

Recruitment, Selection and Remuneration Policy



**O.R. TAMBO
DISTRICT MUNICIPALITY**

RECRUITMENT, SELECTION AND REMUNERATION POLICY

**O.R. TAMBO DISTRICT MUNICIPALITY
APPROVED**

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PREMEABLE

The Municipality endeavours to match human resources to its strategic and operational needs whilst ensuring the full utilisation and continued development of the staff members. All aspects of the employment structures, recruitment, selection, interviewing and appointment of staff members - shall be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except where explicitly provided for affirmative action and employment equity.

1. 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.

2. LEGISLATIVE AND POLICY FRAMEWORK

- Constitution of the Republic of South Africa Act, 2097 (Act No. 108 of 2097)
- Income Tax Act, 2072 (Act No. 58 of 2072)
- Occupational Health and Safety Act, 2092 (Act No. 85 of 2092)
- South African Qualifications Authority Act, 2095 (Act No. 58 of 2095)
- Labour Relations Act, 2095 (Act No. 77 of 2095)
- Basic Conditions of Employment Act, 2097 (Act No. 75 of 2097)
- Employment Equity, 2098 (Act No. 55 of 2098)
- Skills Development Act, (Act No. 97 of 2098)
- Local Government: Municipal Structures Act, 2098 (Act No. 120 of 2098)
- Local Government: Municipal Systems Act, 2000 (Act No. 20 of 2000)
- Immigration Act, 2002 (Act No. 12 of 2002)
- Local Government: Municipal Finance Management Act, 2002 (Act No. 57 of 2002)
- Employment Services Act, 2014 (Act No. 4 of 2014)
- 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
- National Skills Development Strategy
- National Qualifications Framework
- Income Tax Act, 2056 (Act No. 24 of 2062)
- Pension Funds Act, 2056 (Act No. 24 of 2056)

3. PURPOSE AND OBJECTIVES

- 3.1 Enable the Municipality to recruit suitable candidates for appointment in specific posts to deliver the required services to the community and to assist in the optimal development of the municipal area and its residents;
- 3.2 Ensure that the process of recruitment, selection and appointment is objective, transparent and equitable as required by the Employment Equity Act, Labour Relations Act and other applicable legislation;
- 3.3 Establish proper structures and clear responsibilities for the purpose of recruitment.
- 3.4 Establish clear procedures for all role-players participating in the recruitment process;
- 3.5 This policy is further based on the principles of best practice human resource management that ensures the Municipality must –
- 3.5.1 be characterised by a high standard of professional ethics;
 - 3.5.2 promote the efficient, economic and effective utilisation of staff members;
 - 3.5.2 conduct human resources in an accountable manner;
 - 3.5.4 be transparent;
 - 3.5.5 promote good human resource management and career development practices, to maximise human potential; and

3.5.7 ensure that its administration is broadly representative of the people of South Africa, with human resources management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

3.5.8. The purpose of this policy is to establish fair, transparent, and consistent principles and procedures governing the remuneration of all municipal employees in accordance with applicable legislation, collective agreements, and internal municipal practices. The policy ensures equitable and competitive remuneration practices. Compliance with statutory and collective agreement requirements and ensure timely and accurate payment of employee salaries and benefits. Promote transparency, fairness, and accountability in remuneration administration.

4. SCOPE OF APPLICATION

4.1 This policy is applicable to all staff members and prospective staff members of the municipality but excludes the following:

4.1.1 Appointments under the Extended Public Works Programme/ Community Development Workers; and

4.1.2 Appointments of students and interns.

5. POLICY INTENT

The intent of the policy is to regulate, standardize and manage the recruitment and selection process. Promote transparency, fairness, and accountability in remuneration administration.

6. PRINCIPLES

- The Recruitment and Selection Policy and its implementation will be aimed at ensuring the right people with the right skills and competencies in the right place at the right time.

- Each appointment shall be rationally and objectively, justifiable by reference to the strategic and operational needs of municipality.
- All aspects of the staffing process shall be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions in line with the Constitution of the Republic of South Africa, 2097 (Act No. 108 of 2097) as amended and the relevant provisions of the Employment Equity Act, 2098 (Act No. 55 of 2098).
- Selection criteria shall be objective and related to the inherent requirements of the job and realistic future needs of the organisation.
- The selection shall be competency based in relation to the inherent requirements of the job provided that selection shall favour, as determined by the approved Employment Plan suitably qualified applicants as defined in section 20(2) of the Employment Equity Act, 2098 (Act No. 55 of 2098).
- Canvassing or use of undue influence by job applicants or any other person on behalf of job applicants, for posts within the municipality's service is prohibited and evidence thereof will disqualify the applicant's application for consideration.
- The expeditious filling of posts within prescribed time frames will require an active partnership between Line Departments and Corporate HR.
- The recruitment process will be non-discriminatory and no person should be refused employment on any arbitrary or discriminatory basis such as race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth except for the purpose of affirmative action as stipulated in section 7(1) of the Employment Equity Act (referred to herein as EEA).

- The municipality is an Employment Equity Employer and preference should thus be given to suitably qualified candidates who fall within the designated and under-represented groups as defined in section 1 of the EEA.

The following principles shall guide the implementation of this Remuneration policy:

- Equity and Fairness – All employees shall be remunerated fairly and equitably in accordance with their job value, qualifications, and responsibilities.
- Transparency – The remuneration process shall be open, consistent, and clearly communicated to all employees.
- Legislative Compliance – All remuneration practices shall comply with applicable labour legislation and collective agreements.
- Affordability and Sustainability – Salary structures and benefits shall be aligned with the Municipality's financial capacity and approved budget.
- Performance Alignment – Remuneration shall support and encourage employee performance, accountability, and service delivery excellence.
- Consistency – The Municipality shall apply uniform remuneration practices across all departments and employee categories.
- Good Governance – All remuneration decisions shall be based on sound financial management, ethical conduct, and accountability

7. LINKS WITH OTHER POLICIES

The recruitment, Selection and Remuneration Policy is linked to all local government and O.R. Tambo District Municipality policies related to Recruitment, Selection and Remuneration.

8. WHO USES THE POLICY

This policy is applicable to all staff members and prospective staff members of the municipality but excludes the following:

Section 57 appointments, appointments under the Extended Public Works Programme/ Community Development Workers; and Appointments of students and interns.

9. WHO SHOULD BE CONSULTED IN RESPECT OF THE POLICY CHANGES

- 9.1** Council as a Policy formulator.
- 9.2** Employees as beneficiaries in the policy
- 9.3** O.R. Tambo Local Labour Forum
- 9.4** Municipal Manager as the accounting officer
- 9.5** Officials as implementers of the Policy.

10. IMPLICATIONS OF THE POLICY

10.1 Intended Consequences

The unintended consequences of the policy is:

To attract and select candidates who possess the required skills, knowledge, and abilities for the job. To select candidates whose values, attitudes, and behaviors align with the organizational culture. To streamline recruitment and selection methods for maximum efficiency. To build a strong workforce that drives organizational success. To align recruitment efforts with current and future business needs.

10.2 Unintended Consequences

Inaccurate job descriptions, poor screening, or rushed decisions. Mismatched hires or favouritism in the selection process. Discriminatory practices, unconscious bias, or lack of fairness in selection. External hiring when internal candidates are overlooked resulting in decreased motivation and loyalty among current employees.

11.WHO DRIVES THE POLICY

The Municipal Manager as the accounting officer is responsible to drive the policy and has a duty to ensure that the employees are fully apprised about the policy ,its contents and ramifications.

12.POLICY PROVISION/STATEMENT

12.1 RECRUITMENT AND SELECTION

12.1.1 Determination of recruitment needs

- a) Prior to filling a post, the need will be assessed with due consideration to and compliance with all applicable policy or legislative requirements.
- b) The municipality is obliged to advertise a vacant funded post as prescribed in the Regulations: Provided that during emergency situations, the municipality may use alternative recruitment methods such as acting appointment.
- c) If a funded post on the approved staff establishment becomes vacant or is due to become vacant the relevant head of department must submit a recruitment requisition form for approval by the Municipal Manager or delegate. No post may be filled unless and until approval has been granted by the Municipal Manager or delegate.
- d) The Municipal Manager or delegate must confirm the following before granting an approval:
 - e) the post exists on the approved staff establishment of the municipality; and
 - f) the post has been budgeted for.
- g) Each post should have a job description explaining the purpose, tasks and responsibilities attached to the post as well as a job specification indicating the qualifications, skills, knowledge etc. required for the particular post.

12.2 INHERENT AND COMPETENCY REQUIREMENTS FOR STAFF MEMBERS

- a) A person appointed as staff member in terms of this policy shall, have the necessary competencies; and comply with the minimum requirements for education qualifications, work experience and knowledge as set out in Annexure A of the Regulations.
- b) In the event that the inherent and competency requirements do not appear in Annexure A of the Regulations, the municipality must adopt the same in line with the framework provided in the Regulations.
- c) The inherent requirements of a job shall refer to the key performance areas, competencies, knowledge, skills and qualifications required in order to perform in that role to achieve the service mandate of the organisation.
- d) Prior to the commencing process, the key performance areas, skills, knowledge, competencies and stated educational requirements as contained in the competency framework and job description are determined for utilisation in the selection and assessment process.
- e) The inherent and competency requirements must be so stated as to attract the right pool of applications and not to unfairly exclude potential applications to the position.
- f) The institution will forge partnership with the local municipalities so to source their skills available in their traffic departments.

12.3 ADVERTISING OF VACANT POST

Prior to recruitment or advertising a vacant post, the relevant delegated authority, in consultation with Human Resources, should ascertain whether the job description and job specification should be adapted in response to any change in inherent and competency requirements. If any changes are necessary, the proper procedure that may include the involvement of job evaluation should be followed.

12.3.1 The job description and job specifications referred to in par. 10.1 should form the

basis of an advertisement. The advertisement shall, at least, specify the –

- (a) job title.
- (b) term of appointment.
- (c) place of work.
- (d) applicable salary scale or pay range.
- (e) competency requirements of the post, and where applicable minimum qualifications and experience as set out in Annexure A of the Municipal Staff Regulations.
- (f) inherent requirements of the job;
- (g) summary of the core functions;
- (h) need for signing of employment contract and, where applicable, a performance agreement and disclosure of benefits and interest;
- (i) address where applications must be sent;
- (j) place where applicants can obtain the application form;
- (k) contact person;
- (l) where necessary, the need to undergo screening and vetting; and
- (m) closing date for submission of applications.

12.3.2 A shortened advertisement in two official languages may be placed in the relevant

newspapers and on relevant digital mediums as pre-approved by the Municipality, but the full advertisement (in all two official languages) shall be available on the Municipal website and at the Human Resources Division.

12.3.3 The advertisement must, where necessary and at the discretion of the Municipal Manager, also contain the following:

- (a) Statement that Municipality subscribes to principles of employment equity;
- (b) Statement that canvassing will disqualify any candidate from being considered for appointment; and

- (c) Statement that applications received after the closing date will not be accepted or considered.
- (d) Statement that it is the responsibility of the applicant to evaluate all foreign qualifications by SAQA prior to submission of application.
- (e) The municipality reserves the right of employment.

12.3.4 The advertisement may be utilised to create a pool of potential candidates valid for a period not exceeding six months from the date of advertisement to fill any other vacancy in the municipality if—

- (a) the job title, core functions, inherent requirements of the job and the salary level of the other vacancy is the same as the post advertised; and
- (b) the recruitment process as per this policy has been complied with.

12.3.5 The municipality may advertise any funded vacant post, as a minimum, within the municipality, but may also advertise such post—

- (a) locally; or
- (b) provincial
- (c) nationwide.

12.3.6 Vacancies must be advertised internally and may at the same time be advertised

externally, provided that external advertisements may only be published in terms of section 21(1) of the Municipal Systems Act, as follows:

Nature of post	Advertising medium
Low level staff members (TG 02 - TG 8)	Internally and municipal billboards
Middle management (TG 09 – TG 07)	Provincial, Local newspaper
Senior management and professional occupations	Internally, or provincial or national newspapers

12.3.7 Internal advertisements shall be circulated electronically and placed on designated noticeboards and/or other places as agreed as deemed appropriate to the recruitment.

12.2.8 External advertisements shall be placed in appropriate media / publications E-Recruitment Portal/ Website / Social Media Sites ensuring maximum access by designated groups as determined by Human Resources, in consultation with relevant delegated authority.

13. UTILISATION OF RECRUITMENT AGENCY

Where the municipality does not have the capacity to manage recruitment processes, the services of external employment / personnel agencies may be utilised for recruitment processes subject to compliance with the Supply Chain Management Policy and in terms of an approved tender. The recruitment agency shall not undertake the selection process.

14. HEAD HUNTING

Head hunting through recruitment agencies shall, where utilised, be applied with caution at all times, and it may be employed at any stage of the selection process, when the selection panel is of the opinion that the assessed candidates are not suitable and / or do not meet the requirements of the employment equity plan.

The following conditions shall also apply:

14.1 Recruitment agencies on the preferred list of recruitment service providers shall be provided with a copy of the recruitment advert for use in finding suitable candidates.

14.20 The municipality, after receiving the list of suitable candidates from the recruitment agencies will engage them through its internal recruitment processes for final approval of appointment.

14.21 The detailed head-hunting principles and guidelines shall be agreed to in the Local Labour Forum and approved by Council.

15. APPLICATION FOR VACANT POST

15.1 An application for a vacant post must be made on the prescribed format of the Municipality, in online version. Any applicant or category of applicants, who has not complied with this requirement and did not complete the official application format, will be automatically disqualified.

15.2 An application for a post must disclose an applicant's –

15.2.1 qualifications and experience.

15.2.2 contactable references.

15.2.2 registration with a relevant professional body, if applicable.

15.2.4 full details of any dismissal for misconduct or substandard performance; and

15.2.5 any disciplinary actions, whether pending or finalised, instituted against the applicant in his or her current or previous employment.

15.2 Misrepresentation or failure to disclose material information contemplated in clause 14.2 and the application form is a breach of the Code of Conduct for Municipal Staff.

15.4 Applications not made on the prescribed application format for employment shall be rendered whether any appointment or contract entered into, between the municipality and the successful candidate invalid.

15.5 Record of all applications received in response to advertisements as well as ad hoc applications received by Human Resources, should be maintained and disposed in line with the National Archives of South Africa Act

15.7 The record shall contain –

- (a) the applicants' biographical details and contact information.
- (b) the details of the post for which the applicants were applying.
- (c) the applicants' qualifications; and
- (d) any other requirements outlined in the application form.

15.7 No applications will be accepted after the closing date.

16. SELECTION

16.1.1 Selection panel (NB: A municipality must categorise the selection panel according to different categories and/or levels or Task Grade.

16.1.2 The Municipal Manager, his or her delegate shall appoint a selection panel for each of the advertised post to recommend the appointment of suitable persons to the vacant post as follows:

a) **For the appointment of Managers (TG 15 upwards)** the Municipal Manager must appoint members of the panel, and they must include the following:

- i. HOD of the concerned Department (Chairperson)
- ii. Director Corporate Services (Advisor)
- iii. Any other departmental head appointed by the Municipal Manager
- iv. Human Resource Practitioner (scribe) and
- v. Invite Labour Representatives from each union as observers

b) Task Grade 9 - 14 (Specialised Skill Level III)

The Municipal Manager must appoint members of the panel, and they must include the following:

- i) HOD of the concerned department (chairperson)

- ii) Manager HR Management and Labour Relations (Advisor)
- iii) Relevant Manager/Senior official (User department)
- iv) Human Resource Practitioner (scribe)
- v) Labour Representatives (observer)

c) TASK GRADE 2 – 8 (Basic and Discretionary Skill Level I & II)

- i) Relevant General Manager/Manager as chairperson of the panel
- ii) Relevant Senior official (User department)
- iii) Chief HR Practitioner/HR Practitioner (Advisor)
- iv) Human Resource Practitioner (scribe)
- v) Labour Representatives (observer)

16.1.3 The selection panel shall comprise of at least 2 but not more than 5 members.

17.6.4 The selection panel for a post shall once constituted, always remain the same. If a member of the selection panel is unable to proceed with the shortlisting due to circumstances beyond that member's control, the shortlisting session must proceed only when there is assurance of the members availability for interviews, failing which such panel member may be replaced or withdrawn. If the selection panel does not quorate, the panel shall be reconstituted.

17.1.5 The chairperson of the panel must be the Head of Department, Manager or Supervisor from the user Department, or a staff member employed at least job grade/s higher than that of the advertised post.

17.1.6 In deciding on the composition of the selection panel, the Municipal Manager must consider the following:

- (a) nature of the post;

- (b) gender and race balance of the panel; and
- (c) skills, expertise, experience and availability of the person to be involved.

17.1.7 A member of a selection panel must:

- (a) disclose any interest or relationship with shortlisted candidates during the short-listing process
- (b) recuse himself or herself from the selection panel if –
 - (i) his or her spouse, partner, close family member or close friend has been shortlisted for the post;
 - (ii) the panel member has a de facto relationship or some form of indebtedness to a short-listed candidate or vice versa; or
 - (iii) any other conflict of interest.
- (c) sign a prescribed declaration of confidentiality to avert the disclosure of information to unauthorised persons.

17.1.8 Where a union representative is allowed to attend interviews as an observer, he or she must sign the declaration as prescribed to prevent the disclosure of information to unauthorised persons.

17.1.9 The head of human resources his or her delegate must facilitate and provide advisory services during the selection process to ensure compliance with the Regulations in the recruitment and selection process.

17.1.10 A staff member delegated to provide secretarial services during the selection process may not form part of the selection panel.

17.1.11 Each panel member shall disclose potential conflict to be considered by the full selection panel at the initial meeting of the panel.

17.1.12 If a conflict of interest becomes apparent during the selection process, the Municipal Manager or his/her delegate must take the appropriate steps to remedy the situation, which may include declaring the selection process invalid and commencing a new process.

17.1.12 If a conflict of interest becomes apparent after the appointment, the Municipal Manager or his/her delegate must report the matter to the

Council, which shall take remedial action, including possible disciplinary action.

17.2 Compiling shortlist of applicants

- 17.2.1** The Municipality shall compile a list of all applications received for the post evaluated against the relevant competency requirements for the post.
- 17.2.2** The selection panel shall compile a short-list based on the inherent requirements of the position and with due regard to Section 20 of the Employment Equity Act and Employment Equity Plan of the municipality.
- 17.2.3** Any candidate, internal or external, should be placed on the shortlist only if they meet the requirements of the advertisement and the selection criteria.
- 17.2.4** The Selection panel must shortlist at least a minimum number of two (2) to the maximum number of not more than six (7) applicants who are deemed suitable to go to the next step of recruitment. If a large number of applicants meet the minimum confirmed selection criteria, additional inherent requirements of the job will be considered.
- 17.2.5** If a post is advertised internally, only applicants working within O.R. Tambo District municipality and its satellites offices in district boundaries shall be considered for the shortlisting.
- 17.2.6** The criminal record and disciplinary record of applicants shall be taken into consideration when compiling a shortlist.
- 17.2.7** If no candidate matches the inherent and prescribed competency requirements during the shortlisting process, the municipality must re-advertise the post.

18. REFERENCES AND PERSONAL CREDENTIAL VERIFICATION

- 18.1** The Human Resources section and/or external Service Provider appointed for such purpose must:

- (a) verify the candidate's inherent requirements of the job with the current or previous employer.
 - (b) establish the validity of candidate qualifications and any other verification required by the position before appointment.
 - (c) determine whether the candidate has been dismissed previously for misconduct or poor performance by another municipality or employer, and, if so, the nature of that misconduct or poor performance; and
 - (d) verify any other additional personal credentials as may be required by the nature of the job such as criminal records, identification document, security clearance and, where necessary, credit checks.
- 18.2** Medical testing will only be utilised if required or permitted by legislation or if it is justified in light of health conditions as an inherent requirement of a job.
- 18.3** A written report on the outcome of the reference checks and personal credential verification shall be compiled before the Interview is conducted.
- 18.4** The absence of a previous employment record will disqualify a candidate for appointment to an advertised post.

20 INTERVIEWS

- 20.1.1** The selection panel must conduct interviews within 14 days of screening the candidates.
- 20.1.2** The Human Resource Personnel must notify shortlisted candidates of the following venue, date and time at least five (5) days prior to the interviews using the contact details provided by the candidate on the application portal for employment.
- 20.1.2** Where necessary, travel and accommodation arrangements may be organised in terms of the municipality's travel and substance policy.
- 20.1.4** On the day of the interview, the Human Resource Personnel must provide the selection panel with the list of short-listed candidates, screening reports, Interview Schedule and Shortlisting Profile prior to the commencement of interviews.

- 20.1.5** The Municipality shall grant observer status to each of the recognised trade union representatives during the interviews: Provided that failure by trade union representatives to attend the interview shall not invalidate the outcome of the selection process.
- 20.1.6** All selection panel members and trade union representatives must sign the Declaration of Confidentiality Form as contained in Annexure C of the Regulations to prevent the disclosure of information to unauthorised persons.
- 20.1.7** Before the interviews for a specific post commence, the selection panel shall confirm the selection criteria for the advertised post, based on the relevant competencies required for the advertised post.
- 20.1.8** The selection panel must compile a list of questions relating directly to the job concerned to be asked during the interview on a score sheet, such questions and score sheets to be shared within the selection panel in the interview.
- 20.1.9** Completed score sheets and any written record must be kept in safe storage for a period of at least twelve (12) months after an appointment decision has been made.
- 20.1.10** After considering all the relevant information, the selection panel shall recommend candidates in order of preference. If the recommended candidate declines an offer of employment, the next suitable candidate, where applicable, may be considered for appointment.
- 20.1.11** If it is determined that the selection process has not attracted suitable candidates, the post may be re-advertised if reasons are recorded.
- 20.1.12** If the municipality is unable to attract suitable candidates after re-advertising the post, head-hunting may be considered provided that the post is categorised as a critical and scarce skill post.
- 20.1.13** The municipality must utilise the critical and scarce skills list determined by the Minister responsible for higher education and training.
- 20.1.14** All candidate headhunted shall be subjected to an assessment and interview process as outlined in this Policy.
- 20.1.15** A candidate must score at least 50% in the interview and 50% in the practical test to be declared as competent.

20.1.16 The recommendations of the selection panel shall be determined by:

- (a) consensus; or
- (b) where the panel fails to reach consensus, the matter shall be referred to the Municipal Manager or his or her delegate for mediation or resolution.

20.1.7 If the selection panel recommends an appointment to the post, it shall submit its recommendation to the Municipal Manager or his or her delegate for approval.

20.2 Competency/proficiency tests

20.2.1 One or more relevant proficiency tests (e.g. computer skills tests, operating equipment, writing tests, technical presentations, etc.) may be required to be conducted before or after an interview is conducted.

20.2.2 A proficiency test may only be required if the outcome thereof is relevant to the expected job standards that would be expected of the staff member, and it relates to the job description.

20.2.3 A proficiency test shall be conducted under the supervision of the selection panel.

20.2.4 A candidates may be subjected to competency tests / assessments. In terms of section 8 of the Employment Equity Act, assessments may only be used if they can be applied fairly to all candidates and are not biased against any staff member, candidate or group. Competency/practical assessments should be accompanied by a pre-determined memorandum of response (set of answers) and candidates should score at least 40% in the assessments. During the conduction of competency assessments, candidates shall be identified by a pre-determined number and not by his/her name.

20.2.5 The results of the competency/practical assessments of candidates who passed the test may only be made available by the Human Resources Practitioner to the Selection Panel after interviews have been conducted.

20. APPOINTMENT

20.1.1 An applicant may be appointed as a staff member only if they –

- (a) possesses the relevant competencies as prescribed in the Municipal Staff Regulations; and
- (b) is not disqualified in terms of the policy provisions on the re-employment of dismissed municipal staff.

20.1.2 The Municipal Manager or the staff member to whom this function is delegated shall –

- (a) consider the recommendations of the selection panel; and
- (b) decide –
 - (i) on whom to appoint; and
 - (ii) the terms and conditions of employment.

20.1.3 Before deciding to appoint, the Municipal Manager or his/ her delegate shall satisfy himself or herself that the candidate meets the relevant requirements of the post as provided in the competency framework of the Municipal Staff Regulations.

20.1.4 If the decision of the municipal manager or the delegate does not accord with the recommendations of the selection panel, the reasons for such a decision shall be recorded in writing.

20.1.5 An appointment shall only take effect after the Municipal Manager or his or her delegate has approved the appointment.

20.1.6 Successful candidates should be informed by the Human Resources Division within 7 working days of the final selection decision, if possible. This communication should be in the form of an offer of employment stipulating remuneration, benefits and commencement date. Should such

an offer be accepted, communication to the successful candidate in the prescribed manner should be dispatched as soon as possible.

- 20.1.7 The successful candidate must confirm acceptance or decline of offer within five (5) working days from the date the written employment offer was received by the candidate.
- 20.1.8 The Human Resources section should inform unsuccessful candidates who attended interviews of the outcome, in writing, no later than 7 working days after the appointment has been accepted by the successful candidate.
- 20.1.9 Unsuccessful candidates shall on request be provided with, or given reasons, in writing why they were not successful or appointed.
- 20.1.10 Disputes resulting from the appointment of a candidate should be dealt with in terms of the Bargaining Council's dispute resolution process and applicable labour laws.

20.2 Appointment of permanent staff

- 20.2.1 Except where specifically determined in terms of this policy, appointments of staff members shall be on a permanent basis.

20.2 Appointment of support staff to offices of Public Office Bearers

- 20.2.1 An applicant appointed to a post on the approved staff establishment in order to support the office of a public office bearer shall either be –
 - (a) seconded from a post on the Municipality's approved staff establishment or another Municipality's staff establishment; or
 - (b) appointed on a fixed-term contract of employment linked to the term of office of the public office bearer.

20.2.2 The duration of the secondment or fixed-term employment contract in this regard may not be longer than 20 days after the public office bearer vacates office.

20.4 Appointment of staff on fixed term contract

20.4.1 Notwithstanding clause 20.2 above and subject to the provisions of section 208B of the Labour Relations Act, the Municipality may in exceptional circumstances and within the administrative and financial capacity appoint a person or persons on fixed term contract without adhering to the full provisions of this policy.

20.4.2 All contract/s of employment exceeding three (3) months must be advertised internally/externally depending in the level of the post/s.

20.4.2 Procedures and criteria for such appointments shall be agreed to in the Local Labour Forum.

20.5 Appointment of replacement labour in the event of a strike

The employment of replacement labour during a strike in terms of Section 77 of the Labour Relations Act shall be based on the main and divisional collective agreements entered in the SALGBC, and details agreed to in the Local Labour Forum.

20.6 Re-employment of dismissed municipal staff

20.6.1 A person who was dismissed from a municipality for any reason stated in the Category of Misconduct in Annexure E of the Municipal Staff Regulations may not be employed in the Municipality before the period set out, or any concurrent periods set out, has expired.

20.6.2 Notwithstanding clause 20.7.1, a person who has lodged a dispute in terms of any applicable legislation, may be appointed subject to the outcome of the dispute.

20.6.3 The Municipality shall maintain a record of staff dismissed for misconduct and staff who resigned prior to the finalisation of any disciplinary proceedings.

20.6.4 The record shall contain –

- (a) full names and identity number of the person;
- (b) title of the post that the person occupied;
- (c) nature of the misconduct;
- (d) date of suspension, if any;
- (e) conditions of suspension, if any;
- (f) date on which the misconduct was referred to a disciplinary hearing or pre-dismissal arbitration;
- (g) date of commencement of the disciplinary hearing or pre-dismissal arbitration;
- (h) finding;
- (i) whether a dispute was referred to the SALGBC or the Labour Court;
- (j) costs incurred by the municipality; and
- (k) date of resignation or dismissal of the person.

20.7 Probation

20.7.1 The appointment of a person as per this policy shall be effective on a minimum probationary period of three months and a maximum probationary period of 12 months.

20.7.2 The probationary period shall be determined on the basis of job requirements and the minimum period required to establish whether performance is satisfactory or not.

20.7.3 The period of probation excludes the number of days for which leave has been taken by the staff member during the period of probation or any extension thereof.

20.7.4 The Municipal Manager or his or her delegate shall –

- (a) inform the staff member within the first two weeks of employment of that member's performance requirements;
- (b) ensure that the staff member completes the Municipality's induction programme; and
- (c) assess the staff member's performance and provide the staff member with feedback on their performance on a quarterly basis.

20.7.5 If a staff member's performance is not satisfactory, the Municipal Manager or his or her delegate shall advise the staff member of any aspects that the staff member is failing to meet the required performance standards.

20.7.6 If the Municipal Manager or his or her delegate believes that the staff member's performance does not meet the required standards, he or she may extend the probationary period or dismiss the staff member, provided that –

- (a) the staff member shall first be given a reasonable period of time for assessment, training, guidance or counselling; and
- (b) the staff member's performance continues to be unsatisfactory after a reasonable period has been given to the staff member to improve his or her performance.

20.7.7 Notwithstanding clause 20.7.1 the Municipal Manager or his or her delegate may extend the probationary period by a period not exceeding six months, in order to afford the Municipality an opportunity to further assess the staff member's performance.

20.7.8 Within one month after the completion of the probationary period, the Municipal Manager or his or her delegate shall –

- (a) confirm the appointment if –
 - (i) the staff member's performance during the probationary period was satisfactory; and
 - (ii) the staff member complied with all the conditions of the probationary appointment.
- (b) subject to the Labour Relations Act, terminate the appointment if –
 - (i) the staff member's performance was not satisfactory during the probationary period; and
 - (ii) the staff member did not comply with all the conditions of the probationary appointment.

20.8 Completion of probation period

- (a) The Municipal Manager or his/her delegate shall confirm the appointment of the staff member after completion of the probation period if:
 - (i) The staff member's performance during the probation period was satisfactory (the staff member was awarded at least 77% for each probation assessment); and
 - (ii) The staff member complied with all the conditions of the probation appointment.
- (b) On submission of the final probation report and upon approval of the director or Municipal Manager, the Human Resources Division shall notify the staff member in writing of his/her permanent appointment within one (1) month after completion of the probation period.

- (c) Should the Director or Municipal Manager not recommend appointment after completion of the initial probation period, he/she must refer to the Human Resources division in writing that:
 - (i) The probation period be extended; or
 - (ii) The service of the staff member be terminated, subject to the stipulations of paragraphs 8 and 9 of Schedule 8 of the Labour Relations Act (Act 77 of 2095) as amended.
- (d) If a staff member on probation works beyond the initial probation period without being evaluated and informed of the permanent appointment or extension of the probation period, the staff member will be regarded as having successfully completed the probation requirements.

20.9 Underperformance during probation

During the initial probation period, the relevant line manager/supervisor and director (in terms of their delegated powers) must express in writing to the Human Resources division should they be of the opinion that the incumbent not perform up to standard in terms of his/her job requirements. The Human Resources division shall as a result advise the line manager/supervisor and director as to the necessary steps (refer to clause 7.20.11 and 7.20.12) to initiate in order to provide guidance or training to the incumbent, or to conduct further investigation.

20.10 Extension of the probation period

- (a) Should the relevant director and/or Municipal Manager be of the opinion that the staff member's performance does not meet the required standards of the post, he/she may extend the probation

period on the basis of performance and provided that the extension is not disproportionate to the legitimate purpose that the employer seeks to achieve. The performance of the staff member should be assessed on an ongoing basis during the probation period to ensure that shortcomings in performance are identified and the necessary corrective action taken immediately.

- (b) The staff member on probation is entitled to be given reasonable evaluation, instruction, training, guidance and/or counselling where necessary to enable him/her to render satisfactory performance.
- (c) Should a staff member not meet the required performance standard(s) or is alleged to be incompetent for the post during the probation period, the line manager must advise the staff member on aspects in which he/she does not meet the required performance standards of the post or is alleged to be incompetent and record such detail on the prescribed form. The line manager and director must furthermore supply written reason to the staff member as to why an extension of the probation period is necessary and the terms thereof. Areas of under-performance must be indicated on the probation record form.
- (d) The period of probation excludes the number of days for which leave has been taken by the staff member during the period of probation or any extension thereof. It is the responsibility of the relevant line manager to obtain the staff member's leave record from the Human Resources Division and to ensure that the probation period less leave taken amounts to three (2) months.

20.10.1 The Human Resource Personnel responsible for Recruitment and Selection, must ensure that the new staff member receives the following documentation/information as part of the employment contract:

- (a) Appointment letter welcoming the new staff member at the Municipality
- (b) Details of package (basic salary)

- (c) Overview of benefits
- (e) Code of conduct
- (f) Job description
- (g) Start date, where and whom to report to
- (h) Recruitment specialist contact name

20.10.2 One week prior to the starting date, the supervisor should give the new staff member a courtesy call. This is not compulsory but is recommended.

20.10.3 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 the Director/Line Manager and the relevant team of the new staff member and provide information regarding his/her arrival in order to ensure a welcoming first day. The supervisor should ensure that the Director/Line Manager knows that the new staff member will be arriving and will accordingly direct the staff member to his/her new workstation.

20.10.4 The supervisor must ensure that the new staff member's workstation, access to equipment, passwords, protective clothing, etc. is prepared and ready prior to the new staff member's arrival.

20.11 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 the Human Resource Unit, in consultation with the Chief Financial Officer (CFO).

21 REMUNERATION

21.1 REMUNERATION STRUCTURE

Remuneration shall consist of the following components:

21.1.1 Basic Salary: Determined according to the approved job grading system and applicable collective agreements.

21.1.2 Allowances and Benefits: Including housing allowance, residential allowance, and other approved allowances as per municipal policies and collective agreements.

21.1.3 12th cheque bonuses, where applicable.

22 DATE OF PAYMENT OF SALARY

22.1 Employees shall be paid salaries on the 15th day of each month except for December and January. Salaries for December and January shall be paid on the 15th.

22.2 Should the 15th fall on a weekend or public holiday, payment shall be effected on the preceding working day.

22.3 Any changes to the payment date shall be communicated in writing at least five (5) working days in advance.

23 MANNER OF PAYMENT OF SALARY

23.1 Salaries shall be paid by electronic funds transfer (EFT) directly into employees' nominated bank accounts.

23.2 Employees are responsible for ensuring the accuracy of their banking details on file with Human Resources and Payroll.

24. STATUTORY DEDUCTIONS

24.1 In accordance with applicable legislation, the Municipality shall deduct from employees' remuneration the following statutory contributions:

24.2 Pay As You Earn (PAYE) – as prescribed by the South African Revenue Service (SARS).

24.3 Unemployment Insurance Fund (UIF) – as prescribed by the Unemployment Insurance Act, 2001.

24.4 Pension/Provident Fund Contributions – as per the applicable fund rules and collective agreements.

24.5 Medical Aid Contributions – where applicable.

24.6 Any other deductions required by law, permitted in terms of a collective agreement, any fines and reimbursements imposed as a penalty for misconduct.

25 BENEFITS & ALLOWANCES

25.1 All permanent employees except for Section 57 employees in terms of the Municipal Systems Act 20, 2000 and contract employees who will be remunerated in a total inclusive package in line with Collective Agreement, BCEA and O. R. Tambo DM HR Policies.

25.2 All benefits and allowances are payable to the employee together with his/her salary each month.

26. 13TH CHEQUE

26.1 Employees who qualify for 13th cheque shall receive such payment in terms of the applicable SALGBC Collective Agreement.

26.2 Every employee is entitled to a 13th cheque equivalent to one month's basic salary payable together with his/her salary for the last month of every annual employment cycle that he/she completes.

26.3 Employees who have not completed 12 months of continuous service shall receive a pro-rated 13th cheque.

26.4 An employee is entitled to the pro-rata payment of his/her 13th cheque:

- (a) on retirement
- (b) when his/her service is terminated for poor performance due to illness or injury.
- (c) when he/she resigns
- (d) upon death

27. REVIEW AND ADJUSTMENT OF REMUNERATION

27.1 Salary adjustments shall be made annually in accordance with the approved municipal budget and applicable collective wage agreements.

27.2 Any performance-based increments or pay progression shall be determined in line with the Municipality's Performance Management Policy and applicable agreements.

28. CONFIDENTIALITY

Remuneration information is confidential and shall only be disclosed to authorised

29. POLICY INTERPRETATION

21.1 All words contained in this policy shall have an ordinary meaning attached thereto, unless the definition or context indicates otherwise.

21.2 Any dispute on the interpretation of this policy shall be declared in writing by any party concerned and be submitted to the Municipal Manager.

30. POLICY APPROVAL, COMPLIANCE MONITORING AND EVALUATION

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

30.2 Non-compliance with 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.

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

30.4 This policy shall be reviewed in 5 years, aligned with the IDP depending on changes on legislation, business dynamics within which the Municipality operates.

31. AUTHENTICATION

Approved on behalf of the Council by Municipal Manager.

NAME: B. Mase DESIGNATION:.....

SIGNATURE: [Signature] DATE:.....

