

Blouberg Municipality



MUNICIPAL CONSOLIDATED HUMAN RESOURCES POLICIES

INTERNAL ONLY

The Municipal Council is responsible for reviews of these policies as necessitated by occurrences listed in the preamble.

All Municipal staff members have a duty to ensure adherence to policies as contained in the document.

Applicable Principal Risk	Municipal Staff
Principal Risk Owner	Municipal Manager
Reviewed Date	
Responsible Person/s	Senior Manager: Corporate Services
Policy Custodian	Manager Human Resources

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GLOSSARY OF TERMINOLOGY

In this policy, any word or expression to which a meaning has been assigned by the Regulations, shall bear the same meaning assigned to it in the Regulations and unless the context indicates otherwise in the applicable legislation.

- **"accreditation"**, refers to a process through which an organisation's capability to perform or deliver training and / or assessment is recognised and approved to fulfil the intended outcomes;
- **"active bursary"**, refers to a bursary awarded for a course which has not been worked back, or which is still being paid back;
- **"Annual Training Report (ATR)"**, refers to a report that reflects the education, training and development activities within the Workplace Skills Plan (WSP) of a Municipality, that were implemented;
- **"assessment"**, refers to a process of gathering sufficient information for evaluating what learners know and can do, this may take place through several methods, for example, portfolios, simulations, workplace assessments or written and oral examinations;
- **"black people"**, refers to a generic term meaning African, Coloured and Indian persons in South Africa;
- **"bursary"**, refers to a conditional bursary granted to a staff member for study purposes; ○ **"career pathing"**, refers to ensuring that each staff member's potential is developed to its fullest extent and that there is a career mapped out for him/her in the Municipality;
- **"casual and temporary staff"**, refers to a staff member who performs seasonal or short-term work on a fixed term contract and compensated for services rendered;
- **"CCMA"**, refers to the Commission for Conciliation, Mediation and Arbitration established in terms of Section 112 of the Labour Relations Act 66 of 1995;
- **"CFO"**, refers to the Chief Financial Officer;
- **"close family member"**, refers to a staff member's spouse; the staff member's and the spouse's grandparents, parents, siblings, children, nieces, nephews, aunts, uncles and first cousins; the spouse of any of these people; and any other individuals who share the same household with the staff member;
- **"designated group"**, refers to Black people, women and people with disabilities; ○ **"disadvantaged persons"**, refers to persons or categories of persons disadvantaged by past or present unfair discrimination;
- **"dispute", or "alleged dispute"**, refers to any disagreement about a matter of mutual interest between, on the one side the union and / or staff member (s) and, on the other side, the Municipality;

- **"education, training and development"**, refers to practices which directly or indirectly promote or support learning;
- **"Staff member Wellness Programme"**, refers to a confidential and professional programme using the holistic and developmental approach to identify, treat and manage staff members' personal and work-related problems that impact on work performance and their wellness. The scope covers, but is not limited to, financial, health, family, marital, stress, interpersonal relationships, and illness;
- **"grievance"**, refers to any dissatisfaction, perceived or otherwise, on the part of a staff member arising from factors that include a staff member's job, working environment or the municipality's employment practices;
- **"harassment"**, refers to, but is not necessarily limited to slurs, jokes, other verbal, graphic or physical conduct relating to a person's race, colour, gender, religion, natural origin, age, physical appearance, sexual orientation or disability and can include malicious gossip, public criticism, teasing or the spreading of rumours about a fellow staff member and stalking of a staff member. Harassment is conduct that is unwelcome and can either be insulting, degrading, exploitative, abusive or offensive to the recipient of such conduct. Harassment, be it of any nature, may occur as a single incident or as a series of repeated incidents, with varying gravity.
- **"headhunting"**, refers to a process of recruitment of a prospective staff member, who is working elsewhere and who has a relevant work experience for a particular job profile. Head hunting is carried out by the HR Unit or is outsourced to an agency or job consultant, and is one of the most effective methods for sourcing and getting candidates for top positions, who might not necessarily look for a job change;
- **"HIV/AIDS"** means Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome;
- **"human resource planning"**, refers to a continuous process of systematic planning ahead to achieve optimum use of the Municipality's staff members, ensuring the best fit between staff members and jobs while avoiding workforce shortages or surpluses;
- **"immediate family"**, refers to the staff member's spouse and / or dependent children; ○ **"in-house"**, refers to programmes that are presented to staff members of the Municipality by internal service providers;
- **"induction"**, refers to initiation, or a formal introduction into the Municipality or position; ○ **"Integrated Development Plan (IDP)"**, refers to a plan envisaged in Section 25 of the Local Government: Municipal systems Act (Act 32 of 2000), and sets out the Municipality's policy priorities, programmes and project plans for a five-year period, as approved by the Municipal Council and the MEC, within the scope of available resources;
- **"job description"**, refers to a simpler version of the job profile with brief overview of the role, list of key responsibilities, requirements and qualifications, and is developed by conducting a job analysis which includes examining the tasks and sequences of tasks necessary to perform the job to meet operational objectives, and drafted in a format that feeds into the job evaluation and grading system;

- **"job evaluation"**, refers to the grading of jobs according to a specifically planned procedure and reliable methodology in order to determine the relative worth of each job in the municipality;
- **"job grade"**, refers to a grouping that encompasses positions with the same or similar values in order to assign compensation rates and structures;
- **"job profile"**, refers to a description of a particular work function that includes the elements deemed necessary to perform the post effectively. Specifically, might include such things as duties or job responsibilities, required qualifications, advancement prospects, and the initial pay or salary associated with the position;
- **"learnership"**, refers to a combination of structured learning and work experience which may lead to a registered qualification;
- **"market-related premium payment"**, refers to an addition to salary for a specific individual post, or group or sub group of posts, paid where other employers' higher pay rates (the market rate) prevent the Municipality from being able to recruit or retain staff on the salary indicated for their role by role analysis alone;
- **"nepotism"**, refers to favouritism based on family relationship or friendship;
- **"office hours"**, refers to the official working hours for staff members as determined by the Municipality from time to time with due consideration of the staff member's designation;
- **"organisational structure"**, refers to a chart that shows the organisational design of the Municipality and the description of the purpose, functions, role types and headcount for each business unit at branch, departmental, division, regional and section levels;
- **"organogram"**, refers to a diagram that shows the organisational chart of the Municipality and the relationships between the different people, departments, and jobs at different levels;
- **"people with disabilities"**, refers to people who have a long term or recurring physical or mental impairment which substantially limits their prospects of entry into, or advancement in, employment;
- **"placement"**, refers to a system of assessment and selection by which vacancies are filled by either a staff member already serving in the Municipality (i.e. internal filling of vacancies), or from external recruitment. Placement is a process of assigning a specific job to each of the selected candidates. It involves assigning a specific rank and responsibility to an individual. It implies matching the requirements of a job with the qualifications and experience of the candidate;
- **"poor work performance"**, refers to the inability or failure of a staff member to meet the required standard(s) or output(s) for the position in which he / she is employed. Poor work performance could include: less than expected output and poor quality; failure to meet set targets; work requiring rework / repair; unnecessary material wastage; any non-conformance to reasonable or agreed standards; time wasting;
- **"private work"**, refers to when a staff member performs private work apart from his / her duties at the Municipality, works for remuneration at another place;

- **"racial harassment"**, refers to unwelcome remarks, jokes, innuendoes or taunting about a person's racial or ethnic background, the displaying of racial graffiti or material, refusing to talk to or work with a staff member because of his/her ethnic/racial background, insulting gestures or practical jokes based on racial or ethnic grounds which cause embarrassment or awkwardness, attempted or actual assault relating to racial or ethnic origins;
- **"recruitment"**, refers to the activities undertaken through human resource management to attract job candidates who have the necessary potential, compliances and traits to fill jobs and thus assist the Municipality in achieving its objectives;
- staff member **"reference check"**, refers to the gathering of information about candidate's history from people with whom such candidate has been associated;
- **"relatives"**, refers to husband, wife, parent, child, brother, sister, and in-laws of the staff member;
- **"remuneration"**, refers to all rewards earned by staff members in return for their labour, such as direct financial remuneration consisting of pay received in the form of wages, salaries, bonuses, overtime pay provided at regular and consistent intervals, and indirect financial remuneration including all financial rewards that are not included in direct remuneration and understood to form part of the social contract between the Municipality as employer and the staff members, such as benefits, leaves, retirement or pension plans, education, and staff member services. It also includes non-financial remuneration such as career development and advancement opportunities, opportunities for recognition, as well as work environment (ergonomics) and conditions;
- **"selection"**, refers to the process of making decisions of matching of candidates considering individual differences and requirements of the job;
- **"Service Delivery and Budget Implementation Plan (SDBIP)"**, refers to a document that details the specific performance targets that the Municipality will aim to achieve in the budget year and the next two years of the Medium-Term Expenditure Framework (MTEF) in pursuit of strategic outcomes, oriented goals and objectives set out in its Integrated Development Plan (IDP)
- **"sexual harassment"**, refers to :
 - unwelcome and unsolicited conduct of a sexual nature, be it verbal, visual or physical such as unwelcome remarks, jokes, innuendoes or taunts about a person's body, clothing or sex;
 - threats, demands or suggestions that a staff member's work status or any employment decision or condition affecting a staff member is contingent upon the staff member's tolerance of or submission to sexual advances or requests for sexual favours (*quid pro quo* harassment);
 - abusing the dignity of a staff member through unwelcome, insulting, degrading, exploitative or offensive sexual remarks or conduct;
 - unreasonably interfering with a staff member's work performance or creating an intimidating, hostile or offensive work environment;

- sexual favouritism in the workplace which results in the granting or offering of employment opportunities or benefits based on submission to sexual advances or requests for sexual favours;
 - where a recipient has made it clear that the behaviour is considered offensive and unacceptable, and the perpetrator had continued with such behaviour;
 - leering (*an unpleasantly lustful or malicious look or smile*), insulting gestures and practical jokes of a sexual nature which causes awkwardness or embarrassment;
 - displaying pornographic, pin-up pictures, graffiti or other offensive material;
 - coercion related to power, such as physical conduct of a sexual nature that includes all unwanted physical contact, ranging from touching to sexual assault, strip search by or in the presence of another person;
- o **"shop steward"**, refers to a permanent staff member in the Municipality, elected to represent the Union and its members in terms of the Union's constitution and the Recognition Agreement;
 - o **"spouse"**, refers to a person registered with the Municipality as the lawful husband or wife / wives, or life partner, by the staff member at the time of use of the benefit, provided that a staff member may register all spouses in terms of customary or indigenous law, may register only one life partner at a time, and if has a spouse/s registered with the Municipality in terms of the recognition of Customary Marriages Act, 1998 and Marriages Act, 1961, may not register a life partner with the Municipality;
 - o **"staff establishment"**, refers to approved jobs and number of posts created for the normal and regular requirements of a municipality, also referred to as the organisational structure or organogram;
 - o **"subsistence and travel expense (S&T)"**, refers to an amount of money paid by the Municipality to a representative to cover expenses such as meals, incidentals such as refreshments, snacks, soft drinks and newspapers, and all business-related travel; but exclude any personal recreation, such as visits to a cinema, theatre, clubs, or sightseeing;
 - o **"succession planning"**, refers to making the necessary arrangements to ensure that suitably qualified people are available to fill posts which will arise within any specific department over forthcoming years;
 - o **"suitably qualified person"**, refers to a person who has the abilities, formal qualifications, relevant experience or potential to acquire, within a reasonable time, the skills and competencies necessary to perform a particular job;
 - o **"telework"**, refers to the practice of working from home, making use of the Internet, email, and the telephone (also referred to as telecommute);
 - o **"Workplace Skills Plan (WSP)"**, refers to a plan that allows the Municipality to identify areas where skills are needed and plan interventions to answer the needs, as per guidelines provided by the relevant Sector Education and Training Authority (SETA);

Blouberg Municipality



POLICY DEVELOPMENT

IMPORTANCE OF HUMAN RESOURCE POLICIES

Relevant and updated Human Resource Policies are important for the following reasons:

- To drive corporate governance and ensure compliance with legislations.
- To align with strategic organisational objectives
- To ensure equitable, fair and standard practices
- To adapt to market trends and best practice
- To achieve overall service excellence and optimisation

STATUS OF THE HUMAN RESOURCES POLICIES

The consolidated Human Resources policies, once supported by the Local Labour Forum and recommended by the Portfolio Committee, and approved by the Council, shall supersede all previous policies from the date of Council approval. Any dispute arising from this policy due to ambiguous wording or phrasing shall be referred to the Local Labour Forum for adjudication. Resolutions from the Local Labour Forum shall be incorporated into the policy.

HOW THE POLICIES WERE DEVELOPED?

The Consolidated Human Resource Policies were developed using the following principles:

- Alignment with organisational objectives and values
- The policy will contribute to efficiency and effectiveness in the Municipality
- The policy addresses the following:
 - Adaptation to environmental circumstances influencing the Municipality
 - Enhancement of the Municipality's organisational environment
 - Acknowledgement of current practises and processes

NECESSITY FOR HUMAN RESOURCES POLICY UPDATES

The Municipality shall review and update human resources policies as per events below:

OCCURRENCE	DESCRIPTION
New / updated legislation	New legislation may impact conditions of service, which require updates to policies. As legislation is passed, the impact on policies should immediately be assessed.
Periodic review	Regular review of policies should take place to ensure alignment and compliance. This should happen annually, at the start of the new financial year.
Operational issues	Operational process issues can highlight inadequacies in existing policies. This can happen on an <i>ad hoc</i> basis.
Risk assessment	Risk assessments or policy implementation audits can identify policy issues.
Collective agreements	Collective agreements impact internal conditions of service, which require updates to policies. Impact on policies should be assessed once an agreement is signed.