

Blouberg Municipality



CHAPTER 6: PLACEMENT POLICY

1. PREAMBLE

The Municipality acknowledges that placement of staff members is highly significant in the human resources system as it improves staff member morale, reduces staff member turnover, reduces absenteeism, reduces work-based accident rates, and avoids a misfit between the candidates and the jobs. Furthermore, the Municipality recognises that placement of staff members helps the candidates to work as per the predetermined objectives of the Municipality.

2. PURPOSE

The policy's purpose is to provide a standard framework for placement of staff members within the Municipality, arising out of new appointments, promotion, transfers, secondments, demotion, or organisational restructuring.

3. SCOPE OF APPLICATION

This policy applies to all staff members of the Municipality.

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)
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)
- National Skills Development Strategy
- National Qualifications Framework
- South African Qualifications Authority Act, 1995 (Act No. 58 of 1995)
- Minimum Wage Act, 2018 (Act No. 9 of 2018)

- Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993)
- South African Local Government Bargaining Council (SALGBC): Collective Agreements

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 low morale, high staff member turnover, high level of absenteeism, work-based accident rates and misfit between the candidates and the jobs is a matter of concern.

7. POLICY PROVISIONS

7.1 Placement of a new staff member

Placement of a new staff member starts with the Municipality advertising an invitation of applications from candidates for a specific post. The advertisement contains job descriptions and job specifications in detail. When a candidate has been selected through the recruitment and selection policy, that candidate is appointed and duly placed in a position that was advertised earlier.

7.2 Placement of a serving staff member

Placement of a serving staff member is an assignment, or re-assignment, or redeployment of a staff member to a new or different job. Placement in this regard includes promotion, transfer, permanent secondment, or demotion of the staff member. Therefore, placement is arising out of a decision or process of promotion, transfer, demotion, permanent secondment, or restructuring.

7.3 Principles of placement

In all placement processes, the Municipality shall apply the following principles:

7.3.1 Candidates shall be placed on the job according to the requirements of the job. The job shall not be adjusted according to the qualifications or requirements of the candidate. Job first, candidate next, shall be the principle of placement.

7.3.2 The job shall be offered to the candidate according to his / her qualification. This shall neither be higher nor extremely lower than the qualification. To fill the

job with candidates who have at least the minimum required qualifications ensures making the best possible use of their talents, given available job constraints.

7.3.3 Placement slot shall be ready before the joining date of the selected candidate.

7.3.4 The staff member shall undergo induction in the Municipality. He or she shall also be made aware of the code of conduct and ethics.

7.3.5 The placement in the initial period may be temporary as changes are likely after the completion of training, or probation. The staff member may be later transferred to the job where he / she can do better, provided prior planning for that possibility was worked out explicitly with the HRM Unit and the affected departments when the placement process (either for serving staff member or new staff member) was started.

7.3.6 While introducing the job to the new staff members, an effort shall be made to develop a sense of loyalty and co-operation in him / her so that he / she may realise his / her responsibility better towards the job and the Municipality.

7.4 Placement pitfalls to avoid

7.4.1 The Municipality shall not use placement practices that look at the individual candidate but not at the job.

7.4.2 For independent jobs (i.e., where activities of one staff member have little bearing on the activities of the other staff members) each staff member shall duly be evaluated between his / her capabilities and the interests and those required on/ the job.

7.4.3 For sequential jobs (i.e., where job activities of the staff member are dependent on activities of fellow staff members such as in the production line), placement shall ensure that each staff member is evaluated on their capabilities and the interests and those of the related jobs in sequence.

7.4.4 For pooled jobs (i.e., where the jobs have a high degree of interdependence among activities and the final output is the result of contributions of all staff members), each staff member is evaluated on their capabilities and the interests of the team required to deliver the expected outputs.

7.5 Classification guideline for staff member placement

The following shall be carried out:

7.5.1 Collect details of the staff member;

- 7.5.2 Construct his / her profile (qualifications and person specifications);
- 7.5.3 Determine which sub-group profile to job family profile;
- 7.5.4 Determine which job family profile does subgroup profile best fit;
- 7.5.5 Assign the individual to job family; and
- 7.5.6 Assign the individual to specific job after further counselling and assessment.

7.6 Placement due to organisational restructuring

- 7.6.1 The Municipality shall review its organisational structure, and along it the remuneration strategy and funding of filled posts and vacancies every year prior to adoption of the IDP. This review may have, among others, financial and geographical redeployment implications, as well as involve intra- and inter-departmental transfers, and temporary or permanent redundancy.
- 7.6.2 The placement of staff members following the review shall avoid disruption of effective and efficient delivery of services, and may not be used as a punitive measure against staff members, or to promote or demote staff members.
- 7.6.3 The following measures shall be used to place staff members after organisational restructuring or review:
 - (a) Place existing staff members first
 - (i) Every attempt shall be made to place existing staff members into posts created in the reviewed structure.
 - (ii) If no placement in terms of the agreed criteria can be made, the Municipality shall advertise the post and fill it with the most suitable external candidate.
 - (iii) New or posts with major changes shall be advertised and filled using the recruitment and selection policy and this policy.
 - (b) Place staff members on a close match basis
 - (i) Staff members are to be placed in the reviewed structure on a close match basis. This means that an existing staff member's profile (*i.e., qualifications, experience, and competencies*) shall be matched against the *job description* of the new / reviewed post on the reviewed organisational structure, not the post designation.

- (ii) Where more existing staff members are a close match to fewer posts, the Municipality's Employment Equity Policy shall be applied.
- (iii) If candidates remain tight at this point, and no near matches exist in other posts, staff members shall be placed through additional criteria to be devised by the Placement Committee and agreed upon in the Local Labour Forum. Such criteria may include, but not limited to, *Last in First out (LIFO)* or *First in First out (FIFO)*.

(c) Placement Committee

- (i) A Placement Committee shall be created as a sub-committee of the Local Labour Forum, consisting of equal numbers of management and representative staff member union, with a minimum of four (4) members and eight (8) members.
- (ii) The Placement Committee shall be responsible for:
 - (aa) Deliberating and reaching consensus on the placement of existing staff members into posts in the new structures, and objections; and
 - (bb) Determination of *additional criteria* for placement in cases where there are more candidates than funded positions.

(d) Classification of Posts and Placement Measures

Classification of posts and respective placement measures shall be as follows:

(i) Unchanged Posts

These are posts with no changes in job descriptions and / or geographical location. The current incumbents in these regards get automatic placements in such posts.

(ii) Minor Changed Posts

These are posts involving minor changes to the job descriptions, with no material effect on the level of responsibility. It might also involve a mere change in title without a change in duties listed in the job description. The current incumbents in these regards get placement preference first, but with a strong emphasis on the acquisition of skills within twelve (12) months if such skills are required as a consequence of the minor changes in the job descriptions.

(iii) Major Changed Posts

These are posts with major changes to their job descriptions and responsibilities. These posts shall be evaluated and then advertised and filled as new through the recruitment and selection policy and this policy.

(iv) New Posts

These are posts that carry duties and responsibilities that did not exist in any form in the Municipality. These posts and their corresponding job descriptions shall be evaluated and duly placed on the appropriate salary grading level. The posts shall then be advertised and filled through the recruitment and selection policy and this policy.

(e) Changes in salary grade and service benefits due to placement

- (i)** Staff members whom the placement criteria places them higher than their current placement shall be entitled to salary and service benefits aligned to the post grading or job description of the new placement.
- (ii)** Staff members whose service conditions / benefits they currently enjoy or use change (*i.e. reduce or they cease to qualify to enjoy or use them, e.g. travelling allowance*) due to new placement shall, from the start date of the new placement, not have an interruption in service benefits for a period of twelve (12) months, unless that service condition / benefit is materially changed by legislation and / or collective agreement.

(f) Geographical implications of placement

- (i)** Placements that result in geographical redeployment of staff members shall be carried out on the basis of the following:
 - (aa)** The duties attached to such post and functions are to be delivered in another geographical area.
 - (bb)** The duties attached to such post and functions are reduced and / or combined with another in order to rationalise resources for efficiency savings or impact.
 - (cc)** The duties attached to such post and functions are abolished or no more necessary in that particular geographical area.
- (ii)** Where it is necessary to geographically redeploy only part of a Department, the selection of staff members for redeployment in

each of the affected job categories shall be carried out on following basis:

- (aa) Call for volunteers from staff members within each job category;
 - (bb) If too many of the affected staff members volunteer to be redeployed, the selection shall be done on the basis of *First Up First Opportunity (FUFO)*; and
 - (cc) If only a few of the affected staff members volunteer to be redeployed, the selection shall be done on the basis of *Last In First Up (LIFU)*, where the staff members with the shortest service in the job category concerned shall be selected for redeployment.
- (iii) In the event a similar post is advertised and earmarked for filling at the previous geographic location within a period of twelve (12) months from date of redeployment, any redeployed staff member shall receive preference when they apply for transfer to that post.
 - (iv) In the case of a staff member accepting geographical redeployment and resettling to a place of residence closer to the new place of work, the Municipality shall cover the resettlement costs in line with the policy on resettlement / relocation.
 - (v) In the case of a staff member who is redeployed but not move his / her place of residence, the payment of the difference in the usual commuting costs may be negotiated with the Municipality, either by amendment of the travelling policy or other form of benefit in lieu of commuting costs. Such negotiated arrangement shall be incorporated in the relevant policy after consultation within the Local Labour Forum.

(g) Redundancy

After all placement options have been applied, and after all deliberations and consensus or no consensus have been reached, and after all objections have been addressed, excess staff members shall be declared redundant and their services terminated on the basis of legislation or policy on dismissal due to operational requirements.

(h) Publication of placement decisions

- (i) All decisions, whether by consensus in the Local Labour Forum, or in the case of no consensus by Council resolution, shall be communicated to staff members by means of a publication in a circular specifically issued

for this purpose and shall be displayed on general notice Councils located at places agreed upon within the Local Labour Forum.

- (ii) All staff members shall be notified on the final outcome of the placement process by way of personalised letters, with copies to their personal files.

7.7 Roles and responsibilities

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

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 in consultation with 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