OVERBERG

DISTRICT MUNICIPALITY

HUMAN RESOURCES POLICY FRAMEWORK

Council Resolution No: ………………………………………………………

Date: ………………………………………………………

Municipal Manager: ………………………………………………………

Executive Mayor ………………………………………………………

Reference No: ………………………………………………………

Municipal Code No: ………………………………………………………

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THIS FRAMEWORK MUST BE READ IN CONJUCTION WITH:

- LOCAL GOVERNMENT MUNICIPAL STAFF REGULATIONS AND GUIDELINES NO.890 & NO 891
- LOCAL GOVERNMENT COMPETENCY FRAMEWORK FOR MAINSTREAM AND CAREER STREAMS NO.890
- LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, 2000 (ACT NO.32 OF 2000)

Annexure's applicable to skills development processes:

- Annexure A: Local Government Competency framework (MSR)
- Annexure 4 (A): Roles and responsibilities for skills development: guideline
- Annexure 4 (B): Skills Need Analysis guideline
- Annexure 4 (C): Staff Skills Audit guideline
- Annexure 4 (D): Personal development guideline
- Annexure 4 (E): Evaluating Skills Development Quality and Impact: guideline
- Annexure H: Attraction and Retention of Competent Staff

1.   PURPOSE

The purpose of the framework is to provide Overberg District Municipality with a framework for attraction and retention of talented employees. This framework addresses both to ensure that Overberg District Municipality's strategic objectives are met by equipping the organization with the necessary skills in order to have a pool of skills available, use all the available skills optimally and to be able to retain the skilled and experienced workforce that the municipality has invested in.

Enable departments to address the skills development challenges by implementing relevant training and development interventions and tools that improve work performance and enhance career pathing.

The municipality is committed to provide quality, affordable and reliable municipal services on a strategic level in the municipality. In delivering on this mandate, the municipality regards its human resources and staff component to be the most critical asset to be utilized in providing services on a sustainable basis. Although all employees are valuable, some employees have skills that are so vitally important to the municipality that without those skills, service delivery will seriously be jeopardized.

In this regard, the municipality is therefore committed to acquiring, developing, maintaining, nurturing, and retaining a qualified, competent, motivated and dedicated workforce to meet the challenges faced in delivering the quality, affordable and reliable municipal services referred to above. This policy provides the guidelines regarding the proposed scarce skills policy for municipal officials.

2.   OBJECTIVES AND SCOPE

This policy is applicable to all permanent employees excluding Senior Management, EPWP/CWP and Councilors.

The current situation in terms of scarce skills manifests itself within the municipality as follows:

- Certain positions have been vacant for long periods of time and cannot be filled despite several initiatives and attempts at recruitment.

- Vacant positions are advertised, and very little interest is solicited from potential applicants through extensive advertising.

- In some cases, the advertisement of vacant positions attracts little or no qualified candidates who meet the minimum criteria.

- In some cases, potential candidates withdraw their applications or are not interested when informed about the total remuneration package.

- The factors listed above necessitate proactive and innovative human resources practices to ensure that the municipality can attract, develop and retain competent and committed staff.

- Identifying of scare skills within the Municipality

- To provide a formal basis to declare the municipality's commitment to its staff and to attract and retain a competent and motivated workforce to serve the community.

- To identify a broad range of strategies, methodologies and practices that will assist with the attraction and retention of all staff of the municipality.

- To provide policy guidelines for the designation of identified occupational groupings, positions, and individual cases as "scarce skills" for the application of this framework.

- To provide the formal basis of the institution and/or extension of other related human resources practices, including, inter alia, enhanced recruitment and selection processes, career planning, succession planning, mentorship and training and development.

3. LEGISLATIVE FRAMEWORK

The applicable legislation and policy include inter alia:

- Skills Development Act.
- Employment Equity Act; Labour Relations Act; and
- Recruitment, Selection and Appointment Policy and Guidelines
- The Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (PEPUDA or the Equality Act, (Act No.4 of 200).
- Basic Conditions of Employment Act, (Act No.75 of 1997).
- Labour Relations Act, (Act No, 66 of 1995), as amended
- Employment Equity Act (Act 55 of 1998)
- Skills Development Act of 1998 (Act 97 of 1998)
- SALGA Circulars
- The SALGA Conferences on Human Resources Development
- LG SETA Skills Shortages & Skills Gaps Guide 2020 & 2021
- Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000

(Please ensure that latest legal prescripts are consulted when implementing and reviewing the policy as the municipality remains responsible and accountable for legal compliance.)

4. DEFINITIONS

"Employee Retention" can be defined as those policies, practices and work methods that are applied to ensure that a competent, motivated and dedicated workforce is maintained and retained by the municipality to deliver quality services to the community.

"Employer" refers to the municipality that is established in terms of Provincial Notice 489 dated 22 September 2000 and the Local Government: Municipal Structures Act, Act No 117 of 1998.

"*External Candidate*" refers to an individual who is not employed by the municipality

"*Internal candidate/employee*" means an employee who is permanently employed and has successfully completed a minimum of six months' probation period.

"*Job Evaluation*" means the process through which jobs within local government are evaluated through the TASK Job Evaluation System.

"*Labour Relations Act*" refers to the Labour Relations Act (Act No 66 of 1995) as amended.

"*LGSETA*" means the Local Government SETA

"*Municipal Finance Management Act*" refers to the Municipal Management Finance Act (Act 56 of 2003 as amended.

"*Numerical goals*" means designated goals based on relevant demographics whereby disadvantaged groups in the workforce achieve proportional representation in prescribed levels and categories.

"*Reasonable accommodation*" means any modification or adjustment to a job or to the working environment that will enable a person from a designated group to have access to or participate or advance in employment.

"*Relevant demographics*" means the most recent statistics of the economically active population of the Overberg District Municipal Area as provided by STATS SA (and if this is not readily available, the statistics of the Western Cape Province).

"Remuneration" means as set out and provided for in terms of the Basic Conditions of the Employment Act, the Labour Relations Act and the relevant Collective Agreements within Local Government.

"Scarce Skills" means those skilled people with the required academic and/or technical qualifications, knowledge in their field of expertise, including those specialized supporting functions to essential services, with the appropriate work experience and/or supervisory/management skills that are not easily obtained and which, if not in supply or available, can seriously disrupt effective and efficient service delivery to the community.

"Scarce Skills Allowance" means a temporary non-pensionable allowance calculated as a percentage of the employee's basic monthly salary, and payable on a monthly basis, for positions that have been designated as such in terms of this Policy.

"Scarce skills occupants" means occupations within a municipality with which the employer experiences various degrees of difficulty to recruit and retain their services.

"Serious Shortage" means relative scarce skill and related experience

"Extreme or Severe Shortage" means absolute scarce skills and related experience

"*Skills Development Act*" refers to the Skills Development (Act No 97 of 1998) as amended.

"*Skills Development Levies Act*" refers to the Skills Development Levies Act (Act 9 of 1999) as amended.

"*Systems Act*" refers to the Municipality Systems Act (Act 32 of 2000) as amended.

"*Suitably qualified person*" means a person qualified as a result of any one-off, or any combination of that person's formal qualifications, prior learning, relevant experience or capacity to acquire, within a reasonable time, the ability to do the job.

5. TALENT MANAGEMENT

5.1 Purpose

Develop, maintain, and retain a pipeline or pool of talented people which will contribute to the effective achievement of organizational strategic objectives which can lead to a more motivated and loyal workforce, increase productivity and enhance performance and the learning environment. The attraction, growth and retention of talent are key factors for an organization such as the Overberg District Municipality which is knowledge- and service excellence driven**.**

5.2 Talent management strategies and actions

5.2.1 Attraction and Retention of municipal staff

- Align required skills, abilities and strengths to job descriptions and the working environment.
- Ensure recruits are a good fit to the Municipality (culture, value, diversity, and knowledge).
- Recruit through s head-hunting or graduate hunting.
- Ensure recruitment platforms match the type of market the Municipality wants to attract for application to specific posts.
- Determine employee strengths and allow them the opportunity to develop these strengths.
- Focus on job rotation for exposure and quality management.

5.2.2 Induction and Orientation

A structured, intensive on-boarding process, in terms of the Induction and Orientation Policy is important to acquaint the recruit with the values and culture of the working environment, as well as key performance areas of the post and related expectations.

5.2.3 Organizational Culture (Climate)

- Ensure job satisfaction
- Implement teamwork and relationship building initiatives
- Ensure continuous and valuable knowledge sharing between colleagues and managers (quality management process)
- Create a sense of honesty, transparency, and respect
- Ensure line managers have adequately developed interpersonal skills and lead with heart
- Ensure a culture of diversity, acceptance, and upliftment.

- Encourage work-life balance
- Drive a high-performance culture

5.2.4 Performance Management

Supply honest, open, constructive, continuous feedback to employees on performance and implement performance improvement programs (coaching, mentoring, training).

5.2.5 Create a sense of job purpose for the employee - define how the employee contributes to the bigger picture and how the contribution is meaningful.

5.2.6 Keep employees learning and engaged with colleagues and managers through networking events, professional conferences, external and internal functions.

5.2.7 Information Technology and Systems

- Analyzing return on investment on Talent Management process and retention statistics
- Online coaching and mentoring processes

5.2.8 Other Initiatives

- Motivate senior leadership to buy into programs
- Developing, coaching, and mentoring managers (for retention / training of talented /competent staff)
- Collaborative sessions to review talent and align with skills gaps
- Talent review programs (evaluate and check consistency of programs)
- Exit management to know why talent leaves the Municipality

6.   SUCCESSION PLANNING

6.2   Definition

"Succession Planning" means making the necessary arrangements to ensure that suitably qualified people are available to fill posts which will arise within any specific department over forthcoming years.

"Current pathing" means ensuring that each staff member's potential is develop to its fullest extent and that there is a career mapped out for him/her in the municipal services.

The aim should be an attempt to train and develop the employee to the extent that he/she is able to reach the level of seniority from which he aspires and to be able to competently undertake the duties attached to that post.

6.1   Purpose of Succession Planning

The purpose is to align Succession Planning and Career Pathing with all other human resources activities such as a selection, training, performance management etc. and includes the following:

- Ensuring continuity of suitable trained staff in key post for the future.

- Ensuring that someone is always available to fulfill any particular job in the municipal service, even in the event of illness, resignation or death. More than one staff member in a specific department should always be able to do any particular job.

- Ensuring the legal requirements of the Employment Equity Act which requires the appointment and promotion of suitably qualified persons from previously disadvantaged groups and to ensure proportional representation in all occupational categories and levels.

- Ensuring that training programs are undertaken in an orderly way and that staff do not simply attend training courses without a purpose. In this way training initiatives can be properly focused.

- Developing career paths for individual staff members to assist them in their careers, making them more enthusiastic about their jobs and therefore making them more productive. In this way, the individual skill may be utilized to achieve the goals of both the department as well as the organization.

- Assisting the employee in meeting his/her performance goals. Individuals' goals must be aligned with the goals of the overall department and the organization, including the Council's Integrated Development Plan (IDP) and budget. Succession planning and career pathing must, furthermore, be aligned with all other human resource activities such as selection, training, performance management etc.

- Establishing a highly motivated work force this could lead to a decrease in Staff turnover.

6.3   General provisions

The following sections reflect the provisions of this strategy:

6.3.1   Responsibility in implementing Succession Planning

The responsibility for the implementing succession planning and career pathing rests with management (more specifically departmental management), the Human Resources Department and the employees themselves. The trade unions should also play a support role in the process.

The responsibility for Succession Planning and Career Pathing should be seen as a partnership between these parties.

More specifically, the responsibilities of the partners in the succession planning and career pathing process are as follows:

6.3.2   Responsibilities of the Employer
- The employer must accept the responsibility for the training and development of all its employees.

- The employer must, further, participate in skills training and development on all levels in the   organization and commit itself to the implementation and continuous participation in the Succession Planning and Career Pathing program.

- The employer also has a responsibility to make resources (financial and other) available in order to promote the implementation of Succession Planning and Career pathing. Provision must be made in the training budget of the municipality for this funding.

- The employer must establish and maintain structures, policies, and procedures (job enrichment, job creation, job enlargement, special projects, career

counselling, discussing groups, workshops, assessment centers) to facilitates Succession Planning and Career Pathing with the organization.

- The employer must support the development of each employee by availing/creating the necessary resources with facilities, training personnel, transport, course materials and stationery as well as paid time-off for training.

- The employer should, at its discretions, allow employees to repeat the training and development programs or part thereof, where the employees has not developed the required competency.

- The employer may decide, based upon fair criteria, which employees are suitable for specific training and development.

6.3.3 Responsibilities of the Unions
- The unions should continuously encourage and motivate their members to participate in training and development programs.

- The unions should play a supportive role in the implementation of Succession Planning and Career Pathing, in particular in assisting with implementation of employment equity.

6.3.4 Responsibilities of Employees

- Employees should commit themselves to participation in training programs so that the process of training and development can succeed and be carried to its full extent.

- It is necessary that employees make use of these programs in an enthusiastic manner by voluntary participation, continuous attendance, acceptance of for personal development, providing continuous positive input etc.

- Employees must accept the principle that age is of no importance in training and development.

6.4 Procedure for Compiling a Succession Planning & Career Pathing document

The Manager of Departments, together with the Manager Human Resources should obtain the following:

- Departmental organogram

- Skills Audit results

- Performance appraisal forms for all the staff within the department. Obtaining these forms requires the implementation of a Performance Management System (PMS) within the municipality. Municipality are legally required, in terms of the Municipal Systems Act, to have a performance management system in place .

- Departmental estimates of staff budget.

- Schedule showing the ages of current staff and dates of retirement. This can be obtained from the Human Resources Department.

- Jobs descriptions for all the posts in the department together with competency-based job outcomes for each post. These jobs outcomes must comply with the format of the unit standard as prescribed by the National Qualification Framework (NQF)

Once all the information mentioned above has been obtained, it will then be possible to compile a succession planning document.

6.4.1   Step 1: Examine the Organogram

Each year, the Manager of departments, together with Manager Human Resources must examine the organogram of the department of establish:

- Which posts are likely to become vacant over the next five years owing to retirements (from the schedule of ages of employees mentioned above)? Provision should also be made for cases of possible termination due to the resignations deaths dismissals etc.

- Which posts on the organogram are already vacant and have funds provided for them on the annual estimates.

- Which previously disadvantaged individuals and other employees within both the department and the municipality as a whole can possibly be groomed or developed for more senior posts (this information can be obtained from the skills audit)

- Which posts require specialist technical or formal training, e.g., university degrees and for which there are presently no suitably qualified internal staff members.

6.4.2   Step 2: Update Organogram

The Manager of departments, together with the Manager Human Resource should then prepare a draft organogram of how the departmental structure should look over the next five years.

This draft organogram should reflect new posts that will be needed and any possible improvements to the current staff organogram.
(Note: Departmental Managers must bear in mind that there are limited funds available for new staff members and a realistic assessment for future staff needs must be made).

6.4.3   Step 3: Align Staff with Organogram

The Manager of Department should than begin to "pencil in" the names of possible employees within the department who could be groomed for promotions for new posts of for posts becoming vacant as a result of retirements etc.

Previously disadvantaged employees must be given preference where   necessary to comply with the provisions of the municipality's Employment   Equity   Plan. (Information on which employees can be earmarked for possible promotions   can obtained from the Skills Audit results and the Performance   Appraisal forms).

6.4.4   Step 4: Competency Development Plan

A competency development plan, to improve the competency of identified employees must then be implemented.

Where there is specialist post which are expected to arise and which requires formal qualifications, employees who have shown the necessary potential and should be offered bursaries (subjected to finance being available), or alternatively generally be encouraged to register at a Technical College or University on a part-time or correspondence basis. All possible assistance and encouragement must be provided to the employees.

6.4.5 Step 5: Training Requirements

Where additional informal training is necessary, suitable training courses must be identified and arrangements made for the identified employees to attend. This should be done in consultation with the employees concerned who should be informed that should he/she show promise, he/she will stand a better chance of promotion. However, no promises must be made.

It is important that the training courses which the employees are given cover all competencies and that, at the end of the course, the employee must be able to deliver the performance outcome required for the job.

6.4.6 Step 6: Acting Positions

Where on-the-job (or in-service) training is necessary, arrangements should be made to all the identified employee to act in the higher post when the present incumbent is on leave, to confirm his suitability. In this way, the Managers of department will be able to establish whether the employee has the ability to meet the performance standards set for the post.

6.4.7 Step 7 Additional Assistance

If no suitable in-service training with the municipality exists, some local authorities can be approached to assist on this matter.

Arrangements can be made to send the identified employees to other municipalities for limited periods, to obtain in-service training and experience by working with persons who are undertaking those duties. Some municipalities are prepared to assist in this matter, provided there is no cost implications for them.

6.4.8 Step 8 Mentoring

Identified employees can also be allowed to work directly under a qualified employee within the municipality, who would be his/her mentor. This would enable him to acquire skills at limited cost.

6.5 Purpose of the Competency Development Plan

The purpose of the Competency Development Plan is to improve the competency of the employees in order that future staff needs are met. It is important that after undergoing the competency development process, staff members can do all the tasks set out.

6.6 Procedure for compiling a Career Pathing Document

Where staff members have been shown to be competent in their jobs (as identified from the Performance Appraisal forms) and where they display the necessary potential and aspirations, special career path documents should be drafted for these employees. Other staff should also not be overlooked and career paths for them should also be determined, bearing in mind any limited aspirations or interest in promotion.

The following steps should be taken in preparing a career pathing document:

6.6.1   Step 1: Meeting staff individually

Once per year, the Manager of departments (preferably with the Manager Human Resources) should hold a meeting with each member of staff in order to ascertain how great the employee's aspirations or ambitions are.
The employee's past performance (as identified from the Performance Appraisal form) should also be discussed, as well as any possible improvements that are needed and any additional training which is required.

6.6.2 Step 2: Determine Staff Potential

It is important that Manager of Department be flexible in his/her view of the potential of the employees. The human resources representative can assist in maintaining objectivity in these cases. The employee's aspirations must then be compared with his/her current performance and any improvements needs must be set out.

6.6.3 Step 3: Promotion Opportunities

If the employee is at a junior level, and wishes to progress to higher levels, he/she must be given every opportunity possible to develop the necessary skills.

A possible career path document (an example is attached as Annexure B) should be shown to him/her and he/her ability, enthusiasm, dedicated and hard work in his/her job.

6.6.4   Step 4: Progress Discussions

The document set out in Annexure A (as amended to suit the employee's particular career field) should be personalized with the employee's name on the top.
Meetings with the Manager of Department and the Human Resources representative should be held every year to discuss his/her progress and training and development needs.

6.6.5   Step 5: Competency Evaluation

Once the employee can prove by means of competency evaluation that he/she possesses the necessary skills and competence to perform the key tasks, he/she the next higher level of competency on his/her career path.

In this way a career pathing document for each individual employee can be compiled.

6.7   Record and Reporting

Data relating to the succession process should be captured and analysed to determine trends to facilitate improvements. This information should be reported and evaluated by the municipality to ensure that the employer remains appropriately staffed.

6.8   Internal placement procedure

Officials who are permanently employed by the Municipality may apply to Job Shadow in a different position.

- The employee will provide two hours of developmental training to the applicant per week

- Suitable training times must be agreed upon by the employer and the employee.

- Employees who embark on the programme are expected to fulfil their normal duties to the employer.

- No claim may be made for overtime or compensation for functions performed during the developmental exposure period, or expectation or inference made regarding entitlement to the post.

7.   MENTORING & COACHING

The Municipality explicitly recognize coaching and mentoring as a valuable and valued element of the ongoing capacity building framework and ensures that it is neither confused with nor substituted for supervisory responsibilities arising from the performance appraisal system.

The municipality should prioritize the appointment of employee mentors who are experts in their fields to support structured skills transfer in order to achieve the required specialist and technical skills in respect of priority roles.

7.1   Mentoring & Coaching Strategy
Mentoring and Coaching shall encompass of the following elements:
- Promote the value of mentoring and coaching at all levels in the municipality.
- Identification and communication of mentoring opportunities.
- Outline benefits for coaching and mentoring to all parties.
- Establish ground rules for coaching and mentoring in the municipality.
- Timelines for the implementation of the strategy.
- Determine time required for coaching and mentoring based on the nature of outputs to be achieved.
- Define competency criteria for Coaches, Mentors and Mentees.
- Design and provide support to the coaching and mentoring program for relevant role players.
- Establish protocols and criteria for matching participants.
- Provide support and resources for the development and implementation of the coaching and mentoring strategy.
- Allow for the procurement of external networks where necessary to strengthen the program.
- Evaluation of the coaching and mentoring program based on the reflections by all involved in the program.
- Revision of the coaching and mentoring program based on the outcome of the evaluation.
- Recognize and acknowledge positive contributions on the program.
- Identify and promote continuous opportunities for coaching and mentoring in accordance with individual and municipality's requirements.

7.2   Implementation of mentoring and coaching

The implementation of the coaching and mentoring programme must follow a formalized process and must include the following processes or steps:

7.2.1   Identification and nomination of Coaches and or Mentees

Initial identification must be done by Managers in collaboration with supervisors. Candidates should have the potential to develop, and they should be informed before nomination to ensure that they are interested` and enthusiastic and realize what the implications of participation in the intervention are.

7.2.2   Identification of Coaches and Mentors:

- The initial identification must be done by Managers or delegated person.

- It is important that participation is voluntary.

- The success of the project rests heavily on the active and positive involvement of the mentors.

- For the mentoring to be successful the mentor should ideally have completed a formal mentor training programme and be more experienced and qualified within the same knowledge domain as the mentee to endure that the mentor gives appropriate guidance to the mentee to perform on a higher level of competence within a specific knowledge domain.

- For coaching to be successful the coach should ideally have completed a formal coaching programme and be more experienced and qualified to enhance performance and learning so that an individual might achieve specific goals and perform at a more effective level.

- The number of coachees and mentees involved in each programme or project shall be determined by the number of available coaches and mentors but must not exceed a ratio of 1:4 at all times.

- A pool of coaches and mentors should be created in each division to establish capacity so that the maximum number of suitable coachees and mentees can be accommodated. The ideal situation is that it will be expected of all managers to be able to fulfil the role of coach and/or mentor, the latter subject to relevant domain knowledge and experience.

- The role of coachee and /or mentee must be incorporated within all managerial job descriptions.

7.2.3   Training and/or orientation of Coaches, Coachees, Mentors and Mentees

Coaches and Mentors must go through a training process approved by the Municipality to acquire necessary knowledge to ensure competency as coach and/or mentors. The effectiveness of this phase will assure the success of the interventions. Properly prepared coaches and mentors could contribute to a successful coach/coachees or mentor/mentee relationship. An orientation session must be held for coaches and mentees to ensure that they understand the process and their role in it.

7.2.4   Matching of Coaches/ Mentors and Mentees

Appropriate matching has been found to be a vital component in the ultimate success of a formal coaching and mentoring programme. Without a suitable match, guidance and supporting role of the coach or mentor will be unobtainable.

7.3   Programme Development, Implementation and Monitoring

The Municipality will monitor the implementation of the coaching and mentoring program through the following mechanism: periodic reports submitted by Coaches and Mentors and briefing sessions.

The Municipality will also track success and challenges of addressing the needs of both the coach, coaches and mentors.

8.   SCARE SKILLLS

IDENTIFYING SCARCE SKILLS

It is the responsibility of the Employer to identify certain posts and / or occupational groups affected by a scarce skills challenge, using any or all of the following criteria:

7.1   the turnover rate of employees in an occupation must be significantly above the average turnover experienced by the Municipality.

7.2   high vacancy rate;

7.3   the demand for a particular skill exceeds the supply.

7.4   there must be a shortfall for the identified skill in the local, provincial and national government market, indicating strong factors attracting such employees into the private sector or government spheres.

7.5   vacancies should be proven to be difficult to fill;

7.6   the skills must require an advanced knowledge in a field, science or discipline obtained through formal studies and / or specialized instruction and / or years of service or experience.

7.7   the skills / knowledge / experience must be critical to a specific project and / or service

7.8   All normal recruitment processes must have been exhausted before a motivation is submitted for the payment of a scar city allowance.

7.9   Lack of relevant experience (skills related)

7.10   New/Emerging occupation (skills related)

7.11   The above-mentioned are indicators that may illustrate scarcity in a particular occupational grouping of positions or specific position.

8. OCCUPATIONAL SHORTAGES AND HARD TO FILL VACANCIES

8.1 The Local Government Sector Education and Training Authority's (LGSETA) Skills Shortages & Skills Gaps Guide 2020 & 2021 refers to hard-to-fill vacancies as those vacancies in the organisation that takes longer than six (6) months to find a suitably experienced and qualified candidate. These skills shortages occur when the employer is unable to fill vacancies, or experience considerable difficulties in filling vacancies, due to the demand for workers in certain occupations being greater than the supply of workers who are available and willing to work under existing work and employment conditions.

8.2 Occupations listed in a specific year by the LGSETA as occupational shortages will be regarded as scare skills occupational in terms of this policy.

8.3 Posts determined as scarce skills posts in terms of this Policy shall be reviewed every twelve (12) months to allow for the relevant adjustments, based on changing trends and to confirm whether the occupation remain scarce.

8.4 In terms of sub-section 1(5) of the Municipal Staff Regulations: Guidelines for Implementation, Chapter 2, a committee of Council must monitor the implementation of the approved staff attraction and retention strategy and plan.

9. REWARD STRATEGY FOR ATTRACTING AND RETAINING INDIVIDUALS WITH SCARCE SKILLS

9.1 Directors requesting a scarcity allowance to be paid for an occupational group and / or a specific post must first determine if the post or occupation is listed as an occupational shortage

9.2 If the occupation is listed as an occupational shortage, the Director must determine the degree to which the post is considered a scarce skills occupation and submit, bearing inter alia paragraph 7 above in mind, a motivation(s) to the Senior Manager: Human Resources who will make a recommendation to the Municipal Manager for approval, provided that provision has been made on the budget.

9.3 The Municipal Manager will consider the merits of the application, the recommendations made by the relevant Director and Manager Human Resources, apply the Policy and come to a decision on the degree of scarcity of the position, after consultation with the Chief Financial Officer regarding the availability of funds in the specific Directorate's operating budget.

9.4 The decision of the Municipal Manager will be communicated to the Employee and Manager: Expenditure by the Manager : Human Resources or Director Corporate Services.

9.5 The Manager : Human Resources will formally notify the employee of the decision and the conditions under which the scarce skills allowance is approved.

9.6 Human Resources will ensure that proper record is kept and will update the Scarce Skills Allowance Register accordingly.

9.7   The scarce skills allowance and list of occupational shortages will be reviewed annually before 31 March for implementation from 1 July of the following financial year to allow for the relevant adjustments, based on changing trends and to confirm whether the posts and / or occupational groups originally affected by scarce skills remain scarce taking into consideration occupations regarded as scarce skills by the LGSETA.

9.8   The allowance will no longer be applicable for any new appointments or existing employees should a skill no longer be identified as scarce by the Municipal Manager or should the employee fail to perform at the required level.

9.9   In the event of a post advertised with a scarcity allowance, the employment contract of the successful candidate shall stipulate that the payment of the scarcity allowance shall be reconsidered after the six/three months' probation period and thereafter as required in 9.7 above. This stipulation shall also form part of the advertisement of the post.

9.10   The payment of the allowance will be reconsidered in the event of an unsuccessful completion of a six/three months' probation period and will be stipulated as such in the Employment Contract

9.11   Employees who receive a scarce skills allowance approved prior to Council's approval of specific occupational shortages as in 8.2, holding a post not listed as an occupational shortage, shall retain the allowance subject to the stipulations of the employee's employment contract, initial scarce skill allowance approval or standard of performance.

9.12   Should an employee referred to in 9.11 above vacates his/her current position, payment of a scarce skills allowance will be subject to the criteria of this Policy.

10. ALLOCATION OF A SCARCE SKILLS ALLOWANCE

Procedures for the allocation of a scarce skills allowance are the following:
Varying Degrees of Scarcity:

10.1 A short-term Scarce Skills Allowance should be considered when there is a relative scarcity of the skills, i.e. suitably skilled people may be available, but do not meet the following employment criteria:

10.1.1 *Geographical location* – employees are unwilling to work in rural areas

10.1.2 *Equity considerations* – there are few or no candidates with the requisite skills from specific groups available to meet the skills requirements of the municipality

10.1.3 Replacement demand would reflect a relative scarcity if there were people in education and training [formal and workplace] who are in the process of acquiring the necessary skills [qualification and experience], but where the lead time will mean that they are not available in the short term to meet replacement demand

10.1.4 The municipality is experiencing difficulty in attracting and retaining the services of the individuals from designated and non-designated groups with scarce skills due to the obligation on the employer to adhere to the collective agreements regulating the salary scales and evaluation of jobs of occupations/designations within the municipality

10.1.5 Occupational groups, designations and individual cases identified in terms of this Clause may be paid a temporary Scarce Skills Allowance.

10.2   Longer-term Solution for attracting and retaining skills

When the Municipality is experiencing difficulty in attracting and retaining the services of individuals from designated groups due to the high demand in the local and national market for these individuals and/or prolonged study/years of service required for a specific designation/occupation: –

10.2.1   A bursary scheme should be put in place to which the municipality allocates a designated amount. The bursary should be designated for the training of learners or individuals who intends studying in the fields identified as scarce

10.2.2   Employees who leave the employment of the municipality before they have worked back the years for which they received a bursary should be obliged to pay an amount proportional to the bursary they had received.

10.2.3   The municipality must ensure that in consultation with the LGSETA internships in fields that have been identified as scarce are identified and funded/supplemented through the skills levy paid by the municipality in terms of its obligations under the Skills Development Levies Act.

10.2.4   The municipality must ensure that these internships are taken up and implemented to enable the municipality to attract individuals at an early stage in fields of scarce skills and where experience is a necessity for the performance of a function/job

10.2.5   Individuals who formed part of internships should be accommodated to obtain the necessary qualifications in the field identified

10.2.6   Internal employees who have demonstrated a desire to qualify themselves in fields where a scarce skill exists should be identified

10.2.7   Such identified employees should be offered bursaries to enable them to study part time in the various identified fields with an obligation to work for the municipality after obtaining their required qualifications for the number of years they received a bursary

10.2.8   Employees who are studying part time have to be accommodated to enable them to attend classes and examinations where necessary during working hours in accordance with the relevant collective agreements and policies

10.2.9   The Human Resources Division must monitor and evaluate the status of individuals receiving bursaries through this Policy.

10.2.10   The municipality must put measures in place to ensure that a transfer of skills by employees with scarce skills takes place during their employment with the municipality in terms of Council's Education, Training and Development Policy.

10.2.11 At the same time the municipality must also ensure that a sustainable pool of individuals is established and maintained for future use

10.3   Payment of scarcity allowance:

10.3.1   A scarcity allowance (non-pensionable) will range from 10-15% of the employee's annual basic salary or an amount as approved by the director after consultation with the human resources division in which event the allowance may not exceed 15% of the employee's annual basic salary provided that the same amount be paid to all employees should the scarce skills allowance be approved for a specific occupational group and may be payable following the provisions of Clauses 7 and 8 above.

10.3.2   The degree of scarcity shall determine the percentage and period of allowance payable. See Clause 10.4

10.3.3   Such allowance must allow for both the possession of skills and the extent of the utilization of the skills in the general performance of duties.

10.3.4   Discontinuation of allowance

(a)   Where the allowance is terminated in terms of Clauses 9.8, three months' notice will apply;
(b)   After a regrade/re-evaluation, the new salary plus allowance is limited to the old salary plus allowance (allowance decreased)

10.3.5   Once the allowance is calculated, it becomes a fixed amount and does not increase with annual salary, increment or grading increases.

10.3.6   When an employee is on unpaid leave due to medical boarding, the employee will not be granted the allowance for the duration of the time from the time the medical boarding commenced until termination.

10.3.7   That the stipulations of this policy with regards to termination/discontinuation of the allowance be stipulated in the Employment Contract of an employee or in writing to an existing employee in the event of payment of a scarce skills allowance as an effort to retain qualified, skilled and experienced employees.

10.3.8   Before the allowance is payable the employee must sign an undertaking that the payment of the allowance shall be terminated or reduced in the following circumstances:

10.3.8.1 If an identified scarce skills occupation or the degree to   which   the occupation is considered as a scarce skills occupation is no longer classified as a scarce skills occupation by the Municipal Manager in consultation with the relevant Director and the Human Resource Department.

10.3.8.2 If the employee is appointed, transferred, or promoted to a post in the same or another occupation with a lower or no classification in terms of the degree to which the occupation is considered as a scarce skills occupation, the scarce skills allowance is reduced or terminated with effect from date of appointment, transfer, or promotion.

10.3.8.3 The Municipal Manager retains the right to terminate a scarce skills allowance of a specific post after consultation with the effective incumbent based on operational requirements or performance, provided that the payment of the allowance will only be terminated or reduced after the employee has been given three [3] months' notice in writing of the reclassification

10.4 <u>Percentages to be paid in the form of a scarce skills allowance:</u>

The Municipal Manager may approve the following percentages based on the basic salary component of the remuneration package to be paid in the form of a monthly non-pensionable scarce skills allowance:

10.4.1 Serious Shortage: Ten (10) to Twelve (12) %
10.4.2 Extreme and Severe Shortage :Thirteen (13) to Fifteen (15) %

10.5 Performance of an employee in a job regarded as a scarce skill occupation shall be taken into consideration when payment of a scarce skills allowance is considered. Employees with poor or substandard performance will not qualify for a scarce skills allowance.

11.   FINANCING THE SCARCE SKILLS ALLOWANCE

Directorates must pay any expenditure deriving from the introduction of the allowance in terms of the Scarce Skills framework:

(a)   from existing operating budgets; or
(b)   through the adjustment of the municipal budget within the directorate's vote.

12.   ATTRACTION AND RETENTION

12.1 Introduction

The attraction and retention of competent staff must form part of the municipality's talent management framework and strategy. Talent management is an integrated process designed to attract, retain, and develop competent staff.

Effective talent management ensure operational continuity and sustainability of the municipality by ensuring that the appropriate people, with the appropriate skills, are the appropriate job at the right time.

The municipal manager must ensure that the municipality develops and implements an effective staff attraction and retention strategy and plan.

A committee of the municipal council established in terms of section 79 of the local government: municipal structures Act, 1998 (Act no 117 of 1998) must monitor the implementation of the approved staff attraction and retention strategy and plan.

12.2 Attractions of competent staff

In developing a staff attraction strategy and plan, the municipality must consider the following:

- The municipality's staff value proposition.

- A value proposition is the concise description of what the municipality has to offer potential staff.

- The employee value proposition is a message designed to persuade and entice sought after professional and technical skills to consider being employed at the municipality.

- The staff value proposition should be inspirational, motivational, attractive, and distinctive.

- The municipality's long-term and current strategic organizational requirements in respect of leadership competencies, technical skills, and public service imperatives.

- The municipality's ability as an employer to provide a favorable work environment for staff.

- the attraction strategy and plan should include different techniques that can be used, and may include those set out in table 1 below:

Table 1

Attraction of staff techniques

Item	Technique	Examples
1	Buying talent	Building relationship with important sources of talent such as tertiary institution, business schools, using referral hiring, creating partnership with staff search agencies, targeting potential staff member, building an internet recruitment strategy
2	Building talent	Providing training and development for key staff members
3	Borrowing talent	Forming alliances with organizations in the private and public sector. Retaining consults, building skills transferring programmers, outsourcing work, maintaining relationships with former staff members
4	Bouncing talent	Investigating opportunities such as secondment, flexible work arrangements and contract work.

| 5 | Binding talent | Offering financial and non-financial inducements to retain talent |
| 7 | Boosting talent | Promotion and staff recognition schemes |

12.3 Identification of competent staff

- the identification of scarce, critical, and high-risk skills must form the basis of any talent management interventions.

- The manager responsible for human resource must develop a framework for the identification of competent staff.

- The framework must enable the identification of leadership groups and technical talent in the municipality.

- Supervisors, in consultation with the manager responsible for human resource, must identify competent staff members.

12.4 Retention strategy

The manager or director responsible for human resource must oversee the retention strategy and ensure that there is consistency in the way in which competent staff members are managed and engaged by:

(i) Ensuring that systems and processes are structured to provide flexibility within the legal framework so that staff can be managed effectively and differently, if necessary.

(ii) Providing supervisors with the authority to act in this regard, whilst offering strategic advice and support.

(iii) Reviewing policies and procedures to ensure that they provide the measure of flexibility necessary to accommodate competent staff members: and

(iv) Developing an accountability framework that details the boundaries within which supervisors may act to retain staff.

12.5 Action to retain staff

- each supervisor must engage on an individual basis with those staff identified as competent staff members to understand both their tangible and intangible motivations and aspirations.

- this engagement may be integrated with the performance management cycle and the formulation of personal development plans.
- the manager responsible for human resource or other human resources staff should support the supervisors by providing them with methodology and instruments to undertake this engagement.

- the engagement with staff member should consider:
  - o the staff member's interests, values, skills, and development need and:
  - o the various options available to the staff members.

- Supervisors and Managers, in consultation with staff employed in the Human Resources function, must identify those tangible and intangible motivations that are not feasible and should consult with the staff member to find a satisfactory solution.

- the engagement must result in a plan that is signed off by both the staff members and relevant supervisor and ratified by the manager responsible for human resources.

- the plan should contain both intangible and intangible actions, timelines, targets, and conditional requirements.

- the plan should become the basic for the development, engagement, and retention of competent staff members.

- the manager responsible for human resources, together with the relevant supervisors, must develop and apply a talent exposure programme for new talent entering the municipality or entering a specific level within the municipality.

- the exposure programme should aim at providing competent talent with structured exposure to participate fields of work and roles.

- the manager responsible for human resources, or the person to whom this function is delegated, must ensure that the programme defines the roles that talent on the programme will perform so that their skills and development requirements are optimized during the exposure, and expectations are managed.

- Supervisors and Managers should engage with competent staff members in a discussion regarding their plan on an ongoing basis.

- the talent management plan must be reviewed annually, and the review should coincide with the performance management cycle of the municipality.

- the review should consider the steps that have been completed in the plans, what is still required to be done, performance, next step, amendments, and support needed.

- the plan should be updated and sent to the manager responsible for human resource for ratification.

13   MONITORING AND REVIEW

13.1   Management has the responsibility of monitoring the implementation of the policy and to ensure that the policy remains current and fit for purpose.

13.2   This policy shall be reviewed as and when necessary, but at least once in two years to ensure alignment with the operational requirements and municipal strategic goals and objectives.

13.3   **The Human Resource Policy Framework**, shall be read in conjunction with the following policies:

19.3.1 Terms of Reference of Education, Training & Development Policy
19.3.2 Employee Study Aid Policy