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CERTIFIED COUNCIL RESOLUTION

The Council at its Special Council Meeting held on the 30th May 2022 under:


SC 02/05/22

FINAL MTREF BUDGET AND INTEGRATED DEVELOPMENT
PLAN FINANCIAL YEAR 2022/2023 – 2024/2025

RESOLVED AS FOLLOWS:

1. Council approved the Final Budget/Integrated Development Plan as well as the final Medium-Term Revenue and Expenditure (MTREF) Budget for 2022/2023-2024/2025 financial year.
2. Council approved the following budget related policies which were considered in the preparation of the final budget/IDP and are tabled together with the budget/IDP as follows:
 - 2.1. Water and Sanitation Tariff policy
 - 2.2. Indigent policy
 - 2.3. Free Basic Water Policy
 - 2.4. Credit control and debt collection policy
 - 2.5. Investment and cash management policy
 - 2.6. Asset management policy
 - 2.7. Funding and reserves policy
 - 2.8. Supply chain management policy
 - 2.9. Virement policy
 - 2.10. Budget policy
 - 2.11. Blacklisting policy
 - 2.12. Petty cash policy
 - 2.13. Acting policy
 - 2.14. Cost Containment policy
 - 2.15. Secondment policy
 - 2.16. Overtime policy
 - 2.17. Relocation policy
 - 2.18. Service Standards
 - 2.19. Political Support staff policy
 - 2.20. Recruitment Selection and appointment policy
 - 2.21. Subsistence and Travelling allowance policy
 - 2.22. Individual Performance Management and Development System policy

- 2.23. Subsidized Motor Transport Scheme policy
- 2.24. Bursary Policy
- 3. Council resolved that a workshop on policies be arranged for Councillors.



CERTIFIED AS TRUE RESOLUTION
COUNCIL SECRETARY
TSOANE A

03/06/2022
/DATE



SEKHUKHUNE

District Municipality

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FINAL RECRUITMENT SELECTION & APPOINTMENT POLICY

2022/2023

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1. PREAMBLE

The policy and its implementation will be fundamentally aimed at matching the human resource to the strategic and operational needs of the District and ensuring the full utilization of continued development of Human Resources.

Recruitment is one of the most important ways in which the District meets its human resource capacity requirements, it is also one of the prime instruments for achieving employment equity planning for recruitment, a human resource plan must be established and time, cost, staff requirements and employment standards must be determined and validated.

PURPOSE

The Aim of this policy is to lay the basis for recruitment, selection and appointment of existing and new employees to vacant positions in Sekhukhune District Municipality, thus ensuring that most suitable candidates are appointed.

3. TITLE AND SCOPE

- a. This policy shall be known as the Recruitment, Selection and Appointment Policy.
- b. This policy is applicable to all employees of Sekhukhune District Municipality, excluding the section 54 and 56 managers, as their conditions of service are in terms of the Regulation (17 January 2015)

4. COMMENCEMENT AND VALIDITY

- a) This policy shall come into effect upon the acceptance hereof by the full council of the Sekhukhune District Municipality by resolution.

- b) The Sekhukhune District Municipality shall ensure that employees and managers are informed about this policy and are trained to implement this policy effectively

5. DEFINITIONS

For the purposes of this policy the following definitions apply

TERM	DEFINITION
District	Sekhukhune District Municipality/Council
Head of Department/Director	Senior Managers in terms of Section 77 of the MFMA.
Recruitment	Comprises of process of acquiring available and qualified internally or externally applicants, to fill vacant positions in an organisation. This includes communicating with actual or potential job seekers, motivating them to apply and persuading candidates to join the organisation. The objective is to attract candidates of the right quality in sufficient numbers.
Accessibility	Any publicity or recruitment action that should within reason, be aimed at, broadest possible sector of the available human resources taking into account, the costs and practicability
Professionalism	Publicity and recruitment that should be undertaken in a manner that creates a positive and professionalism image of the District
Disability	In this context, an individual who is incapacitated either physically or mentally
Nepotism	Means favouritism on the basis of family, friends or connections
Internal Source	Employees already serving and/or appointed permanently within the institution (SDM).
External Source	Applicants recruited from outside the SDM
Background Check	A process of looking up and compiling criminal records, commercial records and financial records of an individual
Reference Check	When the employer contacts a job applicant's employers, school and/or colleges to learn more about his or her job history or educational qualifications.
Induction.	Is the process of familiarizing a new employee with the Municipality, the people working for the Municipality their terms and conditions of employment and the policies and procedures governing their employment?
Orientation	is the process of familiarizing the new employee with his/her own local work environment and job requirements
Probation Period	Refers to an initial period of employment during which an employee's performance is tested to determine whether the employee's work performance adheres to acceptable standards so that the employee will be granted permanent employment in the municipality.

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6. LEGAL FRAMEWORK

This policy is premised and developed in accordance with the provisions of and in furtherance of the objectives of the: -

- a) Constitution of the Republic of South Africa, Act No. 108 of 1996
- b) Employment Equity Act Employment and Regulations No. 117 of 1998 as amended
- c) Basic Conditions of Employment Act and Regulations, No. 75 of 1997 as amended
- d) Labour Relations Act and Regulations 66 of 1995 as amended
- e) Local Government Municipal System Act 32 of 2000 (MSA) and Regulations, as amended
- f) Local Government Municipal Structures Act No. 117 of 1998 (MSA) and Regulations as amended
- g) Local Government Municipal Finance Management Act of 2003 and Regulations
- h) South African Local Government Bargaining Council: Collective Agreement on Conditions of Service for the Mpumalanga Division
- i) Local Government Municipal System Act (32 of 2000): Regulations on appointment and Conditions of employment of Senior Managers (17 January 2014)

7. OBJECTIVES OF THE POLICY

The objectives are to:

- a) Establish guidelines and procedures for ensuring that the selection of candidates is undertaken in a justifiable, equitable and fair manner;
- b) The policy also intends to enable the District to fill vacancies and appoint staff to ensure effective service delivery;
- c) To ensure compliance with the principle of the rule of law, which includes the principles of legality;
- d) To instill a high standard of professionalism;
- e) To ensure efficient and optimal utilization of employees;
- f) Promote transparency and accountability, and
- g) To address the historical imbalances taking cognizant the principle of fairness and ability.

8. PRINCIPLES OF ACTING APPOINTMENT

The District ensure that the recruitment and selection process of employees is underpinned by the following:

- a) Ensuring that recruitment practices are fair and equitable;
- b) Allowing all prospective employees, a fair opportunity for applying;
- c) Ensuring that recruitment practices are competency based and free of bias;
- d) Legitimizing the District's approach to the recruitment of internal staff;
- e) Ensuring that all applicants are treated in a client friendly and humane manner.

9. RECRUITMENT, SELECTION AND APPOINTMENT POLICY GUIDELINES

a) Employment equity

All recruitment methods must be transparent, fair, just and equal, and at all times endeavor to achieve a diverse workforce representative of Sekhukhune District Municipality's demographic.

b) Availability of Relevant Skills

Recruitment actions must be undertaken with a view of seek from the relevant group, the ideal candidate with the necessary competency levels, skills, attitude and knowledge relevant to the requirements of the post.

c) Clear Job Profiles

Clear and unambiguous job profiles must be formulated in line with the functions and the strategic objectives of the respective departments within the district.

d) Cost effectiveness

Recruitment must be conducted in a cost effective manner and in accordance with job related requirements and Cost Containment Regulation

e) Foreign Appointments

Although non South African may be considered for appointment especially for scarce and critical skills but preference must be given to South Africans, Foreigners may only be appointed for a fixed term of contract for not more than three years.

13. TERMS AND CONDITIONS FOR THE RECRUITMENT

- a) There should be a demonstrable need for the filling of the vacant position(s) which is in the organizational structure and budgeted for prior to embarking on the recruitment and selection process.
- b) The future human resources needs must be based in a strategic Human Resource Plan.
- c) Funds for the filling of vacant positions must have been provided for in the medium-term expenditure framework.
- d) Funds for the proposed recruitment action(s) must also be available and the action(s) must be economical and affordable in the context of the available funds.
- e) Recruitment of staff must be a joint effort by both line managers and human resource services
- f) Employees who have such relatives recruited should declare as such so to avoid conflict of interest
- g) All shortlisted candidates must be subjected to reference checks.
- h) Recommended candidates qualification verification before appointment.
- i) Recruitment must be based on inherit job requirement. The ideal candidate must have necessary skills, competencies and necessary educational qualifications.
- j) Where there is a substantial discrepancy between the applicant's information and the referee the applicant shall be given the opportunity to present his or her case, laws of natural justice, in that all parties must be given an opportunity to be heard.
- k) Before appointment the preferred candidate must be vetted.
- l) Experience will not be required for post level 14.

11. METHODS OF RECRUITMENT

Recruitment sources of employees can be as either internal or external. The following methods of recruitment will be applied:

11.1. ADVERTISEMENT INTERNALLY

- a) The internal advertisement will be for a period of seven working days and will be done through placement of the notice on the staff notice boards and electronic communication (email).
- b) Where a reasonable pool/number of people (3/5 people), having met the posts requirements then will proceed with the recruitment process internally.
- c) In a case where the pool of applicants is below 3, the applicant will be included on the longlist of the external applicants.
- d) If a suitable candidate cannot be found internally, the post shall be advertised externally in the local newspapers and the Municipality website.
- e) The above process will only be applicable to level 4 and below positions.

11.2 ADVERTISEMENT EXTERNALLY

- a) The advertisement of vacancies should aim to reach, as efficiently and effectively as possible, the entire pool of potential applicants, especially persons historically disadvantaged.
- b) The human resource services in consultation with the municipal manager can advertise any vacant post at senior management level nationally and provincially, simultaneously both inside and outside the district.
- c) The human resource services shall be responsible for advertising any vacant post, other than a post for senior management, within the district, as a minimum, but may also advertise such posts in the following areas:
 - i. Within the rest of the district
 - ii. Outside the district either provincially or nationally or
 - iii. Through other acceptable means of recruitment.
- d) The district will also be guided by and adhere to provincial circulars and the SALGA's minutes of the filling of posts and both internal and external advertisement should follow the same criteria.
- e) All requests for advertising of posts must be done on the prescribed form. Only one level of vacant position should be placed in an advertisement. The language used in the advertisement must be clear and simple.
- f) Applications received by the registered mail after five (5) working days after the closing date will be regarded as late and will be classified as such.
- g) The following advertisement must reflect and include the following:
 - i. Affirmation that the district supports equal opportunity and that the opportunity to open to all;
 - ii. The job specifications and requirements;
 - iii. The relevant job-related criteria;
 - iv. The closing date for application (four weeks immediately following the publication date of the advertisement);
 - v. Person to be contacted for more information; and
 - vi. Any other requirements (e.g. providing updated *curriculum vitae*, where applications forms can be obtained, and requirements for health and security clearances where these are justified by the inherent nature of the work) must be clearly stated.

- g). When filling promotion posts, it is imperative that an outside candidate is only appointed if no suitable candidate can be found in the District, the exception to this being posts that have been specifically designed for affirmative Action purposes.
- h) At the time final selection processes, care should be taken to ensure that all candidates compete equally.
- i) This implies that they must be evaluated against the same requirements and criteria. Such approach will make the selection committee's presentation of their motivation regarding their choice of candidates much easier.
- j). A selection committee must be careful not to create any expectations during an interview

12. SELECTION PROCESS

Guiding principles for selection

- a) **Fairness**
The selection should not unfairly discriminate against external or internal applicants, nor against any applicant/candidate on the grounds of race, colour, gender, disability, age, religion, belief, culture, marital status, sexual orientation, domestic circumstances or any arbitrary ground.
- b) **Equity**
All candidates should be measured against the same objective criteria with due regard to the need for diversity and representation of the district. Such criteria should be drawn up in advance in completing selection process.
- c) **Transparency**
In order to be able to demonstrate the openness and fairness of the selection process, written records (which should be easily accessible) must be kept relating to the criteria used in selecting interviewers, the criteria applied, the assessment rating of individual candidates and the basis for the decision or choice.
- d) **Appeal (Section 66 of the MSA)**
Any person whose rights are affected by a decision the panel may appeal against the decision by giving the written notice of the appeal within 21 days of the notification of the decision. When the appeal is against a decision taken by a staff member other than the municipal manager, the municipal manager is the appeal authority.
- e) **Nepotism**
The practice among those with power or influence of favouring relatives or friends, especially by giving them jobs is prohibited.
- f) **Cost effectiveness**
Cost effectiveness in terms of impact, layout and, or choice of media must be considered.
- g) **Canvassing for posts**
Proof of lobbying and canvassing for an advertised position will lead to automatic disqualification of the applicant

12.1. GENERAL PROVISIONS FOR SELECTION (NEW REGULATION)

- a) The suitability of a candidate must be determined with due consideration for the specific requirements as stipulated in the relevant post description, post and person specification, as well as key performance areas of the post. In other words, only of person's competence, knowledge, level of training, skills and potential for a specific post may be taken into consideration.

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- b) Uniform standards have to be maintained during the selection process in order to ensure equal treatment and fair competition among candidates.
- c) Methods and/or instruments utilized in the selection process should be free of bias and must be valid and objective.
- d) If a specific post has been identified to be filled in accordance with the District's Affirmative Action (AA) programme, then candidate who comply with the programme framework get preference.
- e) An offer of employment shall be subjected to reference checks. At least 2 verbal or telephone references with a written record by a caller, should be obtained before selection is confirmed.
- f) Managers must not approach individuals they have identified as suitable for a particular position prior to approval by the Municipal Manager or delegated authority.
- g) The criteria on which the selection is based should relate only to the inherent requirements of the duties to be undertaken. The wide variety of ways in which suitability can be assessed should be taken into account. For example, competencies acquired through previous experience of training, demonstrated interpersonal skills, decision making capacity and learning potential are all equally important. Qualifications alone should not predetermine suitability.
- h) The criteria should incorporate the goal of achieving representation and advancement of previously disadvantaged groups.

12.2. General provision for selection (New Regulation)

The selection processes is aimed at obtaining verifiable information such as the reasons for:

- a) Why specific candidate has been identified as the most suitable; and
- b) The unsatisfactory rating of certain applicants/employees who applied to fill the position or the justified appointment of a person from outside the District.
The selection process usually commences after all possible applicants for a specific post have been received and is concluded after the final approval has been obtained.
- c) Selection involves identifying competent and qualified applicants suited for a job. Selection is a social and interactive activity and research recommended use of structured and tested methods.

The following are some of the selection methods:

- a) Interviews
- b) References
- c) Analysis of candidate career/life data
- d) Evaluation of candidate behavior/performance in group activities
- e) Work samples/experience
- f) Skill testing with task/work simulations

Recruitment and selection are key mechanism whereby an organization meets its human resource capacity requirements and the prime instruments for:

- i. Achieving employment equity
- ii. Making the organization accessible for job seekers; and
- iii. Providing staff with equal opportunities for their advancement.

12.3. The Selection Procedure

12.3.1 Purpose of the Selection Procedure

12.3.2 Selection Phases

12.3.2.1. Phase 1: Screening Of Applicants

The application documents are screened to determine whether the candidates meet the requirements of the advertised position with regards to the following aspects:

- i. Submission of all the required documents
- ii. Compliance with competency levels of the position
- iii. Compliance with the required work-related experience

12.3.2.2. Phase II: (Shortlisting)

The evaluation of all the applicants against the relevant competency requirements as set out in Annexure A and B of the regulation (For Municipal Manager and Managers)

The Municipal Manager shall determine the establishment of interview panels headed by Senior Managers up to a determined level or fixed level and Corporate Services should be responsible for the lower levels (2 and below).

12.3.2.3. Phase III: Selection

Once the pre-selection process has been completed, the following precautionary background checks are conducted, a service provider has been appointed by the municipality for vetting purposes:

- i. Reference checks
- ii. Vetting on criminal records
- iii. Verification of authenticity of the qualifications

Candidates recommended will be vetted and must be cleared prior to appointments by the municipality. Outcomes of the vetting process are confidential until the process is concluded

13. THE INTERVIEWS (As per regulation 15)

- a) The preferred selection method is that of using panel interviews.
- b) A panel consisting of line managers, human resource practitioners and managers from the District, with transformation and union representatives sitting as observers in the meeting, undertakes selection.
- c) The selection committee shall comprise at least three members representing employees of a grading which is higher than the grading of the post to be filled and/or suitable persons from outside the District, provide that:
 - i. The chairperson of the selection committee, who is an employee, shall be of a grading higher than the post to be filled; and
 - ii. In the event that the manager of the component within which the vacant post is located is graded lower than the vacant post, such a manager may be part of the selection committee.
- d) The selection committee should make a motivated recommendation to the Municipal Manager on the most suitable candidate to be appointed.
- e) One or more relevant proficiency tests (e.g. typing tests, operating a grader etc.) may be required to be conducted before or after an interview is conducted. A proficiency test may only be required if the outcome thereof is relevant to the expected job standards that would be expected of the employee and it relates to the job description.

13.1. PRE-INTERVIEW PLANNING

- a) Managers must acquaint themselves with the job opening through obtaining an updated job description and person specification
- b) Decide on the key factors to be considered and plan questions to be asked.
- c) Review Information about the applicants.

d) Arrange for the interview to be conducted in a location free from interruptions and which creates a feeling of privacy.

13.2. BACKGROUND REVIEW

- a) A quick review of candidate's background, educational qualifications, the relevant work experience, etc. will provide useful information on the applicant.

13.3. SOLICITING ANSWERS TO PLANNED QUESTIONS

After obtaining the background overview, the interviewer must indicate to the applicant that the next selection of the interview requires him/her to give specific information about past experience. Planned questions may be modified according to the background of the applicant. In addition, the information available must be studied, paying particular attention to:

- a) Gaps in the employment history;
- b) Reasons for leaving a job (Probe and cross reference with checks);
- c) Likes and Dislikes (Probe and crossreference);
- d) Persons goals and ambitions (Is there anything tangible these) and;
- e) Achievements in work (probe and crossreference).

13.4. PROVIDING INFORMATION ABOUT THE JOB

The next responsibility is to provide the applicant with information about the job and District and to respond to the applicant's questions. The responsibility may be divided among the interviews as follows:

- a) The human resource practitioner provides the applicant with information on fringe benefits, salary and career prospects; and
- b) The line manager describes issues such as specific duties work environment.

13.5. CLOSING THE INTERVIEW

When ending the interview, the following steps must be followed:

- a) Ask the applicant if he/she has any further questions regarding the job or the District itself;
- b) Inform him/her of the time frame of making a selection decision and obtaining approval and;
- c) Thank him/her for attending the interview before escorting him/her to the reception area
- d) Once this aspect has been completed it is time to end the interview.

14. APPOINTMENT OF RECOMMENDED CANDIDATES

- a) The appointment of an applicant may take place only in accordance with the requirements of the post concerned and merit of the applicant.
- b) The appointment of recommended candidates shall be the prerogative of the Accounting Officer in terms of SDM Delegation of Authority.

14.1. APPOINTMENT TO A PERMANENT POSITION

- a) The Corporate Service Department must present every newly appointed employee with a letter of appointment as provided for in section 29 of the Basic Conditions of Employment Act no later than the day on which s/he starts working.

14.2. APPOINTMENT OF THE REPLACEMENT LABOUR IN THE EVENT OF STRIKE

The Municipal Manager in consultation with the relevant Departmental Head and the Chief Financial Officer may employ replacement labour during a strike in terms of and in consistent with section 76 of the Labour Relations Act of 1995. The letter of appointment must contain among other stipulations the following:

- The appointment is only for the duration of strike and will terminate immediately when the regular employees of the municipality return to work
- The termination of any replacement labour employment shall not constitute a dismissal of the person concerned and that he or she shall be entitled to any additional remuneration or compensation in respect of completion of such period.
- The additional remuneration or compensation referred to above includes but not limited to severance pay, notice pay, retirement and medical aid fund benefit which an employee may be entitled to in the event of termination based on operation requirement.

15. EXIT INTERVIEW

Upon termination of employment for any reason whatsoever, all employees will have an exit interview conducted by HR Manager. The purpose is to obtain information the employee's work experience, including its culture, diversity and training.

The purpose of the exit interview is to learn and improve on labour relations.

The exit interview form is attached here as annexure

The Municipal Manager should be appointed in terms of the new regulations for the appointment of senior managers.

16. ROLES AND RESPONSIBILITIES

16.1. THE MUNICIPAL MANAGER (MM)

The Municipal Manager as the Accounting Officer:

- a) Develops the staff establishment for approval by council.
- b) Approves/ disapprove advertisement of posts.
- c) appoints the panel members
- d) Approves/disapprove both shortlisting and interviewing report as developed by panel members
- e) Approves /disapprove the appointment of staff members other than those directly accountable to the Municipal Manager.

16.2. THE ROLE OF THE HEAD OF CORPORATE SERVICES

- a) Develop a recruitment work plan that includes draft recruitment schedule, acknowledgement of applications;
- b) Select an appropriate recruitment method;
- c) Obtain confirmation that a post is required to perform the mandate of the District;
- d) Identify and reserve funded posts on personal management system;
- e) Drafting and approval of advertising content;
- f) Payment of the selected service provider;
- g) Establish selection committees and notify members selected, develop short-listing criteria and documents minutes of short listed candidates;

- h) Develop selection criteria and notify short-listed candidates and arrange appointments for interviews; and
- i) Notify institutions of successful candidate/s, determine whether status , i.e. permanent, temporally, or part time, send job offers to successful candidates, upon obtaining receipt of acceptance of job offer from candidate/s, open personal file, prepare an induction programmer and probation.

16.3. TRADE UNION

- a) The trade unions must be consulted after the development of the staff establishment of personnel in order to ensure transparency, openness and fairness in the whole process
- b) Trade union shall be invited to shortlisting and interviewing meetings and they have an observer status.

17. TRANSFERS OF STAFF

There are a number of factors that may directly or indirectly affect the individual employees in Sekhukhune District Municipality and pressing require them to seek for a reprieve from the original employment contract which places an employee at a particular office, region or position. Such factors are;

- (a) When an employee's close family member is sick or frail and they need to be closer to them to provide necessary care or support by relocating to their respective places.
- (b) When an employee by virtue of socio-economic reasons like marriage, death of a partner/ spouse where the spouse need to make alternative arrangement.
- (c) When an employee wishes to take a new career path and want to laterally move from one field to the other.
- (d) When the employee needs to enhance their skills or learn new skills.
- (e) The move can either be cross (from one department to the other) or lateral (within the department) even if the positions are not in a similar career fields.

17.1. Application and approval of horizontal transfer of employees

- a) Employee/s must in writing make an application to the relevant Head of Corporate Services to request for a transfer before the post is internally/ externally advertised
- b) The Head of Corporate Services will recommend to the Municipal Manager after due consideration of facts and taking the operational requirements of the department into account, that the transfer be approved/disapproved.
- c) The reason or motivation for a transfer based on organizational growth and development would at all times supersedes the personal ones, thus the priority will be given to motivation that places value adding in terms of skills, knowledge, qualifications or experience
- d) If the position is already advertised, the employee in need of a transfer shall follow the recruitment processes as outlined in this policy.

17.2. Approval of a transfer

The approval of a transfer of an employee shall be the responsibility of the Municipal Manager as an employer.

18. POLICY REVIEWS

Notwithstanding the review date herein this policy shall remain effective until such time

Approved by Council and may be reviewed on an earlier date if necessary.

19. BUDGET & RESOURCES

The financial and resource implication/s related to the implementation of this policy should be qualified and quantified.

20. IMPLEMENTATION

Management to take reasonable steps to ensure that the policy is implemented and adhered to.

21. PENALTIES


Non-compliance of any of the stipulations contained in the policy will be regarded as misconduct and will be dealt with in terms of the municipality's Disciplinary Code.

22. DISPUTE RESOLUTION

The dispute resolution procedures as provided for in terms of the SALGBC dispute resolution procedures, must be followed, where disputes arise in terms of this policy.

23. POLICY APPROVAL

Approved by the Council on resolution _____ Date _____



Cllr Chego D.K.
Speaker

13/06/2022
Date

Cllr L.J. Mathebe
Executive Mayor

Date