> <li>• Ensure that waiting visitors are offered refreshments • Tidy the reception area</li> </ul>	E.g. <ul style="list-style-type: none"> <li>• To ensure that professionalism and front line image are maintained</li> </ul>	E.g. <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>



	<p>E.g. Secretary Sort and route incoming and outgoing correspondence and mail of the Office</p>	<p>E.g.</p> <ul style="list-style-type: none"> <li>• Communicate and distribute correspondence and information as and when required</li> <li>• Record accurately and manage incoming correspondence of the Director in order of priority on daily basis</li> <li>• Check fax, email and postal correspondence and replies are made on behalf of the Director</li> <li>• Respond directly to mundane correspondence of behalf of the Director</li> </ul>	<p>E.g.</p> <ul style="list-style-type: none"> <li>• So that there is no backlog, items are prioritised and each person receives the correct mail.</li> </ul>	<p>E.g.</p> <ul style="list-style-type: none"> <li>• Daily</li> </ul>
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### B.3 AUTHORITY OF THE POST

This outlines the authority the jobholder has to make decisions or to take independent action without reference to a superior. Limits of authority may also be included (e.g. not permitted to...).

The post is accountable for all outcomes associated with \_\_\_\_\_ (function, e.g. HR Management) and is authorised to take decisions on operational issues within the ambit of departmental policy and procedures and laws regulating action in cases of non-compliance.

Must ensure that all \_\_\_\_\_ (function, e.g. HR Management) policies, procedures and strategies are in line with relevant legislative and statutory rules, regulations and prescriptions.

Manage the \_\_\_\_\_ (Department) in terms of financial and operational delegated powers.

Responsible for the enforcement of all council policies on \_\_\_\_\_ (function, e.g. HR Management and related procedures.

Approval of appointments, organisational structure and new policies must be reported to council for approval.

Management of resources allocated to the Department in line with Council policies

Act independently with reference to the Line Manager and in terms of the following legislations and regulations: -

- All policies, procedures and strategies in line with legislative and statutory rules, regulations and Municipal by-laws
- Municipal Systems Act, Municipal Structures Act, Employment Equity Act, Skills Development Act, BCOE, LRA SALGA guidelines, etc.
- Any other legislation that has a bearing in local government and human resources
- All applicable Council Policy, Procedural Imperative, Administrative processes and procedures
- NEMA Act and MFMA

2021-2022

2021-2022

2021-2022

## SECTION C: JOB SPECIFICATION

Skills relevant to a job include education or experience, specialised training, personal characteristics or abilities.

<b>C.1 ESSENTIAL REQUIREMENTS OF THE POST</b> State the minimum educational, qualifications and experience that are required to perform the job competently.	
Qualification	
Reasons for essential Qualification	
Experience	
<b>C.2 PREFERRED REQUIREMENTS OF THE POST</b>	
Qualification	
Reasons for preferred qualification	
Experience	
<b>C.3 COMPETENCY REQUIREMENTS OF THE POST</b> Only where directly relevant to the performance of the job	
1.	<i>Strategic Management Skills</i>
2.	<i>Business Management Skills</i>
3.	<i>Communication Skills (verbal and written)</i>
4.	<i>Planning and Organising Skills</i>
5.	<i>Financial Management Skills</i>
6.	<i>Must be able to work under pressure</i>
7.	<i>Good interpersonal skills</i>
8.	<i>Negotiation skills and conflict handling skills</i>
<b>C.4 SPECIAL CONDITIONS AND PHYSICAL REQUIREMENTS ATTACHED TO THE POST</b>	
1.	
2.	

**C.4 INFLUENCE AND COMMUNICATION**

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

List key customers / stakeholders	Purpose of interaction	Frequency of interaction
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**SECTION D: APPROVAL OF JOB DESCRIPTION****D.1 CERTIFIED CORRECT**

We the undersigned confirm that we have consulted on the content contained in the job description and hereby confirm that we consider that the information contained is a correct reflection of the context of the post and its content.

TITLE	NAME	STAFF MEMBER NO	SIGNATURE	DATE
Head of Department				
Immediate Supervisor				
Trade Union Representative				
Incumbent				