

**RECRUITMENT, SELECTION AND EMPLOYMENT POLICY  
2025/2026**



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## 1. BACKGROUND

It is a strategic objective of the Mbashe LM that the human capital must be competent and able to implement the organisation's vision and mission.

## 2. PURPOSE OF POLICY

To ensure that recruitment and selection is done in a fair, efficient, effective, transparent and equitable manner.

## 3. OBJECTIVE OF POLICY

To ensure uniform application of norms, values, standards and compliance with the prescribed legislation

## 4. SCOPE

To all permanent and fixed- term appointments made within the Municipality.

## 5. POLICY DEFINITION

“induction” initiation: a formal entry into the organisation or position or office;

“nepotism” : favoritism on the basis of family relationship or friendship; “candidate” means an applicant for a post;

“recruitment” : the activities undertaken in the human resource management in order to attract sufficient an competent job candidates who have the necessary potential, skills, experience and qualifications to fill job requirements to assist the Municipality in achieving its objectives;

“reference check” : the gathering of information about a candidate’s past history from people with whom such candidate has been associated;

“selection” : the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.

## 6. LEGISLATIVE FRAMEWORK

- The Constitution Act 108 of 1996
- Local Government Municipal System Act 2000
- Promotion of Equality and Prevention of Unfair Discrimination Act
- Labour Relations Act

- Basic Conditions of Employment Act
- Employment Equity Act (Act 55 of 1998)
- Skills Development Act

## **7. POLICY PROCEDURE**

### **7.1 PRINCIPLES**

- a) The Recruitment 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.
- b) Each appointment shall be rationally and objectively, justifiable by reference to the strategic and operational needs of municipality.
- c) 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, 1996 (Act No. 108 of 1996) as amended and the relevant provisions of the Employment Equity Act, 1998 (Act No. 55 of 1998).
- d) Selection criteria shall be objective and related to the inherent requirements of the job and realistic future needs of the organisation.
- e) 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(3) of the Employment Equity Act, 1998 (Act No. 55 of 1998).
- f) 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.
- g) The expeditious filling of posts within prescribed time frames will require an active partnership between Line Departments and Corporate HR.
- h) 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 6(1) of the Employment Equity Act (referred to herein as EEA).

- i) 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.

## **8. GENERAL POLICY PROVISIONS**

### **8.1 Vacancy rate and Determination of recruitment needs**

**8.1.1** Prior to filling a post, the need will be assessed with due consideration to and compliance with all applicable policy or legislative requirements.

**8.1.2** 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, including but not limited to short term project linked contracts, temporary appointment, fixed term contracts, internal transfer, secondments, alternative placement, job rotation, promotion and acting appointment. The nature of the recruitment methods required will determine the nature of the sourcing mechanism to be utilised.

**8.1.3** 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.

**8.1.4** The Municipal Manager or delegate must confirm the following before granting an approval:

- (a) the post exists on the approved staff establishment of the municipality; and
- (b) the post has been budgeted for.

**8.1.5** 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.

### **8.2 General requirements for appointment of staff**

- No person may be appointed as a staff member on a fixed term contract, permanent basis, or probation, to any post on the approved staff establishment of a municipality, unless he or she :
  - (a) Is a South African citizen, permanent resident or foreign national with a valid work permit, and
  - (b) Possesses the relevant competencies, qualifications and experience.

### **8.3 INHERENT AND COMPETENCY REQUIREMENTS FOR STAFF MEMBERS**

- a) A person appointed as staff member in terms of this policy shall, where applicable 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 process commencing, 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.

#### **8.4 ADVERTISING OF VACANT POST**

The validated inherent job requirements and key performance areas shall form the basis for the advertisement and all advertisements shall clearly state:

- 8.4.1 The name and location of the Municipality.
- 8.4.2 A statement that the Municipality subscribes to the principles of employment equity.
- 8.4.3 The designation of the position that is advertised.
- 8.4.4 The minimum requirements in terms of qualification, skills, expertise and other requirements for appointment.
- 8.4.5 A summary of the key performance areas/primary duties of the position
- 8.4.6 A statement that the appointment will be permanent or for a fixed term, and the term (if applicable).
- 8.4.7 In the case of the Municipal Manager and Senior Managers, a statement that the continued employment of the successful candidate will be subject to the annual conclusion of a performance agreement with the Municipality.
- 8.4.8 The name and contact details of the person to whom enquiries may be directed
- 8.4.9 A statement that canvassing will disqualify any candidate from being considered for appointment.
- 8.4.10 An indication of the remuneration offered.
- 8.4.11 The format and content of applications. The address where, and person to whom, applications must be delivered.
- 8.4.12 The closing date for the submission of applications.
- 8.4.13 The closing time for submission of applications shall be 15H30.
- 8.4.14 A statement that applications received after the closing date will not be accepted or considered.
- 8.4.15 A statement that if an applicant does not hear from the municipality within 30 days his/her application was unsuccessful.
- 8.4.16 All approved vacant positions from Task Grade 4 to 11 shall be advertised internally and regarded as promotional positions, if no suitable internal candidate found then external advert shall be sought.

8.4.17 All approved vacant positions from Task Grade 12 and above shall be advertised both internally and externally at the same time, provided that external advertisements must at least be published in a newspaper of record as provided for in section 21(1) of the Systems Act. Recruitment sources shall be categorized as follows:

Internal Sources	External Sources
Municipal Notice boards for consideration municipal employees, EPWP participants and Interns.	<ul style="list-style-type: none"> <li>▪ Local / regional / National newspaper.</li> <li>▪ Municipal Website</li> <li>▪ Professional Bodies</li> </ul>

8.4.18 Need for signing of employment contract and, where applicable, a performance agreement and disclosure of benefits and interest;

8.4.19 Address where applications must be sent;

8.4.20 Place where applicants can obtain the application form;

The following recruitment timeframes shall serve as a guideline for turnaround;

ACTIVITY	RESPONSIBILITY	TIME
<b>VACANCY</b> <ul style="list-style-type: none"> <li>▪ Through resignation</li> <li>▪ Dismissal</li> <li>▪ Retirement</li> <li>▪ Incapacity</li> <li>▪ Other</li> </ul>	Senior Manager to motivate filling of post to Municipal Manager	Within two (02) weeks of occurrence of vacancy or as soon as reasonably possible, Human Resource section should remind all Senior Managers to fill the vacant positions, if available
<b>ADVERTISEMENT</b> <ul style="list-style-type: none"> <li>▪ Internal Task Grade 4 to 11</li>   <li>▪ External Task Grade 12 and above</li> </ul>	Senior Manager Corporate Services	Advertisements are for:  7 working days  10 working days

Municipal Manager and Senior Managers		14 working days
DEVELOP MASTERLIST	Corporate Services captures applications	Within a week from closing date applications in terms of the advertisement.
SHORTLISTING AND INTERVIEWS	Shortlisting and interviewing Panel	After finalization of the development of master list for each vacant position advertised. Within two weeks from closing date of the position
VETTING AND VERIFICATION OF QUALIFICATIONS	Senior Manager Corporate Services	Two weeks of submission to a provider
APPROVAL	Municipal Manager/Council	Within a week after recommendations by the selection panel
APPOINTMENT	Municipal Manager / Council	Immediately after approval by the delegated authority or council
		Average time frame from the date of advertisement to appointment is 90 days five (5) weeks.

### 8.5 APPLICATION FOR A VACANT POST

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

- (b) Human Resources must ensure that a sufficient supply of official application forms is available and accessible at all times.
- (c) An application for a post must disclose an applicant's –
- (d) qualifications and experience;
- (e) contactable references.
- (f) registration with a relevant professional body, if applicable;
- (g) full details of any dismissal for misconduct or substandard performance; and
- (h) any disciplinary actions, whether pending or finalised, instituted against the applicant in his or her current or previous employment.
- (i) Misrepresentation or failure to disclose material information contemplated in clause 14.3 and the application form is a breach of the Code of Conduct for Municipal Staff.
- (j) Applications not made on the prescribed application form for employment shall render any appointment or contract entered into, between the municipality and the successful candidate invalid.
- (k) 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
- (l) 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.

## **8.6 SELECTION PANEL**

- a) The Municipal Manager shall appoint a selection panel for each of the advertised posts to recommend the appointment of suitable persons to the vacant post.
- b) 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 interviews due to circumstances beyond that member's control, such panel member may be replaced or withdrawn. If the selection panel does not quorate, the panel shall be reconstituted.
- c) The selection panel shall comprise of at least 3 but not more than 5 members.

- d) The chairperson of the panel shall be the supervisor/ manager, or a staff member employed at least one job grade higher than that of the advertised post.
- e) In deciding on the composition of the selection panel, the Municipal Manager shall consider the following:
  - I. nature of the post;
  - II. gender and race balance of the panel; and
  - III. skills, expertise, experience and availability of the person to be involved.
- f) A member of a selection panel shall –
  - (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.
    - (iv) sign a prescribed declaration of confidentiality to avert the disclosure of information to unauthorised persons.
- (g) Where a union representative is allowed to attend interviews as an observer, he or she shall sign the declaration as prescribed to prevent the disclosure of information to unauthorised persons.
- (h) The head of human resources or his or her delegate shall facilitate and provide advisory services during the selection process to ensure compliance with the Regulations in the recruitment and selection process.
- (i) A staff member delegated to provide secretarial services during the selection process may not form part of the selection panel.
- (j) Each panel member shall disclose potential conflict to be considered by the full selection panel at the initial meeting of the panel.
- (k) If a conflict of interest becomes apparent during the selection process, the Municipal Manager shall take the appropriate steps to remedy the situation, which may include declaring the selection process invalid and commencing a new process.
- (l) If a conflict of interest becomes apparent after the appointment, the Municipal Manager shall report the matter to the Council, which shall take remedial action, including possible disciplinary action.

### 8.7 Compiling shortlist of applicants Compilation of Master List

- a) The Municipality shall compile a list of all applications received for the post evaluated against the relevant competency requirements for the post.
- b) 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.
- c) Any candidate, internal or external, should be placed on the shortlist only if they meet the requirements of the advertisement and the selection criteria. If a large number of applicants meet the minimum selection criteria, a further shortlisting process may be required.
- d) If a post is advertised locally, only applicants residing within the municipal, district or provincial boundaries shall be considered for the shortlisting.
- e) If a post is advertised provincially only applicants residing in the Province may be considered for the shortlisting
- f) If a post is advertised nationally all applicants shall be considered for the shortlisting.
- g) If a post is advertised internally, only internal candidates shall be considered for the shortlist of candidates.
- h) The criminal record and disciplinary record of applicants shall be taken into consideration when compiling a shortlist.
- i) If no candidate matches the inherent and prescribed competency requirements during the shortlisting process, the municipality must re-advertise the post.
- j) Short listing must be done in accordance with the following order of preference of
  - Internal applicants
  - Local applicants
  - Provincial applicants
  - National applicants
- k) Shortlisting for both Internal advertised Position and External advertised position.
  - i. One (1) candidate and maximum of four (4) candidates shall be shortlisted for internal advertised position.
  - ii. One (1) candidate and maximum of six (6) candidates shall be shortlisted for external advertised position.

### 8.8 Competency/proficiency tests

- a) 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.
- b) 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.
- c) A proficiency test shall be conducted under the supervision of the selection panel.
- d) 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 60% in the assessments. During the conduction of competency assessments, candidates shall be identified by a pre-determined number and not by his/her name.
- e) 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.

### 8.9 REFERENCES AND PERSONAL CREDENTIAL VERIFICATION

8.9.1 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.

- 8.9.2 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.
- 8.9.3 When it is expected from a person to register as a Peace Officer, proof of a clean criminal record must be submitted by the shortlisted candidate prior to finalisation of shortlisted candidates to be invited for practical assessments.
- 8.9.4 A written report on the outcome of the reference checks and personal credential verification shall be compiled before the appointment is concluded.
- 8.9.5 The absence of a previous employment record shall not disqualify a candidate for appointment to an advertised post.

## 8.10 APPOINTMENT

- 8.10.1 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.
- 8.10.2 The Municipal Manager 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.
- 8.10.3 Before deciding to appoint, the Municipal Manager 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.
- 8.10.4 If the decision of the municipal manager does not accord with the recommendations of the selection panel, the reasons for such a decision shall be recorded in writing.
- 8.10.5 An appointment shall only take effect after the Municipal Manager has approved the appointment.
- 8.10.6 Successful candidates should be informed by the Human Resources section 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.

- 8.10.7** 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.
- 8.10.8** 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.
- 8.10.9** Unsuccessful candidates shall on request be provided with, or given reasons, in writing why they were not successful or appointed.
- 8.10.10** 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.

### **8.11. Appointment of permanent staff**

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

### **8.12 Appointment of support staff to offices of Public Office Bearers**

**8.12.1** 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.

**8.12.2** The duration of the secondment or fixed-term employment contract in this regard may not be longer than 30 days after the public office bearer vacates office.

### **8.13 Appointment of staff on fixed term contract**

**8.13.1** Notwithstanding clause 17.2 above and subject to the provisions of section 198B 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.

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

**8.13.3 Appointment of replacement labour in the event of a strike**

The employment of replacement labour during a strike in terms of Section 76 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.

**8.14 Probation Re-employment of dismissed municipal staff**

**8.14.1** 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.

**8.15.2** Notwithstanding clause 17.6.1, a person who has lodged a dispute in terms of any applicable legislation, may be appointed subject to the outcome of the dispute.

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

**8.15.4** 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.

- 8.15.5** 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.
- 8.15.6** 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.
- 8.15.7** 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.
- 8.15.8** 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.
- 8.15.9** 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.
- 8.15.10** 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.
- 8.15.11** Notwithstanding clause 17.7.1 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.
- 8.15.12** 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.

#### **8.15.13 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 66% 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 66 of 1995) 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.

#### **8.15.14 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.

#### **8.15.15 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 (3) months.

### **8.16 Termination of employment based on incapacity and/or poor performance during the probation period.**

- (a) In dealing with poor performance or incapacity issues in this regard, the provision of fair labour practice indicated in the Labour Relations Act shall be adhered to the following:
- (i) For posts on levels 4 to 9 the relevant director may, after thorough investigation of reports, approve termination of employment of a staff member based on incapacity and/or under-performance after sufficient reasons have been recorded in writing (on Collaborator task or per memorandum) for termination.
  - (ii) For posts on levels 10 and above, the relevant director shall motivate and give reasons in writing (on Collaborator task or per memorandum) to the Municipal Manager as to why permanent appointment of the specific incumbent is not recommended. The report to the Municipal Manager should contain results of monthly probation reports extracted from Collaborator, evidence of support and/or training provided to the staff member for improvement of performance, and any written correspondence to the staff member regarding the probation period and/or extension thereof.
  - (iii) The Municipal Manager may approve the termination (on post levels 10 and above) of an incumbent in terms incompetence after satisfactory consultation with the relevant report(s) from the Directorate in which the post exists.
  - (iv) A staff member may not be dismissed for unsatisfactory performance unless the employer has provided the staff member with appropriate evaluation, instruction, training, guidance and/or counselling. Furthermore, reasonable time for improvement should have been provided to the staff member before dismissal is considered. The procedure leading to dismissal should include an investigation to establish reasons for the unsatisfactory performance and the employer should consider other ways, short of dismissal, to remedy the matter.

### **8.17 Induction**

**8.17.1** All new municipal staff members shall attend a standardised induction programme within a month of commencing employment.

**8.17.2** Induction programmes shall result in new staff members having a clear understanding of the operations of the Municipality, as well as its structure, strategy, objectives, and culture.

**8.17.3** The Municipality shall use induction programme to:

- (a)** welcome new staff members in a constructive way that projects a positive image of the Municipality;
- (b)** introduce the staff member to the working environment and his or her colleagues;
- (c)** facilitate integration into the job functions, the department, team, and the Municipality as a whole;
- (d)** provide the new staff member with comprehensive information about the Municipality's policies, health and safety requirements, procedures, facilities, and services;
- (e)** highlight and introduce performance standards, expectations and required behaviour patterns for effective job performance;
- (f)** establish a solid foundation for the staff member to embrace the challenges of the post and to build commitment to the Municipality; and
- (g)** open effective communication channels.

**8.18** The Human Resource Practitioner 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
- (d)** Code of conduct
- (e)** Job description
- (f)** Start date, where and whom to report to
- (g)** Recruitment specialist contact name

**8.19** 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.

**8.20** 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.

**8.21** 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.

**8.22** The Human Resources Division must schedule and run an induction programme. The induction programme should be a one-day session before the end of the month in which the staff member commences employment. During the induction programme information should be shared and explained to the new staff member:

- (a) An overview and purpose of the Municipality's integrated development plan
- (b) The structures of the Municipality
- (c) The Vision and Mission of the Municipality
- (d) The Municipality's culture and values ("the way we do things")
- (e) Overview of policies
- (f) Performance management including reward & recognition structures.

### **8.23. 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)

## **9. IMPLEMENTATION**

This policy shall be effective from 01<sup>st</sup> July 2025.

## **10. REVIEWAL**

This policy shall be reviewed on annual basis